



# *Municipal Budget Program*

Town Manager Proposed  
Fiscal Year 2022-2023



*Town of South Kingstown*

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

**FISCAL YEAR 2022-2023**  
**PROPOSED MUNICIPAL BUDGET PROGRAM**  
**PRESENTED MARCH 2022**



**TOWN COUNCIL**

Rory H. McEntee, President  
Abel G. Collins, Vice President  
Deborah Bergner  
Deborah J. Kelso  
Jessica Rose

**INTERIM TOWN MANAGER**

Theresa L. Murphy

**DIRECTOR OF ADMINISTRATIVE SERVICES**

Lucas W. Murray

**FINANCE DIRECTOR**

Zachary Saul

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**Town of South Kingstown  
Rhode Island**

For the Fiscal Year Beginning

**July 01, 2020**

*Christopher P. Morill*

Executive Director

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

GFOA presented a Distinguished Budget Presentation Award to the Town of South Kingstown for its fiscal year 2016-2017 municipal budget, the first year in which the Town's budget was submitted for consideration. Receiving the award, especially in the initial year of submission, is a notable achievement. The Town was also recognized by GFOA with the Budget Award in each fiscal year since, and is currently pending consideration for the 2021-2022 fiscal year. The Town has prepared the FY 2022-2023 municipal budget in conformance with GFOA's Distinguished Budget Award program requirements, and intends to submit for award consideration once again.

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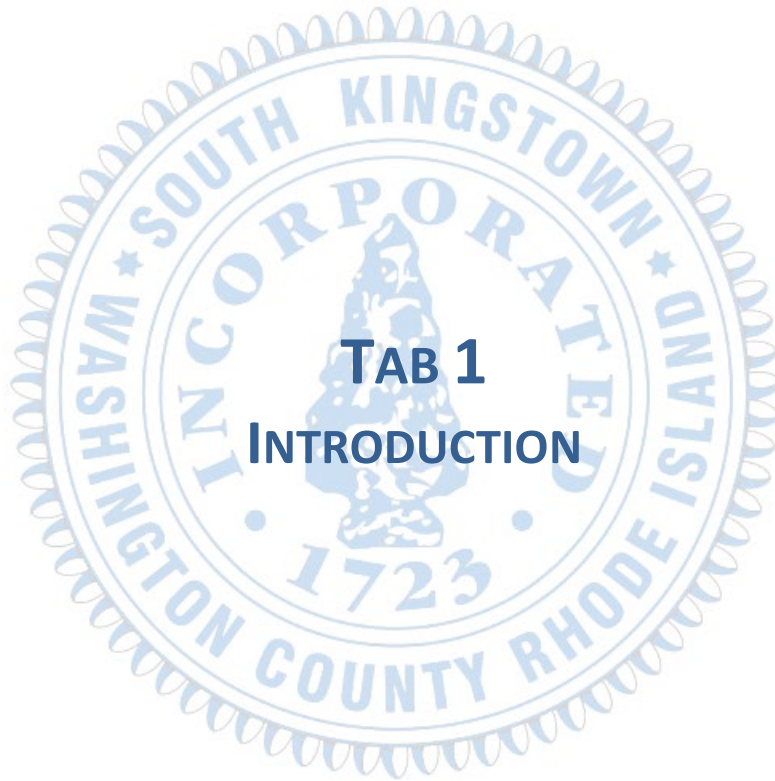
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**TAB 1**  
**INTRODUCTION**

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**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

# Town Council Members & Department Directors

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Provided below is a list of the Town Council members, and the Town’s department directors and division heads, current through March 2022.

## South Kingstown Town Council

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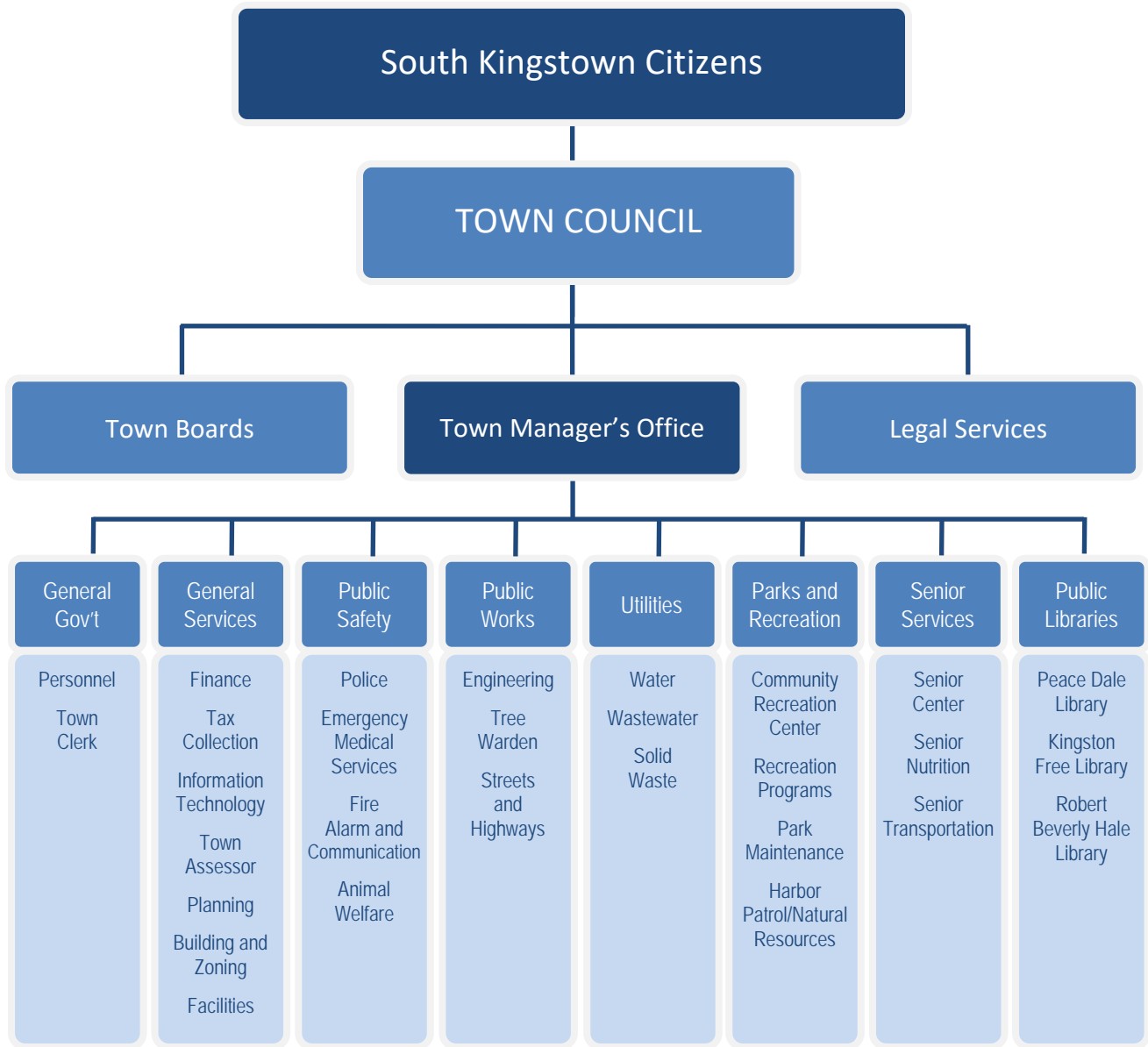
Town Council President .....	Rory H. McEntee
Town Council Vice President .....	Abel G. Collins
Council Member .....	Deborah Bergner
Council Member .....	Deborah J. Kelso
Council Member .....	Jessica Rose

## Municipal Department Directors and Division Heads

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Interim Town Manager .....	Theresa L. Murphy*
Director of Administrative Services .....	Lucas W. Murray*
Personnel Administrator .....	Aimee Campbell
Town Clerk .....	Susan M. Flynn
Finance Director .....	Zachary J. Saul
Tax Collector .....	Christina Oliva*
Information Technology Director .....	Lori Ann Fox
Interim Town Assessor .....	David Dolce*
Director of Planning .....	James Rabbitt
Building Official .....	James Gorman
Facilities Superintendent .....	Mark Russo
Chief of Police .....	Joel Ewing-Chow
Animal Control Officer .....	Tara Sekator*
Harbormaster/Natural Resource Officer .....	Michael Stach
Fire Alarm Superintendent .....	Lance Whaley
Chief of Emergency Medical Services .....	Craig Stanley
Director of Public Services .....	Jon R. Schock
Town Engineer .....	Richard Bourbonnais
Highway Superintendent .....	Scott Brown*
Director of Leisure Services .....	Theresa L. Murphy
Recreation Superintendent .....	Lenka Capek
Parks Superintendent .....	Rex Eberly
Library Director .....	Laurel Clark
Senior Services Director .....	Susan DiMasi
Water Superintendent .....	Brett Whaley
Wastewater Superintendent .....	Kathy Perez
Town Solicitor .....	Michael A. Ursillo

\* New staff or existing staff new to this position since March 2021.





## How to Use this Budget Document

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The FY 2022-2023 Proposed Budget document is organized as detailed within the *Table of Contents*, and divided into twenty-two tabs. Each tab may contain multiple related or similar topics.

The first tab, titled *Introduction*, recognizes the Town Council members and the Town's Department and Division heads, as well as provides the Town's municipal organizational chart. Note that more detailed department and/or division organization charts are also included within the respective sections of the budget document. The *Introduction* provides the reader with this guide, which is followed by detailed information about the Town within the *South Kingstown at a Glance* and *Statistical Profile* sections. In addition, this tab identifies the Town Council's Goals and Objectives, which are referenced and incorporated in department and division FY 2021-2022 (current year) priorities and FY 2022-2023 (proposed) priorities outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2022-2023 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the FY 2022-2023 Proposed Budget.

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

The fourth tab, *Fund Structure, Descriptions & Summaries*, contains financial information by fund and provides an overview of the budget for Fiscal Year 2022-2023, including summaries of revenues and expenditures for all budgeted funds.

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 proposed priorities for the 2022-2023 fiscal year using the funding requested. In addition, funding comparison summaries and detailed expenditure statements are provided.

The next tab, titled *Non-Departmentals*, provides information regarding funds specific to insurance and claims, contributions the Town makes to Human Service and Outside Agencies within the community, and Capital Budget funding, which are all funded through the General Fund. It is noted that the Capital Budget is the first year in the 6 year Capital Improvement Program. For further detail on the CIP, please refer to tab twenty-one of this document. Please note that the community's entire 6 year Capital Improvement Program is detailed in a separate budget document.

The next four tabs, numbered twelve through fifteen, reflect special revenue funds related to the *Peace Dale Office Building*, *Senior Services Program*, *Neighborhood Guild*, and the *Community Recreation Center*. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for the current fiscal year and proposed priorities for the 2022-2023 fiscal year using the funding requested. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.



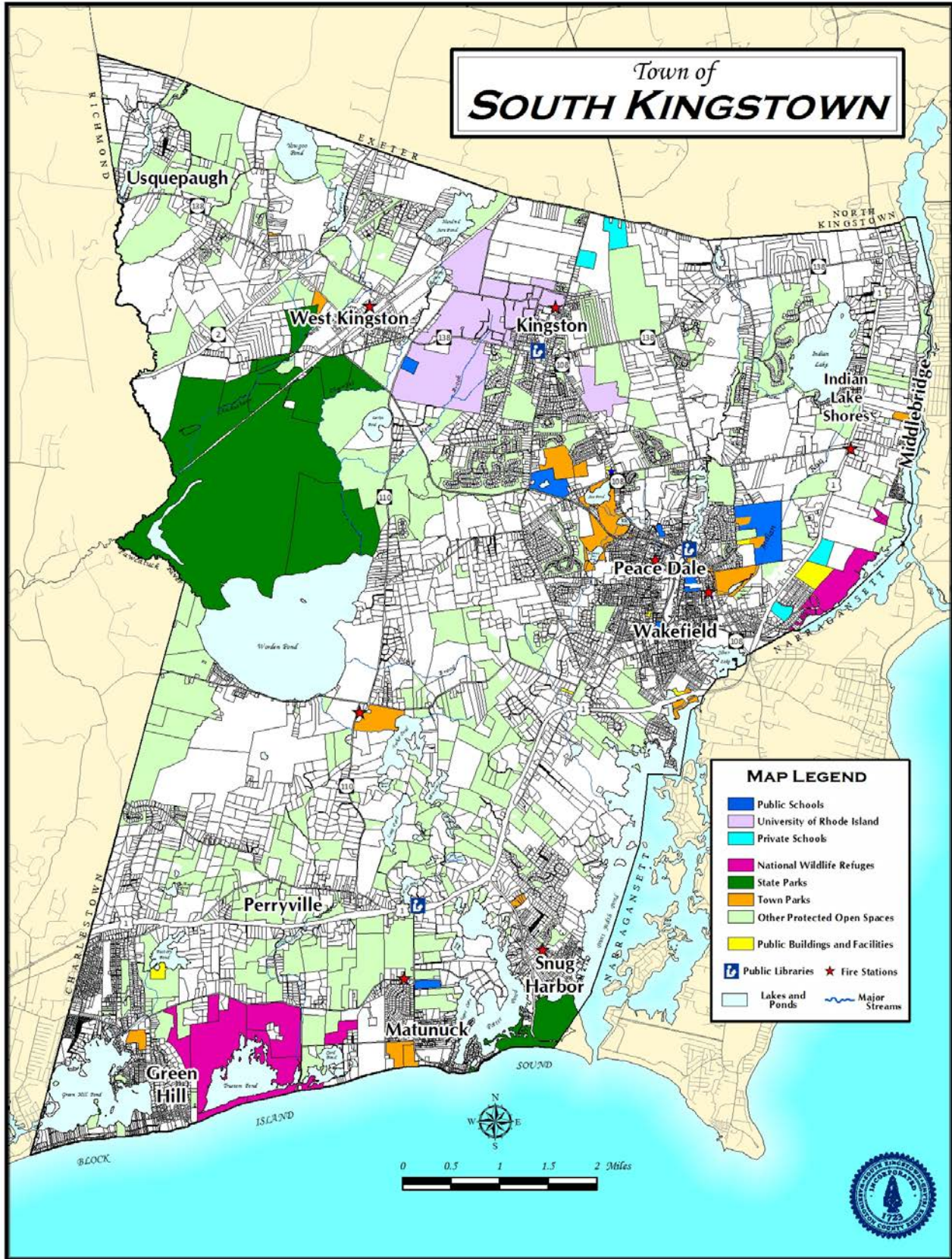
Tab sixteen provides information related to the *Debt Service Fund*, which is used to account for the principal and interest payments for the issuance of bonds, notes, or other obligations secured by the Town, inclusive of both municipal and education related debt service.

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 the current fiscal year and proposed priorities for the 2022-2023 fiscal year using the funding requested. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.

Tab twenty, *School Fund*, provides a summary of the South Kingstown School Department, where the reader will find an organization chart, mission statement, and a funding comparison summary, as well as summary expenditure and revenue statements for the 2022-2023 fiscal year, based on the funding requested through the Property Tax Transfer.

The *Capital Improvement Program*, found within tab twenty-one, provides an overview of the Town's Capital Improvement Program (CIP) for Fiscal Period 2022-2023 through 2027-2028, published in December 2021 and adopted by the Town Council in January 2022. The six year CIP is designed to strategically invest in and develop capital projects. It is noted that the Capital Budget, also called the Pay-As-You-Go portion of the CIP, is the first year of the six year plan, and is funded within the FY 2022-2023 budget. For further detail on the Capital Budget, please refer to tab eleven of this document. It is noted the community's entire 6 year Capital Improvement Program is detailed in a separate budget document.

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





Nestled along the Southern Rhode Island coastline one can find the Town of South Kingstown, Rhode Island. Established in 1658 and incorporated as a Town in 1723, this suburban community is located about 30 miles south of Providence, the State's capital city. Throughout the Town's total area of 62.3 square miles, a bounty of natural resources can be found in farms and woodlands, freshwater wetlands and ponds, salt ponds and marshes, ocean beaches, and other waterfront areas. These abundant natural resources are further augmented by rivers connecting upland resource areas with the tidal estuaries, freshwater marshes and open water in a series of ponds, including Worden's Pond - the largest natural freshwater pond in the State. In addition to benefiting residents and attracting tourists, 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.

Residents and visitors have been coming to South Kingstown for generations to enjoy the unspoiled beauty of the shoreline, the quiet tranquility of rural farmlands, and the quaint charm of the historic villages. Tourism continues to be an important staple of the local and regional economy in Washington County, known affectionately as South County. All are welcome to 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. 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 contains a number of distinct historic villages and places, including the villages of Wakefield and Peace Dale in the central portion of the community. Mills and other prominent buildings constructed of granite, historic homes, stone walls, and Native American place names help to define the heritage and cultural context of the Town. In addition, agricultural and aquacultural activities also define an important component of South Kingstown's cultural landscape. South Kingstown's natural and cultural resources provide the framework for the high quality of life today in the community. Scenic forests, rural farmlands, historic villages, and unique summer communities complete a picture, weaving upland and wetland resources together. The protection of the Town's critical natural resources has been a long-term, continuing priority in the community, resulting in the preservation of 11,858 acres (32.6%) of the land area in the community as of July 2021.

Cultural legacies in South Kingstown include the long heritage of the Narragansett Indian Tribe and other local Native American tribes in the larger region, the historic settlement patterns of the early colonists, and later those of industrialization. The area was home to early peoples as long as 5,000 years ago when the glaciers first receded, and generations lived vibrantly and fished, farmed, and hunted, in the fertile local fields, forests, wetlands, and fresh and salt water ponds. The settlement patterns of the colonists significantly changed the landscape of the region, in both cultural and economic development throughout New England. 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. Reliance on labor provided by enslaved Africans and indigenous people was common among both larger and smaller farmsteads prior to the 1800's, known then as plantations. Farming gave way to industrialization and 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, while the ocean was always a valuable



resource by those who lived in the region, the role of the shore gained prominence for recreation purposes in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries as it developed to serve a growing influx of summer visitors and residents. The Town became the home of a new railroad station at West Kingstown in 1875 and a new State college in 1888, now the University of Rhode Island, two economic components still of notable impact to the community and region.

The area was settled by early colonists around the time of the Pettaquamscutt Purchase (1658), and was first incorporated as part of the Town of Kings Towne in 1674 along with what is current day North Kingstown, South Kingstown, Exeter, and Narragansett. The Town of South Kingstown was established in 1773 when the Town of Kings Towne was divided into two parts, North and South. At the time, South Kingstown included area that later became the Town of Narragansett. Narragansett was founded in 1882 when it separated from South Kingstown. The village of Kingston served as one of the original five Rhode Island state capitols, sharing a rotation with Newport, Providence, East Greenwich, and Bristol. Constructed in 1776 with lumber from local trees, the present day Kingston Free Library was originally built as a county court house, Court House Little Rest. The RI General Assembly met in this court from 1776 through 1791. The Kingston Free Library and Reading Room was established in 1824. Town business was also conducted there through 1877, when the Town moved municipal operations to the current Town Hall at 180 High Street in Wakefield.

The area has a strong history of entrepreneurs, and the Town is home to a host of small businesses, which further help to strengthen the local community identity, vibrancy, and economy. The community is fortunate to also have two strong larger local employers, the University of Rhode Island and South County Hospital. The University of Rhode Island is located in the historic village of Kingston. Originally chartered as the State's agricultural school in 1888, it became Rhode Island College of Agriculture and Mechanical Arts in 1892, Rhode Island State College in 1909, and then a university in 1951. URI enrollment for the 2021-2022 academic year stands at 17,511 students, (comprised of 13,599 degree-seeking undergraduates, 894 non-degree seeking undergraduates, 2,886 graduate students, and 132 non-degree seeking graduate students). URI is one of the largest employers in the State of Rhode Island, with a combined faculty and staff of 2,577. South County Hospital, an independent, non-profit hospital located in the village of Wakefield, currently has 1,493 employees. First established in 1919 as a cottage hospital in the Watson House on Kenyon Avenue in the village of Wakefield, it was not long before the need for services increased and the cottage hospital was replaced in 1925 with a new facility on six acres of land donated by the Town of South Kingstown. In the years since, the hospital has seen many expansions, including the State's first hospital helipad in 1973.

South Kingstown is a community where residents take great pride in preserving and enhancing the quality of life residents enjoy. As can be readily imagined, this effort requires enthusiastic and active participation by members of the community, elected and appointed officials, and our dedicated municipal staff in order to address the issues of the day and plan for the future. The Town strives to provide 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 our community members, 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, staff 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.

*Additional resources on local history are available on the Library's website [www.skpl.org/751/Local-History](http://www.skpl.org/751/Local-History) and the Southern Rhode Island Chamber of Commerce website [www.srichamber.com/history.html](http://www.srichamber.com/history.html).*



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

## Geography

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

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

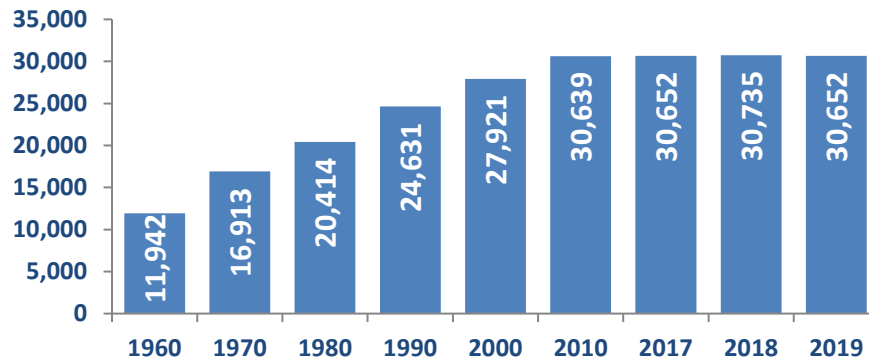
## Population

The US Census Bureau’s American Community Survey data indicate the 2019 population of South Kingstown was 30,652, as compared to the Town’s population of 30,226 in 2010. This ACS forecasted 1.4% increase in population (equivalent to 426 people) over a 9-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14 and a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census 2019 American Community Survey								
Population	2000	Percent	2010	Percent	2019	Percent	9 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	977	3.2%	(224)	-18.7
Age 5-14	3,714	13.3%	3,479	11.5%	2,746	9.0%	(733)	-21.1
Age 15-19	4,117	14.7%	4,597	15.2%	5,657	18.5%	1,060	23.1
Age 20-34	5,112	18.3%	5,023	16.6%	5,607	18.3%	584	11.6
Age 35-44	4,203	15.1%	3,453	11.4%	2,525	8.2%	(928)	-26.9
Age 45-59	5,167	18.5%	6,696	22.2%	5,101	16.6%	(1,595)	-23.8
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,039	26.2%	2,262	39.2
<b>Total Ages</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,226</b>	<b>100.0%</b>	<b>30,652</b>	<b>100.0%</b>	<b>426</b>	<b>1.4%</b>



### Population Growth



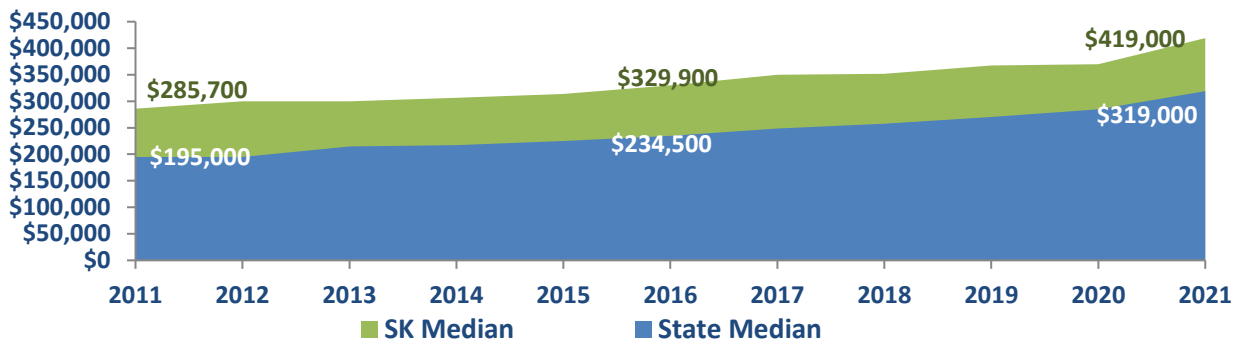
#### HOUSING

The US Census Bureau 2020 Decennial Census reported a total of 13,771 housing units in the Town of South Kingstown, of which 80% (11,020) were occupied year round, and the remaining 20% (2,751) were seasonal, recreational, occasional use, or vacant. Of the 11,020 occupied housing units, 75.0% were owner occupied and 25.0% were renter occupied. The average household size of an owner occupied unit was 2.43 persons, while the average household size of a rented unit was 1.99 persons.<sup>1</sup>

#### MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2015-2019 American Community Survey (ACS) 5-Year Estimates reported that in 2019, the median value of owner occupied homes in South Kingstown was \$371,400 as compared to \$353,800 in 2018, \$344,000 in 2017, \$334,900 in 2016, and \$331,800 in 2015. The 2021 Housing Fact Book published by HousingWorks RI at Roger William University indicates the median sale price of a single-family home in South Kingstown as of December 31, 2020 was \$419,900. The median sale price of a single family home state-wide during the same period was \$319,000. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

### Median Single Family House Prices



Source: 2021 Housing Fact Book - HousingWorksRI at RWU

<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/southkingstowntownwashingtoncountyrhodeisland/PST045221>

# Town Council Goals & Objectives



## TOWN'S TOP 10 TAXPAYERS

The majority of the Town's tax base consists of residential property taxpayers. The following chart identifies the Town's top ten taxpayers, with a combined total of 3.89% of the total assessed valuation.

Taxpayer	Taxable Assessed Valuation	% of Total Assessed Valuation
Harbor Village Apartments	\$42,264,375	0.80%
Schneider Electric	28,332,892	0.54%
Brightview Commons	25,831,584	0.49%
Narragansett Electric	24,916,831	0.47%
SCC Investments	21,962,855	0.42%
South Bay Manor	15,696,993	0.30%
Jerry Brown Farm Association	14,866,121	0.28%
Wakefield Mall	12,734,112	0.24%
Tower Hill Landings	8,568,126	0.16%
Belmont Shoppers Park	8,561,903	0.16%
<b>Combined</b>	<b>\$203,735,793</b>	<b>3.89%</b>

## AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	% Increase
2012-2013	8,825	\$287,000	\$348,115	\$5,048	\$12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
2019-2020	9,072	367,500	399,110	5,767	233	4.21%
2020-2021	9,071	370,000	399,154	5,768	1	0.01%
2021-2022	9,142	419,000 <sup>^</sup>	401,370	5,800	32	0.55%
<b>10 Year Increase</b>	<b>317</b>	<b>\$132,000</b>	<b>\$53,255</b>	<b>\$752</b>	<b>\$76</b>	<b>1.43%</b>

\*10 year average

<sup>^</sup> Median Sales Price – 2021 Housing Fact Book - HousingWorksRI at RWU

5 Year Property Tax Levy -					
Fiscal Year	Town	School	Total	\$ Increase	%
2017-2018	17,841,319	52,958,739	70,800,058	401,760	0.57%
2018-2019	18,001,394	54,502,664	72,504,058	1,704,000	2.41%
2019-2020	19,414,907	55,731,836	75,146,743	2,642,685	3.64%
2020-2021	19,043,319	56,272,617	75,315,936	169,193	0.23%
2021-2022	19,022,543	56,955,464	75,978,007	662,071	0.88%
<b>5 Year Increase</b>	<b>\$1,613,657</b>	<b>\$3,996,725</b>	<b>\$5,177,949</b>	<b>\$5,579,709</b>	<b>1.55%*</b>

\*5 year average

## Town Council Goals & Objectives



Tax Roll Comparison	FY 2020-2021 December 2019	\$14.45 Tax Rate Levied	% of Tax Roll	FY 2021-2022 December 2019 Taxable	\$14.45 Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$4,494,020,600	\$64,938,598	85.67%	\$4,527,996,100	\$65,429,544	86.04%	85.39%
Commercial	552,988,700	7,990,687	10.54%	554,941,400	\$8,018,903	10.54%	10.46%
Tangible	114,464,194	1,654,008	2.18%	107,007,815	\$1,546,263	2.03%	2.02%
<b>Total Value</b>	<b>\$5,161,473,494</b>	<b>\$74,583,292</b>	<b>98.39%</b>	<b>\$5,189,945,315</b>	<b>\$74,994,710</b>	<b>98.62%</b>	<b>97.87%</b>
Less Exemptions	(\$61,133,730)	(\$883,590)	-1.2%	(\$64,135,165)	(\$926,775)	-1.22%	-1.21%
Flexible Tax Base	\$5,100,339,764	\$73,699,702	97.23%	\$5,125,810,150	\$74,067,935	\$97.40%	96.66%
Motor Vehicles \$18.71/ \$1,000	\$222,096,894	\$4,155,433	4.23%	\$229,007,988	\$4,284,739	4.35%	5.59%
Less Exemptions	(76,522,830)	(1,432,700)	-1.46%	(\$92,107,099)	(\$1,724,169)	-1.75%	-2.25%
Net Motor Vehicles	\$145,574,064	\$2,722,733	2.77%	\$136,900,889	\$2,560,570	2.60%	3.34%
<b>Total Tax Roll/ Levy</b>	<b>\$5,245,913,828</b>	<b>\$76,422,435</b>	<b>100%</b>	<b>\$5,262,711,039</b>	<b>\$76,628,505</b>	<b>100%</b>	<b>100%</b>

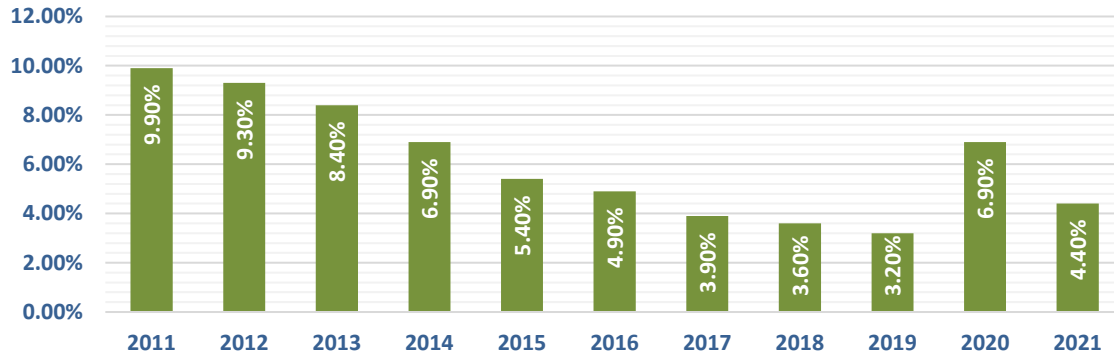
Source: Tax Roll comparison data obtained from the Assessor's Statement of Assessed Values and Levy Certification submitted to RI Division of Municipal Finance.

### EMPLOYMENT

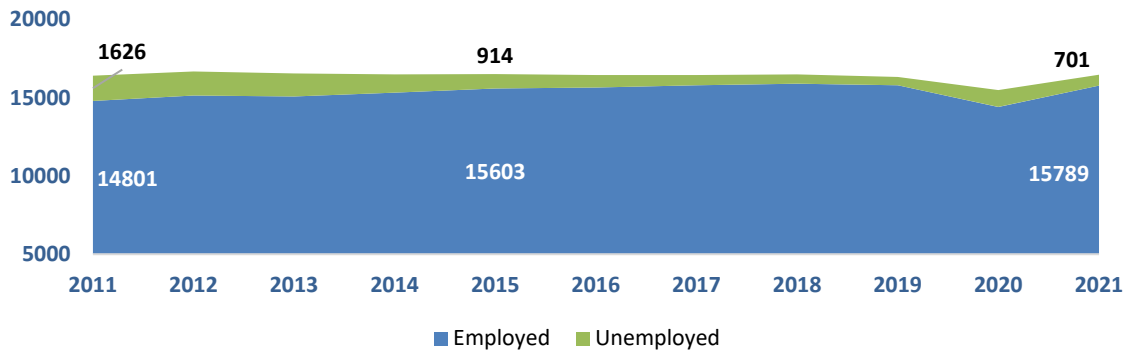
During Calendar 2021, the average labor force in the Town of South Kingstown was 15,789 with employment at 15,088 yielding an unemployment rate of 4.40%. Statewide, the unemployment rate for Calendar year 2021 was 5.7%. As of 2021 the non-seasonally adjusted unemployment rate in South Kingstown was 2.9% as compared to the statewide rate of 3.7%. The rates shown for 2020 and 2021 reflect the local consequences of the COVID-19 pandemic. South Kingstown's relatively low pandemic-induced unemployment was due to the characteristics of the local job market (the University of Rhode Island is one of our largest employer) and the workforce participation profile of the Town's residents (a large number of professionals whose work was not suspended during the pandemic). Unemployment rates sharply declined throughout 2021 as COVID-19 vaccines became available and many industries returned to normal operation.



### SK Labor Force Annual Average Unemployment Rate



### SK Labor Force Annual Average Unemployment Rate



Source: Source: Rhode Island Department of Labor and Training: South Kingstown Labor Force Statistics (not seasonally adjusted). <https://dlt.ri.gov/labor-market-information/data-center/unemployment-ratelabor-force-statistics-laus>



# STATE OF RHODE ISLAND

Population	1990	2000	2019
Total Population	1,003,464	1,048,319	1,057,231
Male	481,496	503,635	513,792
Female	521,968	544,684	543,439
16 years +	801,625	827,797	876,019
21 years +	722,844	748,445	796,578
65 years +	150,547	152,402	177,889
White	917,375	891,191	850,597
Black/African American	38,861	46,908	71,561
American Indian & Alaskan Native	4,071	5,121	5,277
Asian & Pacific Islander	18,325	24,232	36,768
Some other race	24,832	52,616	57,807
Two or more races	-	28,251	35,221
Hispanic or Latino (of any race)	45,752	90,820	163,226
Educational Attainment	1990	2000	2019
Population (Age 25+)	658,956	694,573	737,200
Less than 9th grade	11.1%	8.1%	5.1%
9th-12th, no diploma	16.9%	13.9%	6.1%
High School Graduate / GED	29.5%	27.8%	28.3%
Some College, no degree	15.0%	17.6%	18.0%
Associate Degree	6.3%	7.0%	8.4%
Bachelor Degree	13.5%	15.9%	20.4%
Graduate/Professional Degree	7.8%	9.7%	13.8%
Median Household Income	1990	2000	2019
	\$32,181	\$42,080	\$67,167
Annual Average Labor Force Estimates	2006	2009	2019
Labor Force	572,601	567,280	555,554
Employment	544,357	504,951	535,768
Unemployment	28,244	62,329	19,786
Unemployment Rate	4.9%	11.0%	3.6%

Rhode Island (3.6%) was tied for the 28<sup>th</sup> highest annual average unemployment rate in the country in 2019. Alaska (6.1%), had the highest rate in the country. The annual average unemployment rate for the United States as a whole in 2019 was 3.7 percent.

Rhode Island's total population increased by 4.5 percent during the 1990's, with the gain of 44,855 people, while between 2000 and 2019, Rhode Island gained 8,912 (+0.9%) residents.

Over forty-two percent (42.6%) of Rhode Island residents 25 years and older had a college degree (Associate or higher) in 2019. The share of state residents without a high school diploma or GED decreased between 2000 and 2019, falling from 22.0 percent to 11.2 percent.

Between 2009 and 2019, employment in Rhode Island increased by 37,029 (+8.3%) jobs. Private sector employers reported a gain of 36,534 (+9.4%) jobs, while public sector employment grew by 494 (+0.8%) jobs.

Establishment Employment	2006	2009	2019
Total Private & Government	480,589	448,475	485,504
Total Private Only	417,706	387,824	424,358
Health Care & Social Assistance	74,436	76,912	81,431
Government	62,883	60,652	61,146
Accommodation & Food Services	42,561	41,329	52,093
Retail Trade	51,753	47,071	48,014
Manufacturing	52,726	41,747	39,740
Administrative Support & Waste Management	25,388	22,207	29,325
Finance & Insurance	26,492	23,628	25,796
Professional & Technical Services	21,449	21,127	25,687
Educational Services	18,221	19,083	20,986
Construction	22,803	17,180	19,981
Other Services	18,117	17,780	18,146
Wholesale Trade	16,969	16,097	16,590
Management of Companies & Enterprises	9,311	9,208	13,223
Transportation & Warehousing	9,397	8,683	10,876
Arts, Entertainment, & Recreation	7,682	7,637	7,882
Real Estate & Rental & Leasing	6,877	5,975	6,422
Information	10,997	10,112	5,877
Utilities	1,144	1,119	1,115
Agriculture, Forestry, Fishing & Hunting	862	729	933
Mining	259	194	188

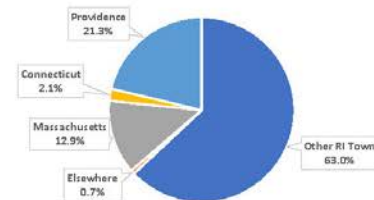
### Language Population Age 18-64

Percent of population that speak only English or another language & English either 'well' or 'very well' - 95.7%

Percent of population that speak English 'not well' or 'not at all' - 4.3%

Language Spoken	Percentage
Spanish	3.3%
Other Indo-European	0.5%
Asian/Pacific Islander	0.4%
Other Languages	0.1%

### Where Rhode Island Residents Work, 2015



Source: Rhode Island Department of Labor and Training



# SOUTH KINGSTOWN

Population	1990	2000	2019
Total Population	24,631	27,921	30,652
Male	11,790	13,268	14,654
Female	12,841	14,653	15,998
16 years +	20,383	22,335	26,667
21 years +	15,019	17,528	20,236
65 years +	2,800	3,248	5,824
White	23,000	25,440	27,551
Black/African American	362	437	820
American Indian & Alaskan Native	451	449	527
Asian & Pacific Islander	735	874	736
Some other race	83	203	328
Two or more races	-	518	690
Hispanic or Latino (of any race)	306	493	1,485
Educational Attainment	1990	2000	2019
Population (Age 25+)	13,110	16,149	18,169
Less than 9th grade	4.6%	2.3%	0.5%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	18.1%
Some College, no degree	16.5%	17.6%	15.2%
Associate Degree	6.2%	6.0%	6.6%
Bachelor Degree	19.6%	26.9%	29.1%
Graduate/Professional Degree	19.4%	19.9%	26.6%
Median Household Income	1990	2000	2019
	\$36,481	\$56,325	\$89,917
Annual Average Labor Force Estimates	2006	2009	2019
Labor Force	16,041	15,750	16,432
Employment	15,372	14,314	15,917
Unemployment	669	1,436	515
Unemployment Rate	4.2%	9.1%	3.1%

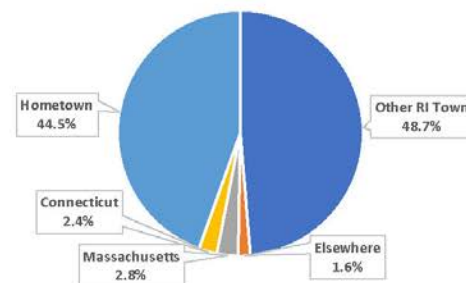
- South Kingstown’s total population grew by 13.4 percent during the 1990’s, with the addition of 3,290 people. Between 2000 and 2019, South Kingstown added another 2,731 (+9.8%) residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2019. The share of local residents without a high school diploma or GED decreased between 2000 and 2019, falling from 8.7 percent to 4.5 percent.
- Between 2009 and 2019, employment in South Kingstown increased by 682 (+5.1%) jobs. Private sector employers reported a gain of 762 (+7.9%) jobs, while public sector employment fell by 79 (-2.1%) jobs. In comparison, statewide total employment grew by 37,029 (+8.3%) jobs.
- South Kingstown’s unemployment rate averaged 3.1 percent in 2019, tied for the 13th lowest in the state and below the state average of 3.6 percent.

Establishment Employment	2006	2009	2019
Total Private & Government	13,765	13,330	14,012
Total Private Only	9,977	9,633	10,395
Government	3,788	3,696	3,617
Health Care & Social Assistance	2,351	2,524	3,072
Accommodation & Food Services	1,249	1,279	1,600
Retail Trade	1,484	1,330	1,244
Other Services	758	718	610
Manufacturing	956	739	567
Wholesale Trade	778	785	509
Construction	434	283	459
Educational Services	251	270	379
Professional & Technical Services	373	308	374
Administrative Support & Waste Management	248	246	343
Finance & Insurance	289	244	342
Real Estate & Rental & Leasing	102	289	239
Arts, Entertainment, & Recreation	212	224	231
Transportation & Warehousing	198	130	141
Information	145	149	125
Agriculture, Forestry, Fishing & Hunting	108	73	110
Management of Companies & Enterprises	13	24	21
Mining	*	*	*
Utilities	*	*	*

### Language Population Age 18-64, 2019

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	0.3%
Speak Other Indo-European	0.1%
Speak Asian/Pacific Islander	0.1%
Speak Other Languages	0.0%

### Where South Kingstown Residents Work, 2015



Source: Rhode Island Department of Labor and Training

# Town Council Goals & Objectives

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## Town Council Mission Statement

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The purpose of local government is to help create and maintain the conditions that make it possible for people to pursue their own interests and happiness while respecting the rights of others to do the same. Accordingly, the programs and operations of the government of the Town of South Kingstown are designed to promote equal justice, security, and the wellbeing of all town residents. The Town Council’s mission is to monitor the needs of the community and adjust local policies and practices when necessary to preserve peace and prosperity. The Town Council strives to provide high-quality municipal services while maintaining affordable fees and taxes.

## Town Council Goals & Objectives

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The Town Council’s Goals and Objectives, were most recently adopted March 22, 2021. The Town Council’s Goals and Objectives for the 2020-2022 term are organized and detailed within fourteen priority areas as identified in the table below. These fourteen priority areas are referenced within this budget using the following acronyms:

Town Council Goals & Objectives Main Topics	Acronym
Taxes, Budget, and Fiscal Management	TBF
Education and Training	ET
Facilities and Infrastructure	FI
Land Use	LU
Housing	H
Sustainability and Natural Resources	SNR
Cultural Priorities	CP
Economic Structure	ES
Transportation and Traffic Safety	TTS
Supporting Vulnerable and Underserved Residents	VUR
University of Rhode Island	URI
South County Hospital	SCH
Policing and Public Safety	PPS
Civic Engagement and Public Participation	CEPP

## I. Taxes, Budget, and Fiscal Management

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### GOALS

- Town fees and taxes should be affordable for all residents. The Town’s fee and tax structures should consider each resident’s ability to pay and should be designed to ensure equitable access to all town services and resources; no resident should be denied access to town services or public resources.
- In order to maintain the quality of public services, property tax increases should reflect inflationary influences and should address needs as identified by the Town Council.
- Public participation and the assessment of the public needs and interest should inform the Town’s budget at every phase of the process, from development to execution.



### OBJECTIVES

- Public participation and the assessment of the public needs and interests will inform the Town's budget at every phase of the process, from development to execution.
- The Recreation Department will develop updated registration fee structure for all youth programs based on household income to better serve all families in our community.

## II. Education and Training

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### GOALS

- All SK Schools should be rated as 5-Star Schools.
- Zero Gap: there should be no statistical distinction subgroup members and the general student population. Those with special needs should get the services they require.
- The District should exceed state and federal special education mandates.
- SK School should be truly equitable: So, for example, suspension practices should be nondiscriminatory and school officials should pay attention to high-risk students.
- Bottom-up, student-centered, programming: Every student is different and the district's approach to teaching must start from a recognition of individual needs.
- Faculty- and staff-to-student ratios should be appropriate to ensure high-quality education services at a sustainable cost. While every community is different, decisions about South Kingstown's ratios should be informed by comparisons to other similar communities.
- School District and other municipal programs (the Guild, the Senior Center, and the Recreation Department) should provide residents with relevant and engaging opportunities for learning appropriate for residents of all ages.
- To ensure competent and innovative municipal services, town employees should be provided with routine and meaningful opportunities for job-related training and professional development.

### OBJECTIVES

- By January 1, 2022, the Town will institute an Individual Development Plan for every full-time municipal employee.
- By August 1, 2022, the Town Manager will publish a town wide policy on conference participation that encourages employee to attend conferences only when they are presenting or when specific training that meets their IDP will be provided.
- In its collective bargaining agreements, the Town will establish the procedures for temporary job swaps or rotations to promote cross-training of employees, which will increase the acquisition of skills and increase job mobility.
- By January 2022, Parks and Recreation Department employees will participate in a minimum of two professional or safety related courses or trainings to expand professional skillset for ensuring and/or improving job performance.
- The library will conduct a minimum 12 informational, cultural or educational programs per year.
- The library will offer at least 5 yearly education opportunities to library staff related to library services.



### III. Facilities and Infrastructure

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#### GOALS

- The Town government will provide uninterrupted essential municipal services, including:
  - elementary and secondary public education,
  - police, fire and emergency medical services,
  - road, bridge, harbor and waterway safety enforcement,
  - water, refuse, recycling and wastewater management,
- The Town government will provide uninterrupted beneficial public access to municipal facilities, including:
  - school buildings,
  - libraries,
  - public parks, beaches, walking trails and playing fields,
  - indoor recreational facilities (Neighborhood Guild and Recreation Center) and
  - civic spaces (Senior Center, Public Safety Complex, Town Hall).
- The Town government will ensure the serviceable condition of critical infrastructure, including:
  - public roads, bridges, piers, docks and boat launches,
  - water, wastewater and solid waste/recycling facilities,
  - police, fire, emergency medical and public works buildings,
  - public communication towers and equipment.

#### OBJECTIVES

- Complete construction of the Phase 2 Matunuck Beach Road sheet pile wall protection system from its current terminus, westerly toward the Matunuck Trailer Park property in order to further protect infrastructure from ongoing coastal erosion.
- Determine the future need and feasibility of extending this protective system easterly along Matunuck Beach Road toward Matunuck Point.
- Continue working with all stakeholders including local businesses regarding the Mary Carpenter 'relic wall' construction efforts.
- Planned infrastructure improvements to the Neighborhood Guild will begin by March 2022.
- Marina Park Ramp reconstruction will be completed by December 31, 2021.
- By June 2022 Recycling receptacles will be expanded to all 17 municipal parks.
- In 2022 a comprehensive master plan for Old Mountain Field will be completed; it will include a tree management and replacement plan.
- Development of a new trail network at the Noyes Farm property will begin in Spring 2022.
- The Town Beach pavilion and gate entrance will be equipped with internet access for scanning of parking passes and credit card payment capability in 2022; for customer convenience and overall efficiency in revenue management.
- Saugatucket Park Improvements including replacement of walking path, sport court and fencing, will be completed by August 2022.
- Complete implementation of the Fire Alarm Radio Box conversion project, and coordinate with local business owners regarding the transition to the new platform; decommission old copper wire system. Full conversion to be completed over the next five years.
- On or before January 1, 2022, the Town Facilities Division will prepare a Town-wide facilities condition report documenting the current deficiencies in Town-owned buildings.
- On or before September 1, 2021, the Town Engineer will present a preliminary town-wide report



on the condition and performance of Town roads, including an assessment of bicycle and pedestrian safety concerns.

- By May 2021 the library will provide socially distance outdoor programming.
- By July 2021 the library will resume normal hours of operation at all three locations.

### IV. Land Use

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#### GOALS

- The people of South Kingstown recognize that the Town is one of the few places along the New England shoreline that has been able to maintain a rural, small-town, character; the Town's abundant open spaces, uncluttered beachfront, and well-preserved villages are valued resources, not only for local residents, but for all Rhode Islanders and visitors from through the Northeastern United States. The Town is committed to a pattern of careful, measured and purposeful land-use development that preserves the cherished qualities of the community, acknowledges the Town's historic villages, promotes environmental stewardship, preserves open space and agricultural land, sustains a vibrant tourism sector and enhances the wellbeing of our residents and visitors.
- The Town will continue to be home to working farms and appropriately scaled aquaculture facilities.
- Each village will have plentiful public open spaces available to all town residents.
- Public points of access to the coast and recreational waterways for a wide variety of activities will be abundant.

#### OBJECTIVES

- The Comprehensive Community Plan will be presented to the Town Council for its review on or before March 1, 2021.
- The Route 1 Scenic Roadway Committee will develop and recommend to the Town Council a Stewardship Plan for the Route 1 corridor in South Kingstown.
- The Planning Board will make recommendations to the Town Council relative to reevaluating the zoning in the Route 108 Special Management District and along Old Tower Hill Road to include a mixed use model at village scale supported by green infrastructure.
- In 2021 the municipal inventory of Public shoreline Access points will be inspected, assessed, and recommendations for improvements issued; and to be incorporated as reference appendix in the updated Harbor Management Plan.
- By March 2023, a community-wide survey will be undertaken, seeking input for future development/redevelopment of park and recreation programs and facilities to meet the current and future recreational needs of the community.
- Revise the subdivision and land use regulations concerning landscaping requirements to utilize native plants and species to provide shade and tree canopy, avian and pollinator habitats.

### V. Housing

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#### GOALS

- The Town Council believes that clean, safe and affordable housing is a human right. Responsibility for protection of this right is shared by individuals, the community and municipal, state and federal government agencies. Consistent with its purposeful-growth land use model, South Kingstown will maintain an adequate inventory of low- and moderate-income housing.
- The Town will meet the state statutory requirement for year-round housing stock that will be deed



restricted as low- or moderate-income housing. This effort will be made in the context of appropriately scaled density that will be supported by environmentally controlled standards.

- Housing types should be varied, aesthetically pleasing and suitable to the villages and neighborhoods where they are located.

### OBJECTIVES

- The Planning Department will present a draft “Cottage Zoning” regulation to the Town Council for its review on or before March 8, 2021.
- The Town will update its affordable housing plan.
- The Town Council will meet at least annually with the South Kingstown Public Housing Authority.
- The Town Manager will present a draft tax abatement ordinance to support the development of Accessory Dwelling Units on or before March 22, 2021.
- A comprehensive draft proposal for amendments and changes to the Zoning Ordinance to support the development of affordable and mixed-use housing types at appropriate scale will be presented to the Town on or about August 23, 2021. The proposal will be developed by the Planning Department in collaboration with a consultant, Horsley Witten Group.
- On or before February 1, 2022, the Finance Director will publish a request for qualifications (RFQ) to identify nonprofit organizations capable of developing or rehabbing housing for low- moderate-income households.
- On or before April 15, 2022, an ordinance establishing a “fee in lieu of construction” regulation will be presented to the Town Council to support the recapitalization of the Town Affordable Housing Trust Fund. The Planning Department and the Finance Director will develop the proposal.
- On or before November 15, 2021, the Finance Director and Town Manager will meet with at least two local banks to discuss the possibility of developing a “shared-appreciation” loan program.

## VI. Sustainability and Natural Resources

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### GOALS

- The Town of South Kingstown will maintain the density of tree canopy throughout town; when trees must be removed in one place, they will be replaced in another.
- All fresh water bodies in South Kingstown will be clean and safe for swimming.
- All saltwater bodies will be clean and safe for the production of shellfish suitable for human consumption.
- All ground water sources will be clean and free from anthropomorphic contaminants.
- All of the Town’s municipal building and transportation energy will come from renewable sources.
- The Town’s carbon footprint will be “net zero.”

### OBJECTIVES

- By March 2022 – assess and identify all compromised trees in municipal park settings and develop a prioritized plan for selective pruning, removal and replacement within a two year period.
- By December 2021, 25% of all gas-powered park maintenance handheld equipment will be replaced with rechargeable battery-operated equipment.



### VII. Cultural Priorities

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#### GOALS

- South Kingstown will continue to be home to thriving communities of performing, visual and musical artists.
- South Kingstown will embrace and celebrate its indigenous people and Native American history and traditions.
- South Kingstown will preserve and celebrate its New England farming, fishing and maritime customs.
- The current inventory of historic structures will be preserved for future generations.
- South Kingstown will embrace and celebrate its diversity and with feel inviting and inclusive to everyone.
- South Kingstown will embrace its “whole history,” recognizing all who have lived here, acknowledging the errors of the past.
- The Town will be guided by the principle that we will always honor our past but govern for the living.
- Racism will not be tolerated in South Kingstown.

#### OBJECTIVES

- Each year, on or before May 1, the Town, through the Town Manager, shall invite the Narraganset Tribal Council to attend a joint meeting at a time and place convenient to the Tribal Council.
- In 2022 the Recreation Department will develop a program series focused on South Kingstown’s unique history, tapping community members with knowledge and generational connection in South Kingstown, to present and facilitate various sessions.
- The library will support Equity, diversity and inclusion by having at least 1 staff member participate in any EDI opportunities provided by Ocean State Libraries and the Office of Library and Information Services.
- The library will continue to add content to its local history page that represents a true reflection of our past.
- The library will conduct a minimum 12 informational, cultural or educational programs per year.

### VIII. Economic Structure

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#### GOALS

- South Kingstown’s economy will continue to be broad and diversified.
- Our economy will support the development of research-oriented firms associated with the University of Rhode Island.
- South Kingstown will be regarded as a desirable “college community” and will be a place where URI students want to stay after earning their degrees.
- Our economy will support tourism and hospitality.
- Our economy will support a vibrant arts and crafts sector.
- Our economy will support skilled tradespeople and knowledge workers.
- The Town’s proximity to Providence will ensure that a significant number of our residents will continue to commute to offices and operations in the Providence area.
- The Town will support working farms and aquaculture.



### OBJECTIVES

- Child daycare
- Agricultural supply
- Food cooperatives
- Strengthen small-scale retail
- A comprehensive draft proposal for amendments and changes to the Zoning Ordinance to support the development of mixed-use housing and retail at village scale will be presented to the Town on or about August 23, 2021. The proposal will be developed by the Planning Department and the Planning Board in collaboration with a consultant, Horsley Witten Group.
- On or before December 1, 2022 a long term master plan for Saugatucket Park will be established to support Main Street economy by linking attractive green space along the Saugatucket River and outdoor recreational and cultural opportunities, with downtown Wakefield.

## **IX. Transportation and Traffic Safety**

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### GOALS

- Public transit services should be frequent enough and conveniently located so residents and visitors can access essential services, such as grocery stores, pharmacies, medical offices and central business districts.
- All roads in South Kingstown should be free from unsafe conditions, including poor pavement qualities, road design and geometry deficiencies, speeding and travel-mode conflicts to the greatest extent possible and as funding permits.
- All roads should be safe, inviting, and attractive for users of all modes of transportation to the greatest extent possible and as funding permits.
- The URI campus will be the southern hub of the Rhode Island Public Transit Authority network and intraregional bus service will be abundant.

### OBJECTIVES

- By January 2022 Senior Services will resume Transportation services to residents 60 years or older, to the Senior Center and to local stores, Monday through Friday, throughout the year. A fee of \$1 per trip will be charged for locations other than the Center. Inability to pay will not keep anyone from using the transportation program

## **X. Supporting Vulnerable and Underserved Residents Special Needs Populations**

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### GOALS

- To ensure the effective provision of needed services, the South Kingstown Town government will know the names and address of the Town vulnerable residents and will know what type of assistance each resident needs.
- The Town government will foster familiarity and a sense of belonging by regularly and consistently engaging our most vulnerable residents
- The Town will provide relevant services tailored to the specific needs of our veterans, seniors, children in poverty, and historically-underserved residents.



### OBJECTIVES

- In March 2020, the Town Council will adjust the elderly tax abatement program by increasing the income eligibility brackets by five percent to begin accounting for inflationary impacts since 2007.
- In March 2021, the Town Council will again adjust the elderly tax abatement program by increasing the income eligibility brackets by another five percent to further account for inflationary impacts since 2007.
- Prior to the tax roll being certified in June of each year, the Tax Assessor will conduct a state-wide survey to determine if South Kingstown's Veterans tax credits meet the State-wide average.
- In FY 2021-2022 Senior Services will identify and assist Veterans in accessing services and benefits through monthly appointments.
- In FY 2021-2022 Senior Services will expand outreach to senior housing, church groups, civic organizations and other groups to help identify residents whose basic needs are unmet.
- By December 2021, the Town will partner with a licensed third party care provider to re-open the Adult Day Services Center in Wakefield and resume this community-based care program for frail elders in the community
- In FY 2021-2022, the Senior Center will provide a minimum of one remote/virtual program offering a month, for homebound seniors or those unable to attend the senior center in person.
- Each month the Police Department Traffic Division will convene and chair a meeting with the Bicycle Pedestrian Advisory Committee to address public safety concerns and discuss ideas to improve road infrastructure.
- The police department will partner with the RI Department of Transportation Highway Safety Office to establish grant funding opportunities that will promote safe roadways through DUI/Impaired Driving Enforcement, Speed Enforcement, Bicycle and Pedestrian Safety Programs, Seat Belt Safety, Distracted Driving and Child Car Seat Safety.
- The library will conduct a minimum of 12 pop-up libraries at locations specific to vulnerable residents.

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

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### GOALS

- The Town and the University will enjoy strong institutional relationships at every level of operations, including public safety, public works, policy-making and strategic planning
- There Town and University will maintain seamless linkages between on-campus and off-campus transportation, traffic, and public safety systems.
- The housing and business development policies and programs of the Town and University will be well integrated and complementary.
- Maintain a strong working relationship between the University and the South Kingstown School District.

### OBJECTIVES

- On or before April 15 of each year, the Town Council and town department heads will meet with the University of Rhode Island President and administrative leadership.
- On or before July 2021, Senior Services will coordinate with URI Departments of Pharmacy, Nursing, Gerontology and Nutrition to provide experiential opportunities for students and intergenerational programs to benefit older adults.
- On or before August 15th of each year, the South Kingstown Police and EMS will meet with



representatives from the University of Rhode Island Public Safety Administration to discuss any public safety concerns prior to the upcoming calendar school year.

- Develop a mentorship between URI and the School District.
- The library will continue to develop a community partnership with URI Graduate Library program by offering 1 Professional Field Experience opportunity for library students per year.

### **XII. Healthcare**

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#### GOALS

- A wide range of high-quality healthcare services will continue to be readily available in town through a network of hospital-affiliated medical professionals.
- The local hospital (South County Hospital) will continue as the center of our community healthcare delivery model.
- Mental health services will be available in town and will be accessible to all residents.

#### OBJECTIVES

- To support the South County Hospital's continued viability, the Town will complete its application for a land swap with the hospital.

### **XIII. Policing and Public Safety**

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#### GOALS

- The Town's police and public safety personnel will maintain the highest levels of professionalism, integrity and service-commitment.
- The Town's police and public safety personnel will be approachable and trusted.
- Mental Health will be a core element of all the town's public safety programs and initiatives.
- The Town will maintain a robust volunteer fire service.

#### OBJECTIVES

- The Town will work with Narragansett and the Union Fire District to address the inequity associated with tax-free provision of fire services to the Jerusalem section of Narragansett.
- In an online public survey of South Kingstown residents, at least 95% of respondents will agree or strongly agree with the statement "I feel safe and comfortable when being approached by South Kingstown police officers."
- In a drop box survey of South Kingstown Public Housing residents, at least 95% of respondents will agree or strongly agree with the statement "I feel safe and comfortable when being approached by South Kingstown police officers."
- On a weekly basis the police department will work directly with a certified police mental health clinician and offer assistance to residents that have been experiencing a mental health crisis.
- On an annual basis all police officers will receive and participate in Implicit Bias Training and Mental Health/Crisis Intervention Training.
- The Police Department will maintain its accreditation.
- Before December 31, 2021, the Police Department will develop and initiate no fewer than three community-based programs that offer community members the opportunity to regularly engage police officers and departmental leaders.



- The Town and Union Fire District will work cooperatively to incorporate a section about the UFD /recruitment on the Town's smart phone application.
- Maintain South Kingstown Firefighter Scholarship program as a joint effort between the Town and the fire districts to improve retention of members.
- On or before May 1, 2021, The Recreation Department in cooperation with the Finance Department will develop a proposal to a limited number of free beach passes to be available to firefighters as an incentive to retain volunteers. The Proposal will be reviewed by the Recreation Commission and potentially adopted by the Town Council.
- Implement town-wide radio system to ensure seamless communication between all departments, including police, fire, ems, highway, schools.

### XIV. Civic Engagement and Public Participation

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#### GOALS

- The Town's municipal leaders and employees set the tone for civic engagement. Municipal officials and employees will be honest, helpful and courteous.
- All voices should be heard and respected.
- South Kingstown will appreciate and celebrate its volunteers.
- The Town will be a model of modern E-government principles, practices and tools.
- South Kingstown will be regarded as a community with a strong volunteer spirit.
- Maintain extraordinary community participation through the Town's network of boards and committees.

#### OBJECTIVES

- Recognize and celebrate the 300<sup>th</sup> anniversary of the incorporation of the town.
- Promote increased registration by residents and businesses in the Town's Emergency Notification System CodeRED as a communication tool for sending emergency notifications (storms, etc.).
- At least one public service announcement will be published by each department each week.
- On or before January 1, 2022, the Town smart phone app will have been installed on at least 2,500 (approximately 10% of the adult population) phones.
- For every meeting of the Town Council or any Town board or commission, the Town Clerk's office will provide paper copies of meeting agendas and notices to the public at points outside of Town buildings where public access is restricted
- On or before December 31, 2021, the Town Clerk, Information Technology Department and Town Manager will implement an online Boards and Commissions volunteers recruitment program to make information and applications more readily available to the public.
- On or before January 1, 2022, the library smart phone app will have been installed on at least 2,500 (approximately 10% of the adult population) phones.
- The library will create and post new digital content on a bi-weekly basis.



**TAB 2**  
**BUDGET MESSAGE**

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

**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Town Manager's Budget Message

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**To:** The Honorable Town Council  
**From:** Theresa L. Murphy, Interim Town Manager  
**Re:** FY 2022-2023 Budget Message  
**Date:** March 1, 2022

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As required under the Town Charter, Article IV, Section 4220, Budget Procedures, we have prepared the Town Manager's Proposed Municipal Budget Program for the 2022-2023 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Zachary Saul, and is presented under Tab 4 (**Fund Structure, Descriptions and Summaries**). As specified in Article IV, Section 4221, Subsection (C)(ii) of the Charter, this message is intended to explain the proposed budget both in fiscal terms and in terms of the town's various work programs. It outlines the proposed financial objectives of the town, describes the important features of the budget, and indicates any major changes from the current year.

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

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#### *Budgeting Principles*

The Town of South Kingstown uses a Program-planning budget system that ties particular budget line items to identified performance outcomes. In recent years, the Town's budgeted line items have been described in terms of how they will achieve the goals and objectives set by the Town Council. A core concept in this budgeting strategy is that budgets should be used as planning tools to accomplish the immediate objectives and strategic goals set by elected officials on behalf of the taxpayers and voters.

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

#### *Overview of the FY 2022-2023 Proposed Operating Budget*

The proposed FY 2022-2023 budget is balanced and fiscally responsible. It fully funds all of the Town's legal obligations, contractual commitments and mandates. It supports the current level of services provided by the various municipal departments, including the school department, with proposed expansion of the Town's Emergency Medical Services.

This budget also reflects the preliminary results of the 2022 full property revaluation process as required under RIGL 44-5-11.5. Of significant note is a 23.74% decrease in the proposed property tax rate from \$14.45 to \$11.02. This is a direct result of the recently conducted 2022 property revaluation, reflecting an increase in taxable property growth by 25.4%.



**Summary of the  
Town Manager’s Proposed Budget For FY 2022-2023**

<b>FY 2022-2023 Total Proposed Expenditures</b>	<b>Increase over FY 2021-2022</b>	<b>% change from Prior Year</b>
<b>School Fund</b>		
\$62,247,950	\$328,304	0.53%
<b>General Fund</b>		
\$29,503,999	\$2,240,564	8.22%
<b>Total General Fund Revenues (non-property tax)</b>	<b>Increase over FY 2021-2022</b>	<b>% Change from Prior Year</b>
\$10,131,752	\$935,866	10.18%
<b>Proposed Property Tax Levy</b>	<b>Increase over FY 2021-2022</b>	<b>% Change from Prior Year</b>
\$75,745,061	\$1,677,126	2.26%
<b>Proposed Property Tax Transfer to Schools</b>	<b>FY 2021-2022 PTT to Schools</b>	<b>% Change from Prior Year</b>
\$55,994,773	\$55,994,773	0.00%
<b>Proposed Tax Rate</b>	<b>FY 2021-2022 Tax Rate</b>	<b>% Change from Prior Year</b>
\$11.02	\$14.45	-23.74%

The following recommended adjustments in program funding are proposed:

- (1) Increase in personnel salaries (2.5%) and benefits related to contractual obligations
- (2) 12.1 new positions:
  - a. Eight (+8.0 FTE) paramedic positions (for addition of a third EMS ambulance operation)
  - b. Two (+ 2.0 FTE) Community Resource Officers (funding for initial and second year through ARPA)
  - c. Part-time (0.6 FTE) Human Resource Assistant (annual performance appraisals and training)
  - d. One (+1.0 FTE) Building Maintenance Technician (50% funded by general fund - Parks)
  - e. Part-time (0.5 FTE) EMS Administrative Support position
- (3) Allocation of \$134,950 to human service and outside agency grants

It is also proposed to authorize \$55,994,773 in property tax transfers to support the School Department’s programs; this represents level funding of local support provided to the Schools last year.

The FY 2022-2023 Manager’s Proposed Budget is designed to maintain the high quality of services provided by the Town’s various municipal departments. The budget is built on the premise that the activities supported by this spending plan contribute to the wellbeing of the Town's residents. The funding levels for all programs are provided in Tab 5 through Tab 10 of this proposed budget.



## PRIORITIES AND ISSUES FOR FY 2022-2023

### COVID-19 RECOVERY

The Town, like the rest of the world, has been dealing with the impacts of the Covid-19 pandemic for a full two years with future uncertainties still a possibility. The provision of municipal government services did not stop when buildings closed to the public and the state was thrust into lockdown. The Town adapted its operational approach to continue serving the public. As a result of the changes in 2020 and 2021, we have become more efficient, flexible, and better equipped for future challenges. Plans to upgrade technology to address improved remote access to the public governing process, and to operate internally on a team-based platform will continue to move us forward towards increased public transparency and ease of access. Some municipal functions will take time to fully recover, primarily services that are offered in person, particularly those associated with well-being and quality of life, like Libraries, indoor Recreation Facilities, and the Senior Center. In-person participation has slowly increased but it is expected that in some instances, full recovery to a pre-pandemic stage, will be dependent on what comes next, which remains difficult to predict. This will have a direct impact on secondary revenue sources associated with these Departments.

### TRANSITION OF MUNICIPAL LEADERSHIP

Since June 2021, I have served in the capacity of Interim Town Manager. It is expected that by the start of FY 2022-2023 a new Town Manager will be in place and this transitional period will be in the final stages. Thanks to the dedicated work of a seasoned and professional municipal leadership team, and committed employees, Town operations have continued uninterrupted with the goal of achieving objectives set forth in the current operating budget. It is also noted that in 2022 there are three Department Head level positions that will need to be filled due to retirement or staff leaving for other career opportunities. Fortunately, the Town is in a strong position from a personnel perspective, with experienced professionals at the Deputy Director level, to serve in interim roles until the incoming Town Manager can take part in selecting candidates to fill these important positions. While there is minimal budgetary impact related to these changes, it is important to recognize that the Town will remain in transition, with the onboarding of these critical leadership positions, for at least another six months. This proposed budget is presented to meet the municipal service needs of the Town, and position a new administration to be able to move forward with the necessary resources to achieve the Town Council's goals and objectives in FY 2022-2023.

### AMERICAN RESCUE PLAN (ARP) FUNDS

The Town will receive a total of \$8.95 million dollars in American Rescue Plan Act (ARPA) funds to address the impacts of Covid-19 in the community. In 2021, the Town Council authorized a spending framework for distribution of the funds to address economic recovery, social service needs, and municipal services. Some of this funding will be utilized to introduce a Community Resource Officer program, and second year funding for a full time Natural Resource Officer/Harbor Patrol position. Direct allocation from the ARPA grant for these programs is reflected in the FY 2022-2023 budget. It is expected that the remaining bulk of ARPA funds will be committed to identified projects and initiatives by June 30, 2023.



### SIGNIFICANT CHANGES

#### EMERGENCY MEDICAL SERVICES

Since 2016, the demand (based on actual call volume data) for emergency medical services by South Kingstown EMS has increased by 25%. In 2020, to address the increased demand, and decrease reliance on mutual aid from neighboring communities, the Town expanded the second paramedic unit's operational hours from a 12-hour-a-day operation to a 24-hour-a-day operation. In addition to requiring additional service hours, the EMS Department continues to experience increasing call volume and inadequate resources to respond within the industry standard call time of 9 minutes, particularly in the southern region of town. This budget proposes half-year funding for eight paramedics to expand the program by staffing a new third ambulance anticipated to start in January 2023. Also associated with the addition of a third paramedic team is the anticipated construction of a new EMS facility in the southern region of town to specifically address the current challenges associated with increased demand and lengthy response times in that area. The Town Council has approved an allocation of \$1.1 million of the American Rescue Plan Act funds to fund this capital improvement.

#### POLICE DEPARTMENT – COMMUNITY RESOURCE OFFICERS

Recognizing that mental health issues among members of our community have grown as a direct result of the Covid-19 pandemic, and acknowledging a marked increase in mental health-related calls for service, the Police Department's FY 2022-2023 budget proposes the addition of two police officer positions to assign trained, Community Resource Officers as non-enforcement positions that will focus on the overall well-being and social service needs of the community through direct community engagement. The initial year's salary and benefits cost of \$203,000 for these new positions in FY 2022-2023, will be funded through the Town's American Rescue Plan Act allocation.

#### PERSONNEL AND BENEFITS CONTRACTUAL OBLIGATIONS

The Town's Personnel system includes four independent labor groups and one non-organized employee group of managerial/supervisory personnel. All of the labor groups have active collective bargaining agreements with the Town. Three of the contracts (SKMEA/NEARI, IAFF/EMS and Council 94) are set to expire June 30, 2024 while the fourth contract (IBPO/Police) expires on June 30, 2022. The three contracts in place for FY 2022-2023 provide for cost of living wage increases of 2.5% and the same wage adjustment has been incorporated into the salary structure for the sworn police officers bargaining unit. Negotiation of a successor agreement with the IBPO unit is expected to commence in April 2022. It is projected that Health Care program costs will increase by 4.5% during the 2022-2023 fiscal year.

#### SCHOOL DEPARTMENT

FY 2021-2022 budgeted debt service for an ultimately unsuccessful \$85 million dollar bond referendum for major school facility improvements and expansion of Curtis Corner Middle School to serve as a new high school. This reflected public sentiment that that the School Building Committee's proposal was not the right plan for South Kingstown. Since that time, the School Department and School Committee have experienced a change in leadership including the School Superintendent and two school committee members. Over the last six months, the School Administration and School Committee have established sub-committees to



address strategic planning, redistricting, school buildings, and budget. To date, the School Committee has approved a plan for redistricting that includes closure of two schools within the next two to three years. Additionally, an educational facilities planner has been hired to work directly with the subcommittees to establish a Necessity of Construction (Stage I & II) Master Plan required by RIDE.

This progress represents significant strides made by the School Committee and School Department leadership to move forward with substantive change to effectively meet the educational needs of the community. However, there are undefined variables such as the fiscal impact of redistricting, that prevent me from recommending any more than level funding of the School Department at the current year's maintenance of effort. This recommendation recognizes that the School Committee and administration are still in the process of finalizing a strategic plan inclusive of the fiscal impact of that plan.

### FUTURE CHALLENGES

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

#### STATE AID

An ongoing challenge to the fiscal health of the community has been the reduction in State grants-in-aid to the Town, particularly grants in support of education. It is anticipated that the State will hold Local Education Authorities harmless for any enrollment reductions in the current year, assuming decreases in enrollment to have been the resulting impact of COVID-19. With this in mind, it is proposed to hold the FY 2022-2023 property tax transfer (PTT) to the Schools to level funding with FY 2021-2022.

The decline in student population, the poor condition of school buildings, the competing demands for local tax dollars, and housing market conditions that prevent young families from moving to South Kingstown, are problems that continue to require attention. It is important to acknowledge that recent developments related to the School Department's strategic plan, redistricting and future development of a Necessity of Construction Master Plan, have been made a priority, and represent progress towards addressing these challenges.

#### CHANGING DEMOGRAPHICS

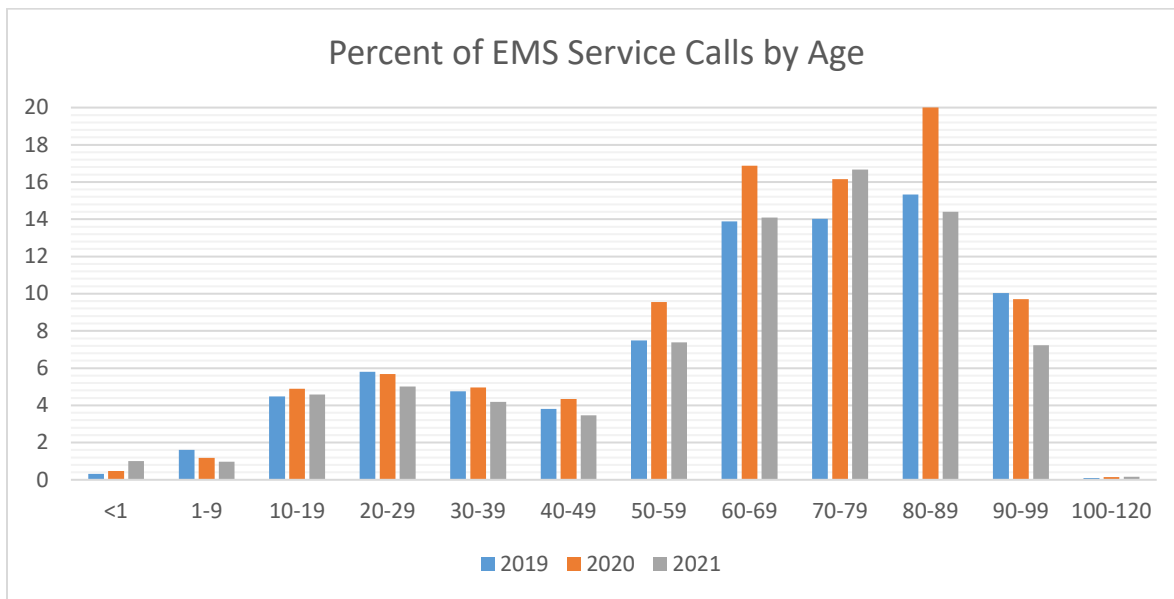
The Table on the following page shows that the fastest growing age demographic in South Kingstown is seniors over 60. The only other age groups that have grown at all over the last 9 years are the groups that include college-aged young adults. The growth in the college-aged groups is likely due to increased enrollment at the University of Rhode Island. The growth in our senior population likely reflects retirement choices – both retire in place and retirement immigration. The 2019 US Census American Community Survey (ACS) data indicates that the age 60-plus population in South Kingstown accounts for over 26.2% of our overall population.



U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2019	Percent	9 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	977	3.2%	(224)	-18.7
Age 5-14	3,714	13.3%	3,479	11.5%	2,746	9.0%	(733)	-21.1
Age 15-19	4,117	14.7%	4,597	15.2%	5,657	18.5%	1,060	23.1
Age 20-34	5,112	18.3%	5,023	16.6%	5,607	18.3%	584	11.6
Age 35-44	4,203	15.1%	3,453	11.4%	2,525	8.2%	(928)	-26.9
Age 45-59	5,167	18.5%	6,696	22.2%	5,101	16.6%	(1,595)	-23.8
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,039	26.2%	2,262	39.2
<b>Total Ages</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,226</b>	<b>100.0%</b>	<b>30,652</b>	<b>100.0%</b>	<b>426</b>	<b>1.4%</b>

As the population of the Town changes, the services required and requested by residents change too. This proposed budget accommodates the growing demand for services that address the needs of our senior population. Since 2017, notwithstanding a levelling off during FY 2020-2021 due to Covid-19, there has been a nearly 15% increase in the number of South Kingstown residents who have become members of the Town Senior Center.

The Town’s Emergency Medical Services program continues to experience substantial increases in calls for services. The chart below summarizes the percentage breakout of calls for EMS services, by age demographic, over the last three years.



**FLOOD HAZARD**

There are approximately 284 rivers and streams (or sections thereof) totaling approximately 108 miles within the Town of South Kingstown. Associated with these rivers and streams are 24 dams within the Town, 4 of which have been classified as high hazard dams and 3 are identified as significant hazard dams. The Town contains more than ten (10) miles of coastline that is considerably susceptible to erosion, coastal storm surge, and inundation with approximately 6,775 acres (18% of the total land area in South Kingstown) of land that is located within FEMA’s regulatory flood plain. These areas are primarily located along the



shorelines and within the Great Swamp area, however, riverine flood zones are also associated with areas surrounding smaller streams and rivers.

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

### IMPROVING PUBLIC BUILDINGS

The Town must maintain its many public buildings including schools, public offices, and community centers. However, many facilities such as Town Hall, Animal Shelter, Senior Center, and Libraries require more than what is currently allotted within the long-term Capital Improvement Program. In the coming year, the Neighborhood Guild is scheduled for long-needed major infrastructure improvements and will be funded through a \$1,000,000 bond authorization. Other Town buildings have a multitude of improvements needed including:

- Weatherization for improved energy efficiency
- Interior rehabilitation for improved operational efficiency and maximum use of limited office and meeting space
- Redirect roof drainage from all town building downspouts (where applicable) away from the building foundation/leaf guard rain gutters
- Repair field stone basement walls at the Kingston Free Library
- Crack fill, seal and restripe all town building parking lots (ongoing)
- Upgrade of building access and security systems
- HVAC upgrades to improve air quality, as well as repair and replacement of aged systems
- Preservation of historic buildings such as libraries and Town Hall

# Town Manager's Budget Message, *continued*



## Summary of Sources and Uses

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
<b>Revenues &amp; Other Financing Sources:</b>											
General Property Taxes	\$19,795,869	\$55,994,773		\$526,965		\$379,235	\$1,391,719		\$4,000		\$78,092,561
User Fees				107,014				898,819	4,352,888		5,358,721
State Aid	3,670,745	4,805,447					219,459	2,295			8,697,946
Federal Aid	8,000	408,726									416,726
Licenses/Fees/Rents	1,579,779		92,322			30,000		267,529		158,100	2,127,730
Revenues from Investments	330,000	30,000	700		471,900	200		25,750	45,000	5,150	908,700
Departmental Revenue/Fines/Charges	2,727,371		10,300	1,560	223,483	189,012		5,000	378,000	642,280	4,177,006
Transfers In	192,235			10,000			419,974				622,209
Grants				46,778							46,778
Miscellaneous		245,000		3,368	1,200			2,200	17,500	21,400	290,668
Fund Balance Applied	1,200,000	247,927		6,000	18,000	15,000	0	157,440		176,041	1,820,408
<b>Total Revenues</b>	<b>\$29,503,999</b>	<b>\$61,731,873</b>	<b>\$103,322</b>	<b>\$701,685</b>	<b>\$714,583</b>	<b>\$613,447</b>	<b>\$2,031,152</b>	<b>\$1,359,033</b>	<b>\$4,797,388</b>	<b>\$1,002,971</b>	<b>\$102,559,453</b>
<b>Expenditures &amp; Other Financing Sources:</b>											
General government	\$1,598,055										\$1,598,055
General services	3,958,784										3,958,784
Public safety	14,018,450										14,018,450
Public works	3,443,707										3,443,707
Parks & Recreation	2,172,151										2,172,151
Public libraries	1,385,441										1,385,441
Non-departmental	1,120,911										1,120,911
Education		61,717,373									61,717,373
Debt Service							2,031,152		29,932	186,224	2,247,308
Leisure Services			84,867	622,685	710,233	603,620					2,021,405
Utility Services								847,033	3,635,849	774,747	5,257,629
Capital Expenditures	1,806,500	14,500	6,000	79,000	4,350	9,827		512,000	1,131,607	42,000	3,605,784
<b>Total Expenditures</b>	<b>\$29,503,999</b>	<b>\$61,731,873</b>	<b>\$90,867</b>	<b>\$701,685</b>	<b>\$714,583</b>	<b>\$613,447</b>	<b>\$2,031,152</b>	<b>\$1,359,033</b>	<b>\$4,797,388</b>	<b>\$1,002,971</b>	<b>\$102,546,998</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,455</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,455</b>

## Summary of Revenues

Fiscal Year 2022-2023 General Fund revenues are projected at \$29,503,999 which is an increase of \$2,240,564 or 8.2%, compared to the FY 2021-2022 Adopted Budget of \$27,263,435. The Proposed Budget for FY 2022-2023 includes the use of \$1,200,000 of the Town's Unassigned Fund balance, a 9.1% decrease from the prior year. As a direct result of the 2022 property revaluation, the tax rate for FY 2022-2023 is decreasing from \$14.45 to \$11.02, which is \$3.43 less than the FY 2021-2022 Adopted Budget.

The FY 2022-2023 combined revenues for all budgeted funds are \$102,559,453 representing an increase of \$2,145,893, or 2.1% over the current fiscal year. A breakdown of revenues by fund is shown below.

Revenue By Fund	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Proposed FY 2022-2023
General Fund (0101)	27,392,366	27,263,435	27,491,127	29,503,999
School Fund (0110)	61,369,518	61,919,646	61,919,646	61,731,873
Peace Dale Office Building Fund (0302)	96,608	88,260	156,927	103,322
Senior Services Fund (0304)	690,565	664,711	665,836	701,685
Neighborhood Guild Fund (0306)	658,345	668,412	671,262	714,583
Community Recreation Center (0308)	492,557	554,646	549,565	613,447
Debt Service Fund (0400)	2,638,693	2,816,257	2,588,144	2,031,152
Water Fund (0702)	1,274,025	1,216,684	1,193,040	1,359,033
Wastewater Fund (0704)	6,918,963	4,351,047	4,545,568	4,797,388
Solid Waste Fund (0706)	847,037	870,462	905,529	1,002,971
<b>Total Revenue By Fund</b>	<b>\$102,378,679</b>	<b>\$100,413,560</b>	<b>\$100,686,644</b>	<b>\$102,559,453</b>



Most of the tax revenue consists of general property taxes, including real estate, motor vehicle, and personal property (tangible). Property taxes account for about 75% of all budgeted revenues. A small portion (1.3%) of tax revenue comes in the form of payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date.

Historically, the bulk of the Town’s non-tax revenue comes in the form of state aid. There are five primary forms of state aid as shown below, three of which are considered taxes for state budget purposes but considered non-taxes for municipal purposes:

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

As of the writing of this message, the State Department of Revenue proposed allocations to cities and towns are not yet available. Based on the Governor’s intention to hold schools harmless with regard to direct state aid to education in FY2-23, anticipated aid to education remains level with FY 2021-2022. The other state revenue funds are based on actual revenue history as well as the projections for FY 2021-2022.

### Summary of Expenditures

#### General Fund

The proposed **General Fund Expenditure Statement** for FY 2022-2023 is presented in the amount of \$29,503,999 reflecting an increase of \$2,240,564 or 8.22% more than the current year appropriation of \$27,263,435. The increase is driven largely by salary and benefit increases required under Collective Bargaining Agreements, and the proposed expansion of EMS services. The non-personnel component of the municipal operations program is proposed at \$6,671,026. A breakdown of expenses by fund is shown below.

Expenditures By Fund	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Proposed FY 2022-2023
General Fund (0101)	\$26,717,913	\$27,263,435	\$27,399,238	\$29,503,999
School Fund (0110)	61,036,563	61,919,646	61,919,646	61,731,873
Peace Dale Office Building Fund (0302)*	81,267	88,260	137,700	90,867
Senior Services Fund (0304)	628,582	664,711	665,836	701,685
Neighborhood Guild Fund (0306)	669,018	668,412	654,690	714,583
Community Recreation Center Fund (0308)	478,210	554,646	549,565	613,447
Debt Service Fund (0400)	1,753,452	2,816,257	1,701,207	2,031,152
Water Fund (0702)	1,205,740	1,216,684	1,193,040	1,359,033
Wastewater Fund (0704)	4,496,810	4,351,047	4,545,568	4,797,388
Solid Waste Fund (0706)	641,518	870,462	905,529	1,002,971
<b>Total Expenditures By Fund</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>

#### School Fund

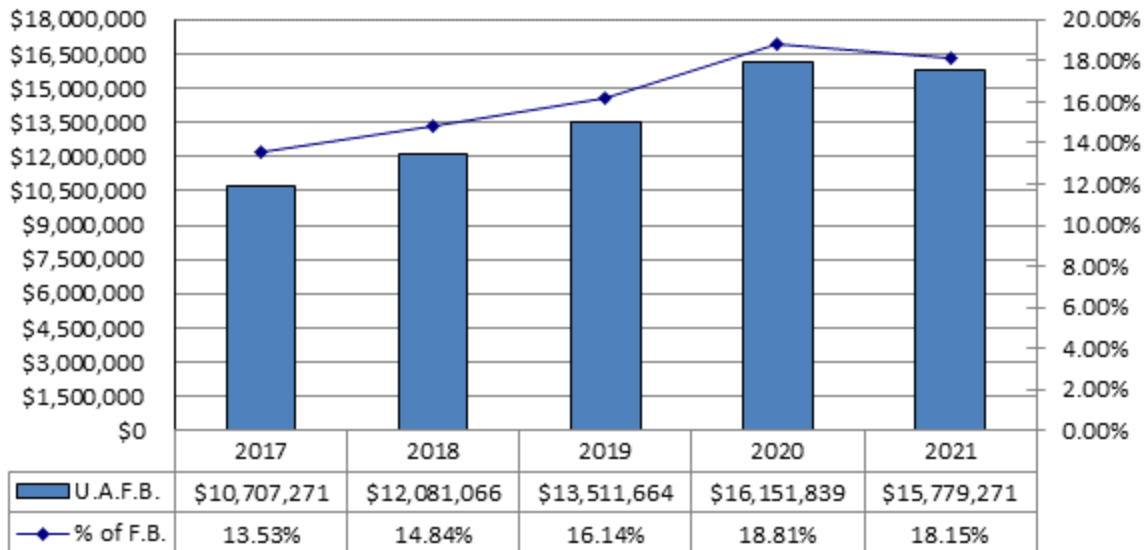
To support the FY 2022-2023 School Department’s program we propose authorization of property tax transfers in the amount of \$55,994,773, reflecting level funding with the amount authorized last year. The anticipated FY 2022-2023 unrestricted state-aid revenue for the South Kingstown School District is \$4,559,922, also reflecting level funding with FY 2021-2022.



*Use of Unassigned Fund Balance*

In May 2016, the Town Council amended the Fund Balance Policy originally adopted in June 2011, which now states in part, “the Town will maintain an unassigned fund balance in the range of 10% to 17% of the General Fund.” For this purpose, the general fund budget shall include the municipal and school budgets. The Proposed Budget for FY 2022-2023 includes the use of \$1,200,000 of the Town’s Unassigned Fund balance, which is decreased by \$120,208 from the prior year.

**History of the Unassigned Fund Balance 2017-2021**



*Projected FY 2022-2023 Tax Rate*

We estimate that when the tax roll is certified on June 15, 2022, the Total Adjusted Value (adjusted to exclude tax-exempt and rebated properties) of all real and personal property in South Kingstown will be \$6,873,751,897. This represents about a \$1,747,941,747 increase (25.43%) over the previous year certified net assessed value.

The Town of South Kingstown is in the process of completing a full revaluation of real properties. Assuming the new values under this proposed budget, the tax rate for FY 2022-2023 will decrease from \$14.45 to \$11.02, a decrease of \$3.43 from the FY 2021-2022 Adopted Budget. The table on the following page details the FY 2022-2023 tax roll as compared to FY 2021-2022.



Taxable Property List	2020-2021 Taxable Property	2021-2022 Taxable Property	2022-2023 Projected Tax Roll
Taxable Land /Buildings	\$5,047,009,300	\$5,082,937,500	\$6,833,660,800
Tangible Property	114,464,194	107,007,815	105,068,367
<b>Total Taxable Property</b>	<b>\$5,161,473,494</b>	<b>\$5,189,945,315</b>	<b>\$6,938,729,167</b>
Less Exemptions	(\$61,133,730)	(\$64,135,165)	(\$64,977,270)
<b>Net Taxable Property</b>	<b>\$5,100,339,764</b>	<b>\$5,125,810,150</b>	<b>\$6,873,751,897</b>
<b>Taxable Property Growth -%</b>	<b>1.00%</b>	<b>0.50%</b>	<b>25.43%</b>
<b>Taxable Property Growth - \$</b>	<b>\$571,798,374</b>	<b>\$25,470,386</b>	<b>\$1,747,941,747</b>
Motor Vehicles -Roll	\$222,096,894	\$229,007,988	\$211,862,570
Less Exemptions	(76,522,830)	(92,107,099)	(101,284,951)
<b>Fixed Portion of Tax Roll</b>	<b>\$145,574,064</b>	<b>\$136,900,889</b>	<b>\$110,577,619</b>
<b>Total Taxable Property</b>	<b>\$5,245,913,828</b>	<b>\$5,262,711,039</b>	<b>\$6,984,329,516</b>

It is important to note that the final 2022 tax roll is not certified until June 2022 and is subject to change based on variations related to appeals and associated value adjustments, currently in process.

### Fiscal Implications of the Proposed Budget

#### General Fiscal Policy Remains Unchanged

The **Proposed Budget Program** for FY 2022-2023 recommends no significant changes in how we account for or allocate revenues in support of municipal programs. No new funds are recommended.

As of February 2022, South Kingstown was listed by Moody’s as one of Rhode Island’s most credit-worthy municipalities. With a Moody’s bond rating of Aa1, South Kingstown is in a strong position to begin planning for the financing of school improvements. While it is considered a best practice to maintain debt levels equal to no more than 2 or 3% of the total assessed value, South Kingstown currently has outstanding debt of less than 0.23%.

### Next Steps in the Budget Process

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



### Acknowledgements

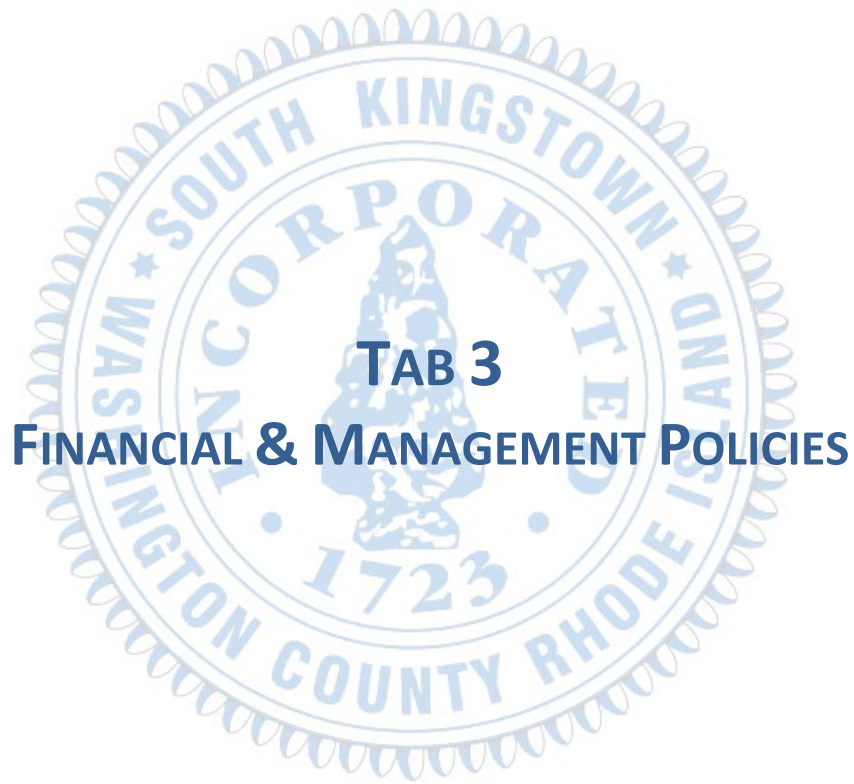
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I want to thank all of the Town's Department Heads who participated in developing this proposed budget by providing detailed analysis and recommendations for their respective Departments. Special thanks to Zack Saul, the Town's Finance Director, for his careful fiscal analysis and thoughtful recommendations for presenting a responsible financial plan in the best interest of the Town. I'd like to recognize Lucas Murray, Director of Administrative Services, and Rosemarie Bouchard, Deputy Finance Director, for their efforts in constructing a high quality budget document that provides a clear guide for readers to understand. And thank you to Colleen Camp, Executive Assistant for her support throughout the budget process.

I would also like to thank Interim School Superintendent Dr. Frank Pallotta, and Finance Director, Raquel Pellerin, for their thoughtful dialogue and contributions to the budget development process.

*Theresa L. Murphy*

**Theresa L. Murphy**  
**Interim Town Manager**



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

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

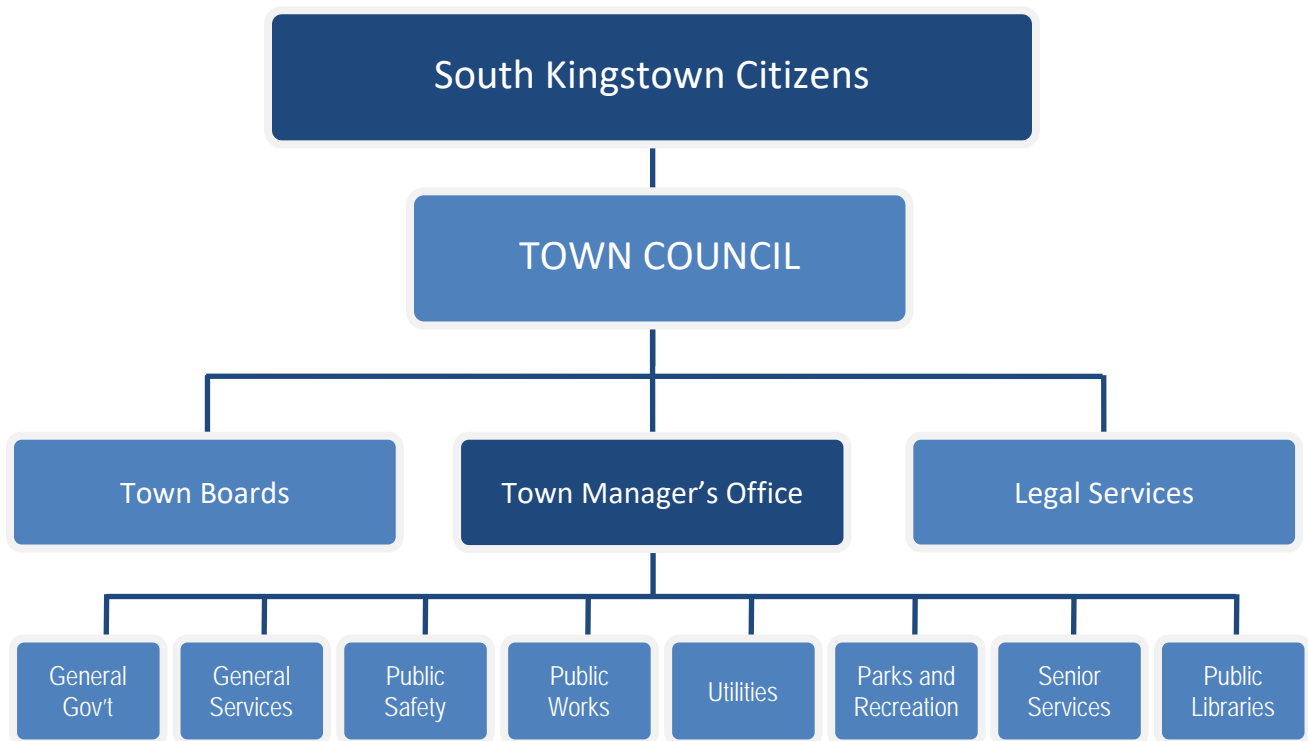
**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Town Council/Town Manager Form of Government

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





## Budgetary Process

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### Budgetary Process Overview

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The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During development of the FY 2022-2023 budget, the Department Directors were asked to submit a Budget Request that will maintain necessary and/or current programming, and attempt to level fund where appropriate the operating portion of their current year's operating budget. Any requests for new staffing or any major expenditures were required to be submitted in advance to the Town Manager for review and approval before incorporation into the budget document.

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

### Budget Formulation

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

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

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

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



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

### Balanced Budget Requirement

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

### Budget Calendar

Town of South Kingstown 2022-2023 Budget Calendar	
<b>December 2021</b>	
December, 1 Friday, 3	Capital Improvement Program (CIP) Budget submission to Town Council ( <i>deadline 12/1/21</i> ) Advertise for Initial Budget Public Hearing and tentative budget schedule
Monday, 20	Initial Budget Hearing with School Committee to discuss FY 2022-2023 Budget goals & objectives (RIGL § 16-2-21)
<b>January 2022</b>	
Wednesday, 5	Work session #1 with Town Manager and School Department to review CIP
Thursday, 6	Work session #2 with Town Manager and department heads to review CIP
Monday, 24	Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2022-2023 through 2027-2028) and includes Adoption of CIP ( <i>deadline is February 1</i> )
<b>February 2022</b>	
Monday, 14	School Department submits budget to Town Manager ( <i>deadline 2/14 each year, Sec. 4820E</i> )
<b>March 2022</b>	
Tuesday, 1	Town Manager submits proposed FY 2022-2023 operating budget to Town Council
Thursday, 3	Budget Work Session #1 with School Committee
Monday, 7	Budget Work Session #2 with Town Manager and department heads
Wednesday, 9	Budget Work Session #3 with Town Manager and human service/outside agencies
Monday, 21	Town Council Adoption of Preliminary Budget (during Regular Session) ( <i>deadline 3/22/22</i> )
<b>April 2022</b>	
Thursday, 14	Public Hearings #1 on FY 2022-2023 Municipal and School Budgets
Monday, 18	Public Hearings #2 on FY 2022-2023 Municipal and School Budgets
Thursday, 21	4pm deadline for petitions for revisions to Preliminary Budget (25 signatures)
Monday, 25	Consideration of petitions and Adoption of Final Budget (during Regular Session)
<b>May 2022</b>	
Thursday, 12	4pm deadline for submissions of Final Petitions for Referendum (200 signatures)
Monday, 16	Deadline for petition signatures to be verified by the Board of Canvassers (Sec. 4222E)
<b>June 2022</b>	
Tuesday, 7	Possible Budget Referendum on Tuesday following the first Saturday in June (Sec. 4222F)
Wednesday, 15	Town Assessor sets tax rate to finance the FY 2022-2023 operating budget



### Basis of Budgeting and Accounting

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

#### **BASIS OF BUDGETING**

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

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

#### **BASIS OF ACCOUNTING**

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

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

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

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

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



### Budgetary Control

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

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

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

### Financial Policies and Practices

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Financial policies and practices help to ensure that the fiscal integrity of the Town of South Kingstown are protected and to ensure that the Town is positioned for future growth. Continued development of new policies and improvement of current financial policies and practices continues to be a key initiative of management.



## Budgetary Process, *continued*

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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 to develop additional policies to align with the Town Council's Goals and Objectives and the procedures supporting the policies shall be clear and concise, factual, and simple to understand.

### Operating Budget Policy

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

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

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

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

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



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

### Revenue Practices

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

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

### Investment Policy

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

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

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

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



### Debt Management Practices

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

- The Town prefers to fund capital improvements, equipment purchases, and other major capital projects with current resources or in a “pay-as-you-go” manner; Debt should be limited to projects with significant costs;
- The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended; Every effort shall be made to keep the amortization of debt as short as possible;
- The Town maintains an aggressive retirement of existing debt (greater than 80% within Ten Years);
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed;
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing short-term borrowing to meet working capital needs; The Town will not use long-term debt for current operations;
- Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is greater than 3%;
- Debt shall be issued using equal principal;
- Maintain debt ratios within formally established parameters:
  - Net Debt as a % of Operating Revenues – maintain at less than 3%;
  - Debt Service as a % of Expenditures – 10% or less;
  - Net Debt Per Capita – no more than \$1,000 per capita;
  - Overall Debt as a % of Taxable Property – 1% or less.
- Debt shall be limited by the following State Statute:
  - RIGL § 45-12-2 – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase its aggregate indebtedness not excepted by law from the provisions of this section to an amount greater than three percent (3%) of the taxable property of the city or town.
- Debt as percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community's ability to incur additional debt. Moody's Investors Service documents the fiscal 2018 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community's taxable full value at 0.8% for Aaa rated communities, and 1.0% for Aa rated municipalities. Standard & Poor's (S&P's) 2016 Public Finance Benchmark for General Obligation Ratios for Tax Supported Debt as a Percentage of Property Valuation established the benchmark at a range of 3% (low) to 10% (high).
  - South Kingstown's FY 2021-2022 projected gross debt level as a percentage of the Town's Assessed Valuation, based upon the December 31, 2020 Assessment, is 0.35% and is predicted to increase to 1.46% in FY 2027-2028;
  - The Town's projected Net Direct Debt is 0.30%, and is expected to increase to 0.98% in the 2027-2028 fiscal year, as a result of issuing, if approved, \$85M in School Bonds.



### Reserve Fund Policy

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

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

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

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

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

### Accounting, Auditing, and Financial Reporting Policies

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

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

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



shall be provided, along with any underlying actuarial assumptions and support for the actuarial assumptions to the RI Office of Municipal Affairs in accordance with state law.

The annual financial report shall conform to Generally Accepted Accounting Principles and be in the form of an Annual Comprehensive Financial Report 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.

## Town Charter: Article IV, Section 4220 Budget Procedures

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

### Section 4220 – BUDGET PROCEDURES

#### Section 4221 – Proposed budget

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##### A. BUDGET SCHEDULE

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

##### B. INITIAL BUDGET HEARING TO DISCUSS GOALS AND OBJECTIVES

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

##### C. TOWN MANAGER'S PROPOSED BUDGET

###### I. SUBMISSION OF BUDGET AND BUDGET MESSAGE

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

###### II. BUDGET MESSAGE

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

###### III. BUDGET FORMAT

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



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

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

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

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

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

## **Section 4222 – Budget**

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### **A. TOWN COUNCIL'S PRELIMINARY BUDGET**

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

### **B. PUBLIC HEARINGS**

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



### C. PETITIONS TO THE COUNCIL

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

### D. FINAL TOWN COUNCIL APPROVAL OF BUDGET

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

### E. REFERENDUM PETITIONS

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

The town clerk shall cause petition forms to be printed with standard language and spaces for the insertion of dollar amounts, budget fund designations, whether an increase or decrease of expenditure is called for, and other necessary information. All petition forms shall be approved by the town clerk before circulation, and must be returned to the town clerk on or before May 12th of each year. Any language added to a petition, or any alteration of the language thereof, subsequent to its approval by the town clerk, shall be of no force or effect. The town clerk, upon the return of petitions to his or her office, shall cause the signatures thereon to be verified by the board of canvassers, such verification to be completed on or before May 16th of each year. There shall be no limit to the number of separate petitions which an elector may sign.



### F. BUDGET REFERENDUM

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

### G. EMERGENCY BALLOTS

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

### H. PUBLICATION OF BUDGET

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

### I. MINOR ADJUSTMENTS IN DATES

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

## Section 4223 – Amendments after adoption

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### (a) EMERGENCY APPROPRIATIONS

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

### (b) REDUCTION OF APPROPRIATIONS

If at any time during the fiscal year it appears probable to the town manager that the revenues or designated fund balances available will be insufficient to finance the expenditures for which appropriations have been



authorized, the manager shall report to the town council without delay, indicating the estimated amount of the deficit, any remedial action taken by the manager and recommendations as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may by ordinance reduce one or more appropriations.

**(c) TRANSFER OF APPROPRIATIONS**

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

**(d) LIMITATION; EFFECTIVE DATE**

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

**Section 4224 – Lapse of appropriations**

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

**Section 4225 – Administration of the budget**

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

**Section 4226 – Capital program**

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**(a) SUBMISSION TO TOWN COUNCIL**

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



CONTENTS

The capital program shall include:

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

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

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

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(a) NOTICE AND HEARING

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

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

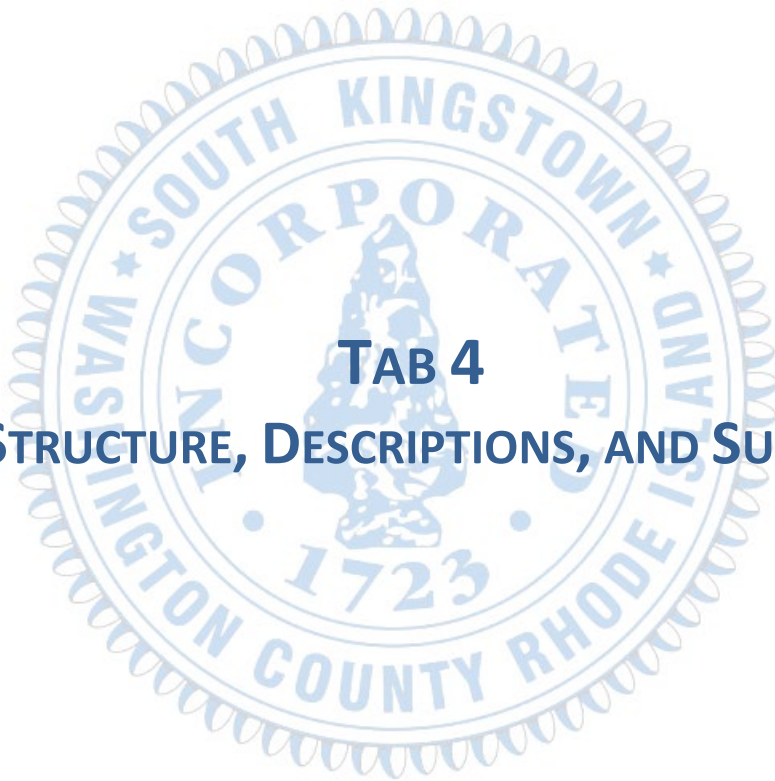
(b) ADOPTION

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

**Section 4228 – Delay in approving budget**

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



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

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**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Fund Structure & Descriptions

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### Fund Structure

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

### Fund Description

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#### GOVERNMENTAL FUNDS

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

##### GENERAL FUND

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

##### SCHOOL TRUST FUND

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

##### DEBT SERVICE FUND

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

##### SPECIAL REVENUE FUNDS

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



### CAPITAL PROJECTS FUND

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

### PROPRIETARY FUNDS

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

#### WATER ENTERPRISE FUND

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

#### WASTEWATER ENTERPRISE FUND

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

#### SOLID WASTE ENTERPRISE FUND

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

#### COMPENSATED ABSENCE FUND

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

### PERMANENT FUNDS

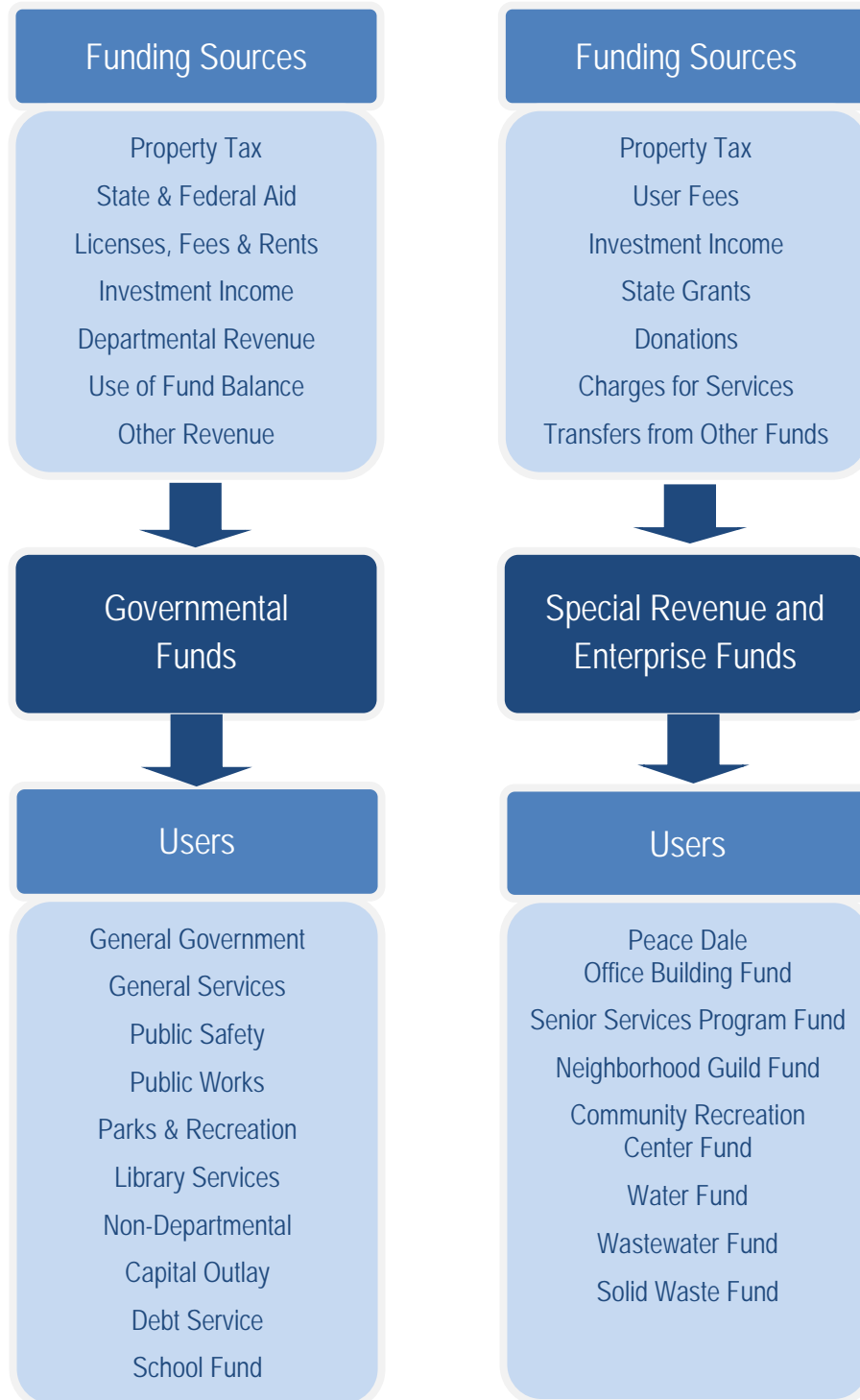
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be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

# Flow of Funds Structure



## FUND STRUCTURE/SERVICE FUNCTION RELATIONSHIP

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



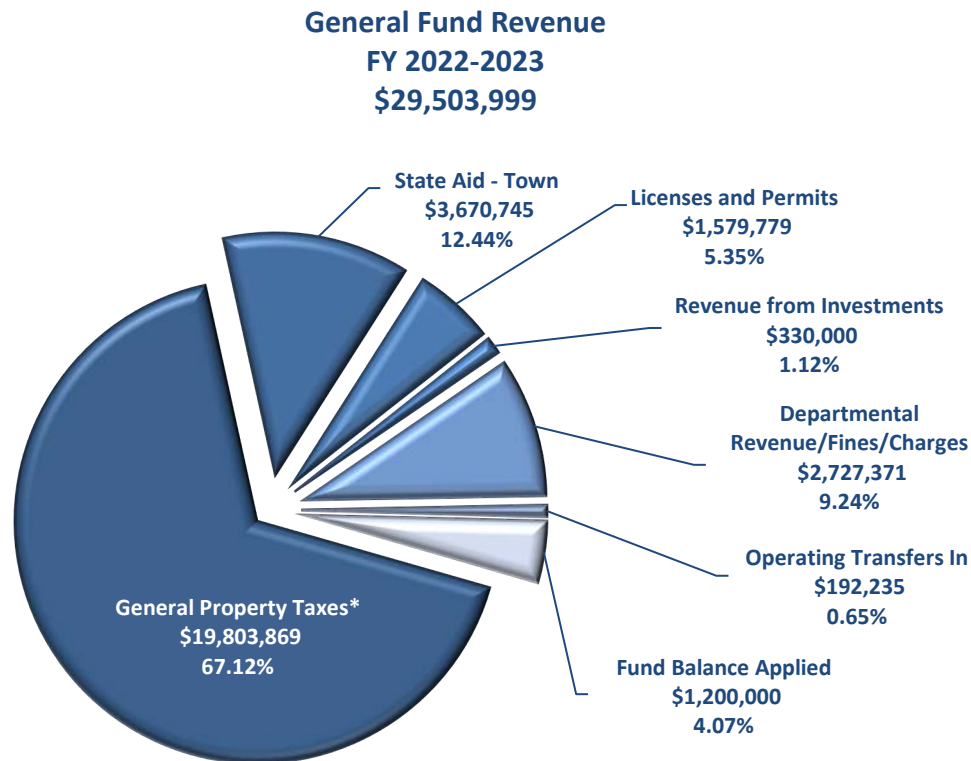
*\*Note: The Town’s Annual Comprehensive Financial Report contains additional non-major funds than those included in the annual budget document.*

# General Fund Revenue Summary



## General Fund Revenue

Fiscal year 2022-2023 General Fund revenues are projected to be \$29,503,999. The Proposed Budget for FY 2022-2023 includes the use of \$1,200,000 of the Town’s Unassigned Fund balance, which is a decrease of \$120,208 from the FY 2021-2022 adopted budget. The use of the unassigned fund balance as a means to stabilize the tax need has been gradually increased over the past few fiscal years due to the uncertainties surrounding the impact of COVID-19 on the community and the timing of the release of the State budget projections for aid to municipalities. The use of fund balance was also a means to assist tax payers by being able to hold the tax rate constant and, in the majority of cases, avoid a tax increase. As the Town transitions forward from COVID-19 and to alleviate the tax need from the significant increases of assessed values of taxable property resulting from the full revaluation as of December 31, 2021 assessment date, it was determined to be a prudent measure to use fund balance to provide support to tax payers. However, it is being recommended to not increase the use of fund balance from the FY 2021-2022 adopted budget. Use of fund balance is reviewed on annual basis as part of the budget development and formulation process. FY 2022-2023 General Fund revenues are projected to increase by \$2,240,564 or 8.22%, compared to the FY 2021-2022 Adopted Budget of \$27,263,435. The tax rate for FY 2022-2023 is decreasing from \$14.45 to \$11.02, a decrease of \$3.43, or 23.73% from the FY 2021-2022 Adopted Budget. The decrease is the result of the increase in the values of the taxable property that was determined as part of the Town’s full revaluation.



\*The General Property Taxes figure shown above (\$19,803,869) is reflective of the total amount of General Property Taxes (\$78,100,561) less the Operating Transfers Out (\$58,296,692). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.

# Combined Revenues - All Budgeted Funds



## Summary by Category & Source

Description	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>General Property Taxes</b>				
411010 Current Taxes	\$75,987,103	\$75,978,007	\$75,978,007	\$76,790,689
411020 Prior Year Taxes	504,462	530,000	530,000	530,000
412010 Interest on Taxes	318,132	350,000	350,000	350,000
412020 Collection Fee	(1,244)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of taxes	419,659	416,544	416,544	423,622
414010 PILOT - Federal Aid	7,676	8,000	8,000	8,000
414020 FEMA – COVID-19 Revenue	72,856	-	-	-
<b>Subtotal General Property Taxes</b>	<b>\$77,308,645</b>	<b>\$77,280,801</b>	<b>\$77,280,801</b>	<b>\$78,100,561</b>
<b>State Aid - Town</b>				
420010 General State Aid	\$1,486,869	\$207,000	\$209,069	\$210,000
420011 Public Service Corp Tax	382,796	382,796	365,054	365,054
420012 Meals/Beverage Tax	817,329	875,000	1,010,700	940,000
420017 MV Excise Tax phase-out	321,889	1,371,752	1,371,752	1,719,103
420018 Hotel Tax	121,584	189,000	250,000	202,000
420019 State Incentive	0	0	0	0
420015 State Library Aid - General	215,634	226,088	226,088	217,433
420016 State Library Endowment Aid	15,805	16,662	16,662	17,155
<b>Subtotal State Aid - Town</b>	<b>\$3,361,906</b>	<b>\$3,268,298</b>	<b>\$3,449,325</b>	<b>\$3,670,745</b>
<b>Licenses &amp; Permits</b>				
430170 Rental of Town Properties	\$424,680	\$421,805	\$453,594	\$466,214
430130 Business licenses and fees-TC	73,275	70,310	76,517	75,870
430140 Business licenses and fees-B/Z	578,293	432,720	495,920	447,695
430150 Nonbusiness licenses and fees	514,543	466,800	434,150	424,000
430160 Real Estate Conveyance fees	169,127	155,000	166,000	166,000
<b>Subtotal Licenses &amp; Permits</b>	<b>\$1,759,917</b>	<b>\$1,546,635</b>	<b>\$1,626,181</b>	<b>\$1,579,779</b>
<b>Revenue from Investments</b>				
460010 Interest on Investments	\$61,211	\$330,000	\$330,000	\$330,000
<b>Subtotal Revenue from Investments</b>	<b>\$61,211</b>	<b>\$330,000</b>	<b>\$330,000</b>	<b>\$330,000</b>
<b>Departmental Revenues/Fines/Charges</b>				
440005 Planning/GIS department	\$10,106	\$5,200	\$5,200	\$5,200
440010 Town Miscellaneous	2,477	15,000	2,820	3,130
440025 Finance department - MLC's/Copies	53,388	30,700	36,200	594,951
440030 Finance department-State Beach Fees	65,937	43,000	43,000	44,500
440030 Police department - Narragansett Patrol	8,000	8,000	8,000	8,000
440030 Public Works department	14,615	17,100	17,100	17,200
440100 Police department - fees/fines	238,831	283,720	262,800	268,300
440105 Emergency Medical Services	850,000	900,000	900,000	925,000
440115 Communications department	3,100	1,500	2,008	1,500
440130 Animal control fees	75,539	75,900	75,900	75,900
440145 Mooring fees - Harbor	43,829	36,000	36,000	38,000
440200 Recreation department	684,273	630,143	629,143	667,090
440350 Library department	80,454	73,544	68,755	78,600
<b>Subtotal Dept. Revenues/Fines/Charges</b>	<b>\$2,130,549</b>	<b>\$2,119,807</b>	<b>\$2,086,926</b>	<b>\$2,727,371</b>

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

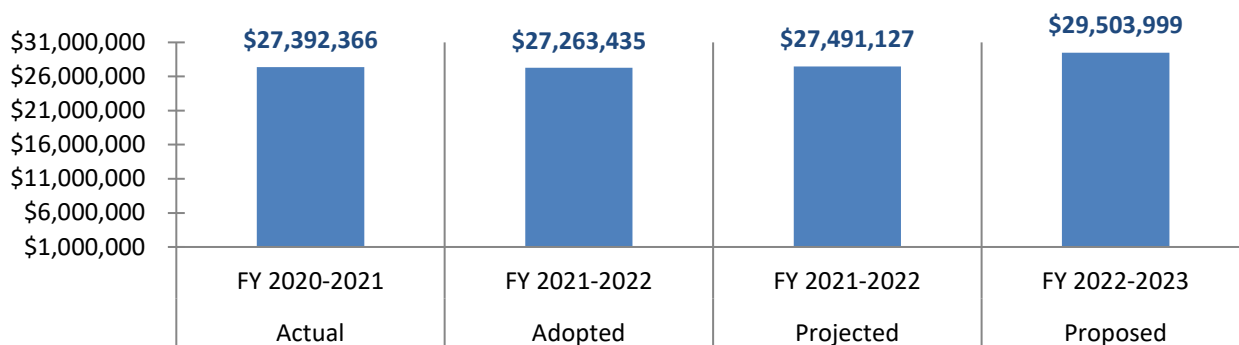


## Budgeted Funds Revenue Descriptions

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

Description, <i>continued</i>	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Operating Transfers In</b>				
440025 Interfund Computer Services	\$31,689	\$31,966	\$31,966	\$32,966
491003 Field Maintenance	85,295	87,000	87,000	88,740
491007 Payroll & Accounting	8,000	8,000	8,000	9,000
491011 School Resource Officer	59,190	59,428	59,428	61,529
<b>Subtotal Operating Transfers In</b>	<b>\$184,174</b>	<b>\$186,394</b>	<b>\$186,394</b>	<b>\$192,235</b>
<b>Operating Transfers Out</b>				
498110 Transfer to School Department	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)
498304 Transfer to Senior Services	(479,828)	(483,703)	(483,703)	(526,965)
498308 Transfer to Recreation Comm. Center	(349,000)	(361,000)	(361,000)	(379,235)
498400 Transfer To Debt Service Fund	(1,945,232)	(1,945,232)	(1,945,232)	(1,391,719)
498704 Transfer to Wastewater Fund	(4,200)	(4,000)	(4,000)	(4,000)
498999 Misc. Tax Transfer	997,937	-	-	-
<b>Subtotal Operating Transfers Out</b>	<b>(\$57,775,096)</b>	<b>(\$58,788,708)</b>	<b>(\$58,788,708)</b>	<b>(\$58,296,692)</b>
<b>Fund Balance Applied</b>				
499000 Fund Balance Applied	\$361,061	\$1,320,208	\$1,320,208	\$1,200,000
<b>Subtotal Fund Balance Applied</b>	<b>\$361,061</b>	<b>\$1,320,208</b>	<b>\$1,320,208</b>	<b>\$1,200,000</b>
<b>Total General Fund Revenue</b>	<b>\$27,392,366</b>	<b>\$27,263,435</b>	<b>\$27,491,127</b>	<b>\$29,503,999</b>

### Total General Fund Revenues



# Budgeted Funds Revenue Descriptions

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## General Fund Revenues

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The General Fund revenues for FY 2022-2023 are reported to be \$2,240,564 greater than the current fiscal year, major factors contributing are:

- Increase in Tax Transfers to fund operations for the Senior Services program and the Community Recreation Center
- Increase in use of Fund Balance
- Increase in Pass Through Aid from the State associated with Meals & Beverage and the Hotel Tax
- Increase in Motor Vehicle Excise Phase Out generated by the fifth year of tangible motor vehicles taxes phase out; this tax is expected to be fully repealed in 2024

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be decreased by \$120,208 from the prior year. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact. As was previously stated, transitioning from the impact of COVID-19 on the community, the timing of the release of the State budget projections for aid to municipalities, and the approximate 34.10% increase in the projected tax roll resulting from the recently completed full revaluation of taxable property it was determined to be a prudent measure to moderately reduce the use of fund balance as compared to the prior year. Use of fund balance is reviewed on annual basis as part of the budget development and formulation process.

These factors are further described below:

### MOTOR VEHICLE EXCISE TAX

The 2017 General Assembly enacted legislation to phase-out the motor vehicle excise tax. Cities and Towns are being reimbursed for lost revenue until the tax is fully repealed in FY 2023-2024. Under the current law, once the motor vehicle tax is fully phased-out, the state will pay each municipality the amount of their FY 2017-2018 Baseline Levy (\$3,788,010 for South Kingstown), adjusted roughly by the growth in sales and use tax realized every year.

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

### TAX TRANSFERS TO ALL FUNDS

To support the FY 2022-2023 School Department's budget, the Town Manager is proposing to level fund the Property Tax Transfer, from what is being provided in the current Fiscal Year.

Increases in the tax need over the current fiscal year to support operations associated with the Senior Services program in the amount of \$43,262 and the Community Recreation Center in the amount of \$18,235. The Debt Service transfer is being reduced from what was adopted in the FY 2021-2022 budget by \$553,513.

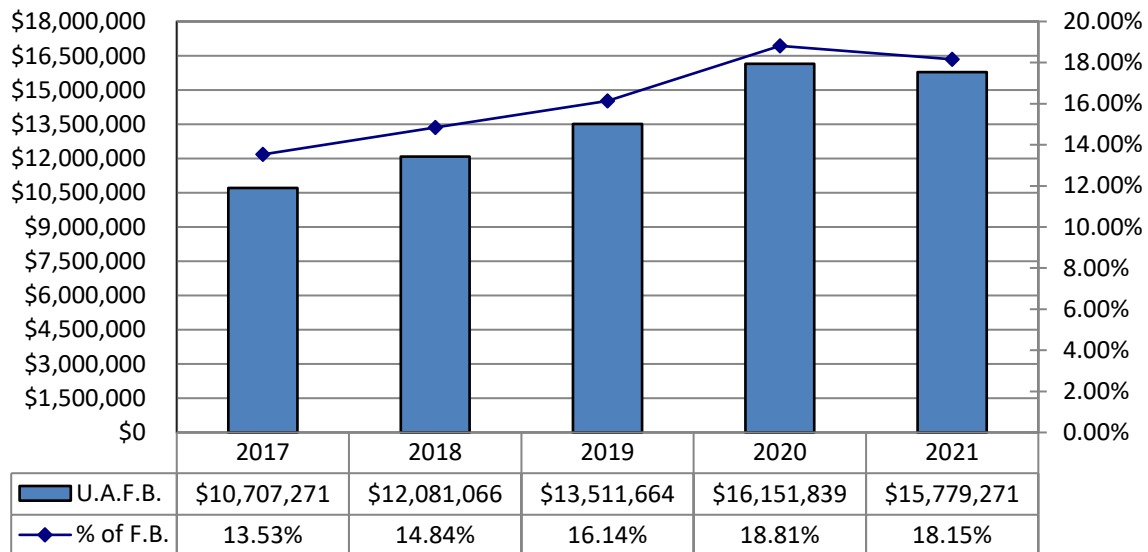
# Budgeted Funds Revenue Descriptions



## UNASSIGNED FUND BALANCE

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

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



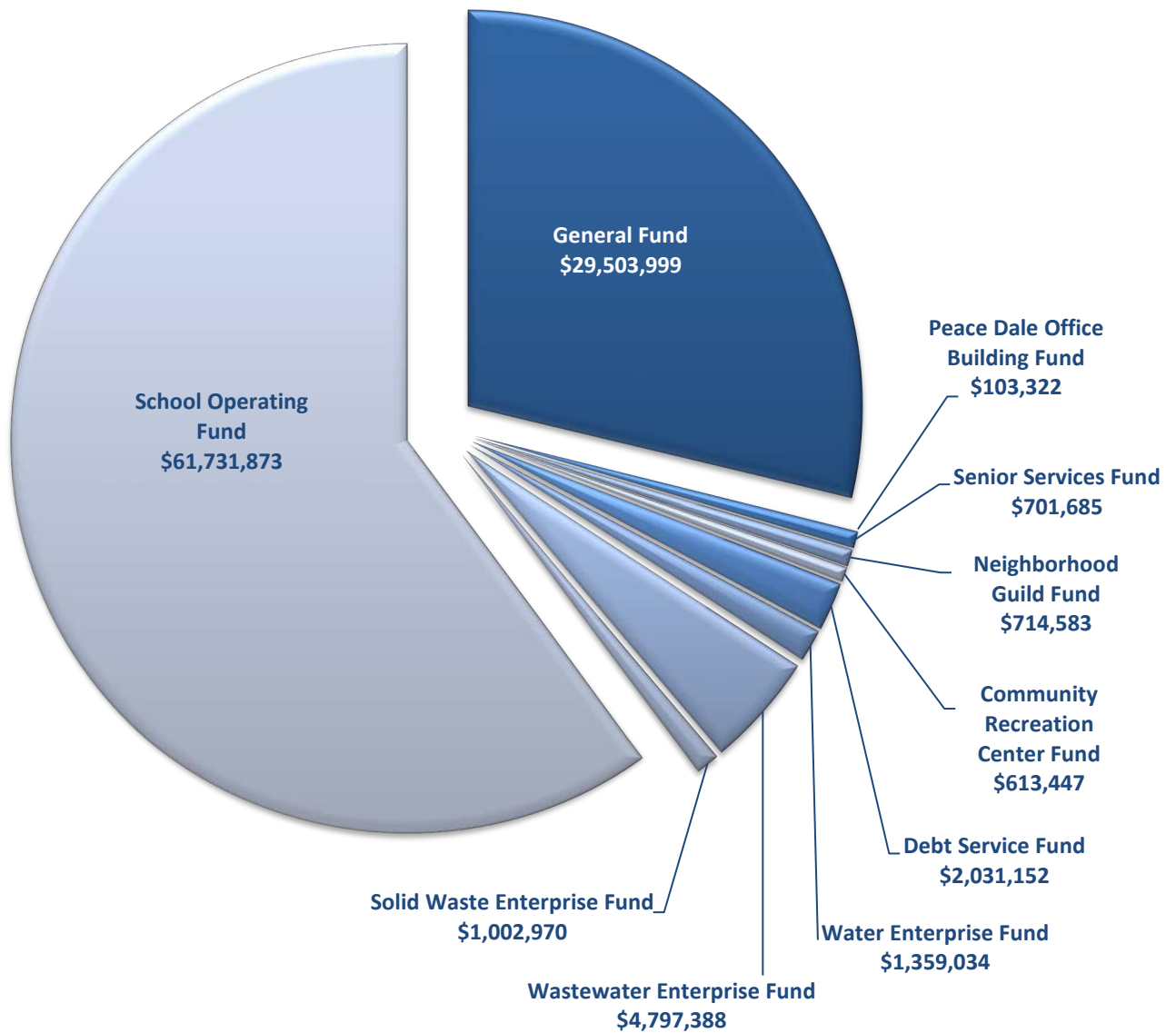
# Budgeted Funds Revenue Descriptions



## Combined Revenues

The FY 2022-2023 combined revenues for all budgeted funds are \$102,559,453. This is an increase of \$2,145,893, or 2.14%, over the current fiscal year. A breakdown of revenues by fund is shown below.

### Combined Revenues – All Budgeted Funds FY 2022-2023 \$102,559,453



# Budgeted Funds Revenue Descriptions



## Combined Statement of Sources & Uses

The FY 2022-2023 Combined Statement of Sources and Uses for all budgeted funds projects income of \$102,559,453. This is an increase of \$2,145,893 from the FY 2021-2022 adopted revenue statement. A breakdown by fund is shown below.

### Combined Statement of Sources & Uses All Budgeted Funds Fiscal Year 2022-2023

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste-water	Solid Waste	Total
<b>Revenues &amp; Other Financing Sources:</b>											
General Property Taxes	\$19,795,869	\$55,994,773		\$526,965		\$379,235	\$1,391,719		\$4,000		\$78,092,561
User Fees				107,014				898,819	4,352,888		5,358,721
State Aid	3,670,745	4,805,447					219,459	2,295			8,697,946
Federal Aid	8,000	408,726									416,726
Licenses/Fees/Rents	1,579,779		92,322			30,000		267,529		158,100	2,127,730
Revenues from Investments	330,000	30,000	700		471,900	200		25,750	45,000	5,150	908,700
Departmental Revenue/Fines/Charges	2,727,371		10,300	1,560	223,483	189,012		5,000	378,000	642,280	4,177,006
Transfers In	192,235			10,000			419,974				622,209
Grants				46,778							46,778
Miscellaneous		245,000		3,368	1,200			2,200	17,500	21,400	290,668
Fund Balance Applied	1,200,000	247,927		6,000	18,000	15,000	0	157,440		176,041	1,820,408
<b>Total Revenues</b>	<b>\$29,503,999</b>	<b>\$61,731,873</b>	<b>\$103,322</b>	<b>\$701,685</b>	<b>\$714,583</b>	<b>\$613,447</b>	<b>\$2,031,152</b>	<b>\$1,359,033</b>	<b>\$4,797,388</b>	<b>\$1,002,971</b>	<b>\$102,559,453</b>
<b>Expenditures &amp; Other Financing Sources:</b>											
General government	\$1,598,055										\$1,598,055
General services	3,958,784										3,958,784
Public safety	14,018,450										14,018,450
Public works	3,443,707										3,443,707
Parks & Recreation	2,172,151										2,172,151
Public libraries	1,385,441										1,385,441
Non-departmental	1,120,911										1,120,911
Education		61,717,373									61,717,373
Debt Service							2,031,152		29,932	186,224	2,247,308
Leisure Services			84,867	622,685	710,233	603,620					2,021,405
Utility Services								847,033	3,635,849	774,747	5,257,629
Capital Expenditures	1,806,500	14,500	6,000	79,000	4,350	9,827		512,000	1,131,607	42,000	3,605,784
<b>Total Expenditures</b>	<b>\$29,503,999</b>	<b>\$61,731,873</b>	<b>\$90,867</b>	<b>\$701,685</b>	<b>\$714,583</b>	<b>\$613,447</b>	<b>\$2,031,152</b>	<b>\$1,359,033</b>	<b>\$4,797,388</b>	<b>\$1,002,971</b>	<b>\$102,546,998</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,455</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,455</b>

# 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 74.9% of all budgeted funds revenues; an increase in tax support from the prior year of 75.7%. Tax proceeds are divided into two categories: current and prior taxes and other. Other taxes include payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date, which make up approximately 1.3% of total budgeted general property taxes for all funds.

### REAL ESTATE TAX

Real property taxes are levied on the assessed value of real property. Included in this category are taxes on residential and commercial property. Real property taxes are valued in a full reassessment every nine years, with a statistical update performed every third year. The process of reassessment and statistical updates do not increase total tax revenue to the Town, yet serves to equalize the assessed value of property. The Town Manager's FY 2022-2023 Proposed Budget includes values based on the December 31<sup>st</sup>, 2021 full statistical revaluation. It is anticipated that the value of the taxable property roll will increase approximately \$1,747,941,747 upon certification of the taxable property tax roll in June 2022.

It is noted that in FY 2006-2007, the State legislature amended the general law changing the tax cap levy amount and valuation for municipalities in the State of Rhode Island. Previously, Rhode Island had a 5.5% cap on property tax growth for all cities and towns. The current legal threshold remains at 4.0% (RIGL § 44-5-2). The tax cap applies to the total levy of real and personal property taxes (not including motor vehicle). There are several implications for the municipality, including that any growth to the tax base does not mean additional tax revenue will be realized. It also means that the municipality will no longer be able to set a tax rate, but instead must first determine the increase in the levy and then calculate the tax rate. Municipalities must stay within the tax cap, unless they receive permission to exceed the cap from the State Office of Municipal Affairs or the State Auditor General, and then only certain exceptions are granted under limited circumstances. Therefore, anticipated revenues from real and personal property taxes cannot exceed 4.0%, or \$2,962,718 in South Kingstown, for FY 2022-2023. There are six budgeted funds supported by property taxes: General Fund, School Unrestricted Fund, Senior Services Program Fund, Community Recreation Center Fund, Debt Service Fund, and Wastewater Fund. For FY 2022-2023 the increase in the total tax levy, not including motor vehicles, is 2.26%. Calculation of the State mandated tax cap is shown below.

Compliance with State Property Tax Cap	Actual FY 2021-2022 Tax Levy	Maximum FY 2022-2023 Tax Levy	Proposed FY 2022-2023 Tax Levy	Amount (Below) Statutory Tax Cap
Property Tax Levy	\$76,628,505	\$79,693,645	\$77,813,968	(\$1,879,677)
Motor Vehicle Levy	(2,560,570)	(2,662,992)	(2,068,907)	(594,085)
<b>Net Levy</b>	<b>\$74,067,935</b>	<b>\$77,030,653</b>	<b>\$75,745,061</b>	<b>(\$1,285,592)</b>
Increase in Total Levy	\$206,070	\$3,065,140	\$1,185,463	(\$1,879,677)
Increase in Net Levy	\$368,232	\$2,962,718	\$1,677,126	(\$1,285,592)
Percent Increase, Net Levy	0.5%	4.00%	2.26%	(1.67%)
Percent Increase, Total Levy	0.27%	4.00%	1.55%	(2.36%)
<b>Property Tax Rate</b>	<b>\$14.45</b>	<b>\$11.21</b>	<b>\$11.02</b>	<b>\$0.19</b>



### **MOTOR VEHICLE TAX**

Motor vehicle values are assessed at a rate of \$18.71 per thousand dollars of assessed value. This rate has been frozen by the State since FY 1997-1998. Beginning in FY 1998-1999, motor vehicle property owners were given an annual exemption on the first \$6,000 of value of their vehicle and the State reimbursed the Town for the difference. However, during FY 2010-2011, the State law was amended so that only the first \$500 of a motor vehicle's assessed value is reimbursed by the State.

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

Since FY 2011-2012, the Town has chosen to provide a \$3,000 per vehicle exemption to residents when calculating motor vehicle tax liability. In addition, the Town has followed Rhode Island General Law and increased the vehicle exemption when mandated. 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 the opportunity until the last day of the month for which a tax payment is due 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.



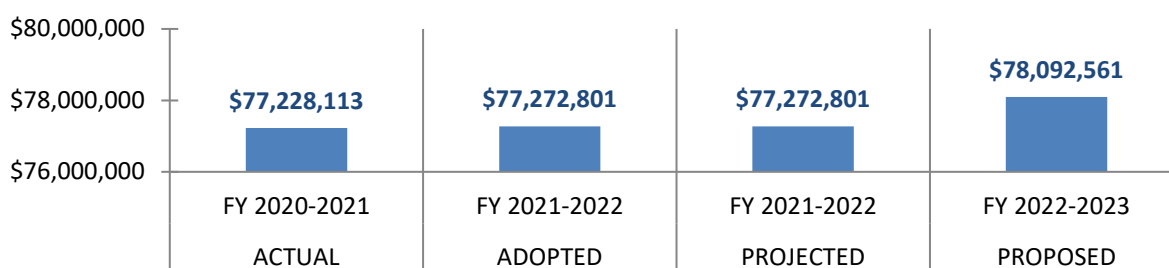
## Budgeted Funds Revenue Descriptions, *continued*

### 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 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Property Taxes</b>				
411010 Current Taxes	\$75,987,103	\$75,978,007	\$75,978,007	\$76,790,689
411020 Prior Year Taxes	504,462	530,000	530,000	530,000
412010 Interest on Taxes	318,132	350,000	350,000	350,000
412020 Collection Fee	(1,244)	(1,750)	(1,750)	(1,750)
413010 Payment in Lieu of Taxes	419,659	416,544	416,544	423,622
<b>Total</b>	<b>\$77,228,113</b>	<b>\$77,272,801</b>	<b>\$77,272,801</b>	<b>\$78,092,561</b>

### Property Taxes



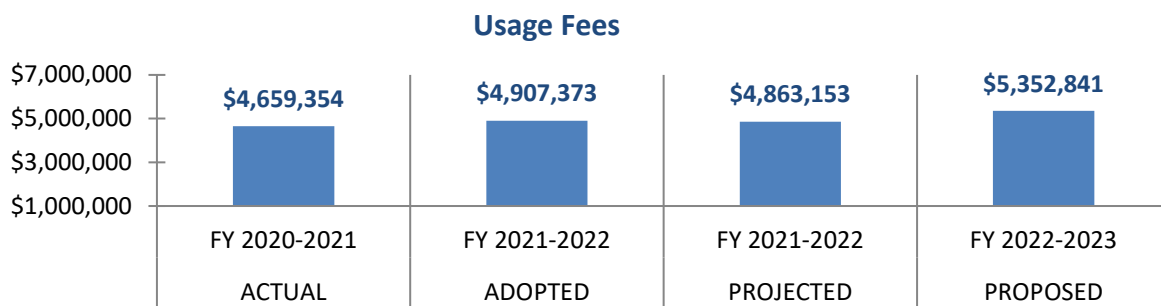
### USER FEES

- User fees for the Water Enterprise Fund are adopted by the Town Council based on RIGL § 45-39.1-5 and § 46-15.8-4. The Town's rate structure incorporates an inclining block rate structure for excess water consumption that is intended to promote water conservation.
- User fees for the Wastewater Enterprise Fund are also adopted by the Town Council. Users of the Regional Wastewater Treatment Facility are assessed a sewer use charge. For FY 2022-2023, the residential rate is proposed to increase by \$50, from \$300 to \$350 for a single family dwelling, with an allocation of 10,000 cubic feet (ft<sup>3</sup>). Consumption in excess of 10,000 ft<sup>3</sup> will be assessed at \$4.40 per 100 ft<sup>3</sup>, which is an increase from the current excess assessment of \$4.00 per 100 ft<sup>3</sup>. The septage disposal charge will also increase from \$86.00 per 1,000 gallons to \$90.00 per 1,000 gallons discharged.
- User fees for residential users directly accessing the Rose Hill Regional Transfer Station (RHRTS) are set by the Town Council in accordance with the Link Environmental (RHRTS privatization contractor) fee schedule. Residents electing to contract for private, curbside refuse and recycling collection pay collection fees directly to third party, free-enterprise private haulers for this service. 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 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Usage Fees</b>				
417450 Meter Sales - Domestic	\$894,629	\$884,818	\$862,503	\$893,619
417550 Forfeited Disc & Penalties	4,907	5,500	4,700	5,200
418010 Domestic & Commercial Users	2,037,808	2,053,500	2,043,286	2,375,800
418011 University of RI Cost Share	548,557	722,284	681,048	700,786
418012 Industrial & Special Users	80,336	76,300	80,336	86,100
418013 Narragansett Cost Share	1,046,085	1,122,971	1,149,140	1,247,886
418110 Diane Dr. Customer Debt Principal	28,000	28,000	28,000	29,000
418130 Interest On Delinquent Pay	18,670	13,500	13,640	14,000
418140 Interest On MB Assessment	0	0	0	0
418170 Interest On Diane Dr. Assessment	361	500	500	450
440610 North Kingstown Cost Share	0	0	0	0
<b>Total</b>	<b>\$4,659,354</b>	<b>\$4,907,373</b>	<b>\$4,863,153</b>	<b>\$5,352,841</b>



### PUBLIC SERVICE CORPORATION TAX

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

### HOTEL OCCUPANCY TAX AND MEALS & BEVERAGE TAX

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

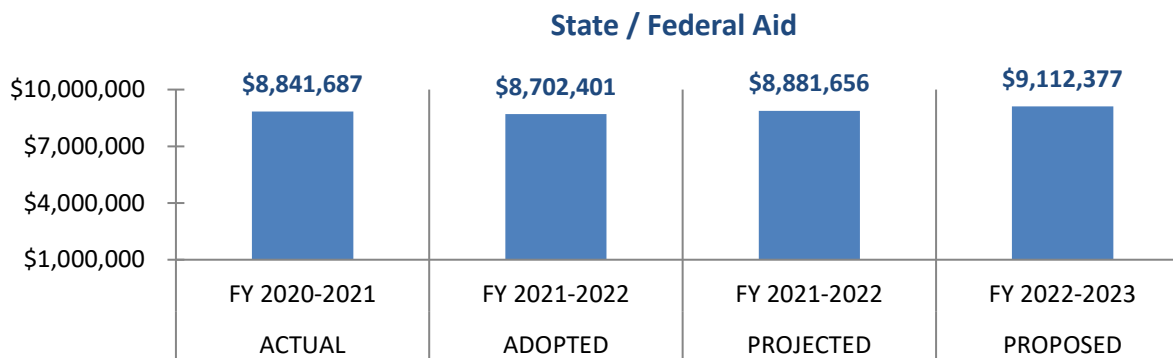


## Budgeted Funds Revenue Descriptions, *continued*

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

The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for South Kingstown is 35%. In the past, the Library Aid reimbursement rate for South Kingstown was 25%. This State Aid provides financial support to assist with debt service related to school capital improvements and library constructions and capital improvements to any free public library. No Library Aid reimbursement is budgeted for FY 2020-2024.

	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>State / Federal Aid</b>				
420010 State PILOT Program	\$87,591	\$207,000	\$209,069	\$210,000
420011 Public Services Corp Tax	382,796	382,796	365,054	365,054
420012 Meals & Beverage Tax	817,329	875,000	1,010,700	940,000
420017 MV Excise Tax Phase-Out	321,889	1,371,752	1,371,752	1,719,103
420018 Hotel Tax	121,584	189,000	250,000	202,000
420015 State Library General Aid	215,634	226,088	226,088	217,433
420016 State Library Endowment Aid	15,805	16,662	16,662	17,155
420020 State CRF Distribution	1,399,277	0	0	0
43101 State Aid	4,725,901	4,774,058	4,774,058	4,805,447
420013 Chapter 26	323,532	243,319	241,547	219,459
414010 PILOT - Federal Aid	7,676	8,000	8,000	8,000
414020 FEMA COVID Revenue	72,856	0	0	0
44202 Medicaid	349,816	408,726	408,726	408,726
<b>Total</b>	<b>\$8,841,687</b>	<b>\$8,702,401</b>	<b>\$8,881,656</b>	<b>\$9,112,377</b>



### 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,

## Budgeted Funds Revenue Descriptions, *continued*

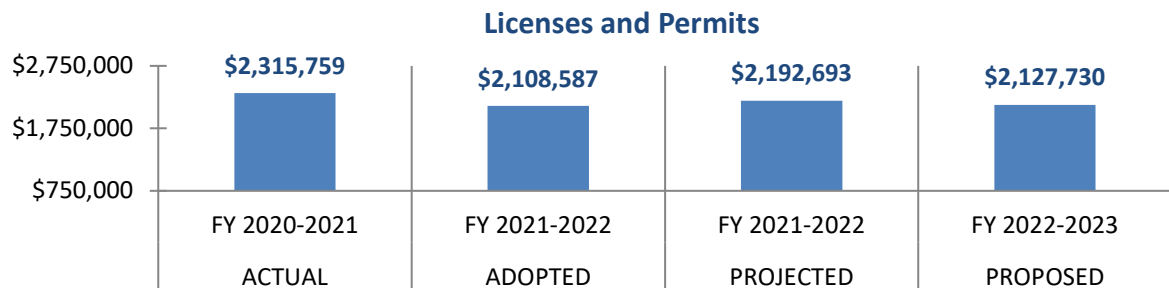


probate fees, marriage license, and dog license revenues. The Building and Zoning Official's Office also collects revenues associated with building, electrical, plumbing, and mechanical activity.

### 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 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Licenses/Fees/Rents</b>				
430170 Rental of Town Properties	\$980,521	\$983,757	\$1,020,106	\$1,014,165
430130 Business licenses and fees-TC	73,275	70,310	76,517	75,870
430140 Business licenses and fees-B/Z	578,293	432,720	495,920	447,695
430150 Non-business licenses and fees	514,543	466,800	434,150	424,000
430160 Real Estate conveyance fees	169,127	155,000	166,000	166,000
<b>Total</b>	<b>\$2,315,759</b>	<b>\$2,108,587</b>	<b>\$2,192,693</b>	<b>\$2,127,730</b>



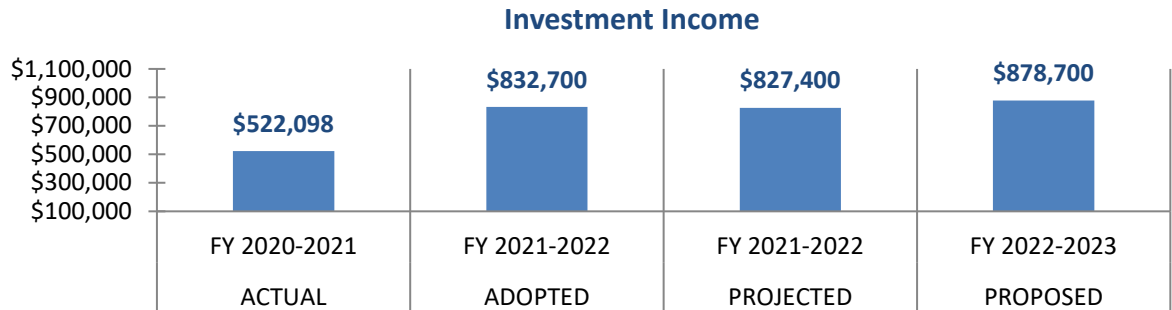
### INTEREST ON INVESTMENTS

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 considered after reviewing financial management, investment, and historical performance data to determine a conservative increase. 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. With the assistance of the Town's Investment Advisor, the Town seeks to maximize its return on investments while remaining in compliance with federal and state laws concerning investment of municipal funds. Through the advisor the Town is able access investments in high quality securities such as U.S. Treasury and Federal Agency securities. The Investment Advisor also assists the Town with management of credit risk and investment performance evaluation and reporting.

## Budgeted Funds Revenue Descriptions, *continued*



	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Investment Income</b>				
460010 Investment Income	\$69,100	\$401,700	\$396,400	\$407,300
460020 Trust Income	429,750	415,000	415,000	450,500
460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180 Hazard Trust Fund	14,716	10,000	10,000	14,900
41510 Interest-School	2,532	0	0	0
<b>Investment Income</b>	<b>\$522,098</b>	<b>\$832,700</b>	<b>\$827,400</b>	<b>\$878,700</b>



### DEPARTMENTAL REVENUE/FINES/CHARGES

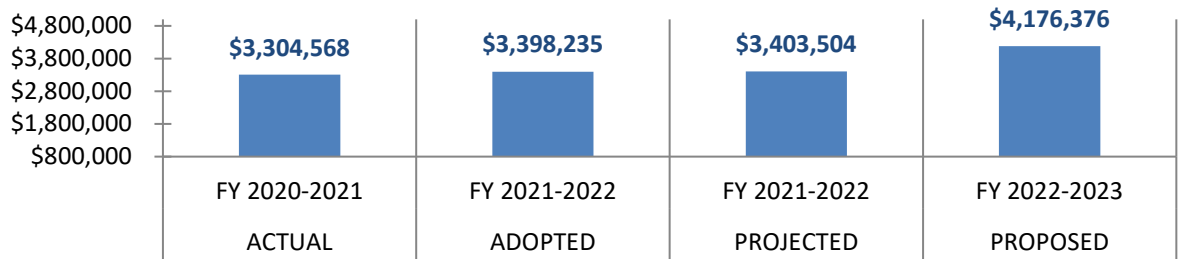
These include a variety of revenues that the general fund, special revenue funds, and enterprise funds receive for services that it provides to the public and other organizations. The types of revenues collected by the Town include copy charges, municipal lien certificates, police fees and fines attributable 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 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Departmental Revenues/Fines/Charges</b>				
440005 Planning/GIS Department	\$10,106	\$7,900	\$8,200	\$8,200
440010 Town Miscellaneous	4,882	15,000	2,200	2,500
440025 Finance Department - IT/MLC's/Copies	50,542	28,000	33,200	591,951
440030 Finance Department-State Beach Fees	65,937	43,000	43,000	44,500
440030 Police Department - Narragansett Patrol	8,000	8,000	8,000	8,000
440030 Public Works Department	14,615	17,100	17,100	17,200
440100 Police Department - fees/fines	238,831	283,720	262,800	268,300
440105 Emergency Medical Services	850,000	900,000	900,000	925,000
440115 Communications Department	3,100	1,500	2,008	1,500
440130 Animal Control fees	75,539	75,900	75,900	75,900
440145 Mooring fees - Harbor	43,829	36,000	36,000	38,000
440200 Recreation Department	971,744	1,008,551	1,002,070	1,091,445
440350 Library Department	80,454	73,544	68,755	78,600
440460 Special Service -Turn Off-On	4,639	5,500	5,000	5,000
440520 Septic Haulers	366,507	374,100	374,100	378,000
440550 Hauling Licenses	9,000	9,000	11,000	11,000
440555 Metered Tonnage	436,842	441,420	484,171	558,780
440560 Residential Stickers/Tag Sales	70,000	70,000	70,000	72,500
<b>Total</b>	<b>\$3,304,568</b>	<b>\$3,398,235</b>	<b>\$3,403,504</b>	<b>\$4,176,376</b>

## Budgeted Funds Revenue Descriptions, *continued*



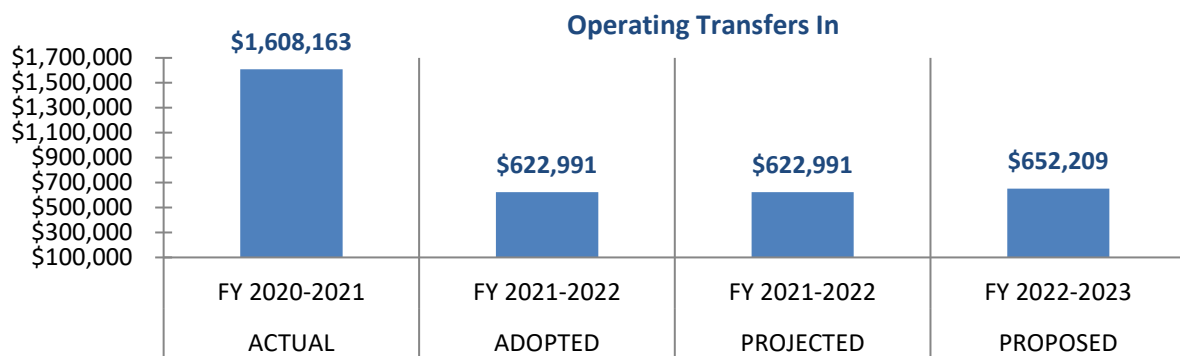
### Departmental Revenues / Fines / Charges



### OPERATING TRANSFERS

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

	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Operating Transfers In</b>				
440025 Computer Services	\$31,689	\$31,966	\$31,966	\$32,966
491007 Payroll & Accounting	8,000	8,000	8,000	9,000
491011 School Resource Officer	59,190	59,428	59,428	61,529
491003 School Field Maintenance	85,295	87,000	87,000	88,740
490306 Neighborhood Guild Fund	0	0	0	84,022
490330 South Rd Reserve Fund	9,343	8,903	8,903	0
490404 Open Space Reserve Fund	250,000	250,000	250,000	266,146
490499 Fair Share Dev Fund - Rec	110,586	142,694	142,694	69,806
498999 Miscellaneous Tax Transfer	997,937	0	0	0
490510 Oliver Watson	25,000	5,000	5,000	10,000
41520 Trust Fund	31,123	30,000	30,000	30,000
<b>Total</b>	<b>\$1,608,163</b>	<b>\$622,991</b>	<b>\$622,991</b>	<b>\$652,209</b>



## Budgeted Funds Revenue Descriptions, *continued*

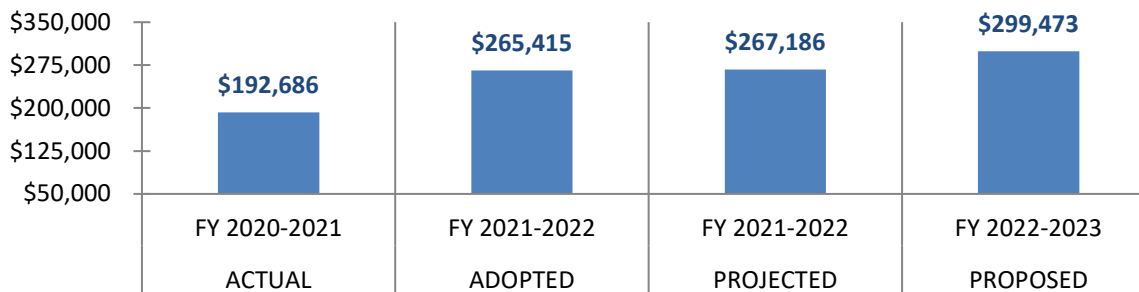


### MISCELLANEOUS REVENUE

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 drain layer fees, and Rhode Island Resource Recycling reimbursement in the Solid Waste Enterprise Fund. In addition, the Town will apply for grant funding as a means to offset the costs associated with a particular project/program or procurement of qualified supplies.

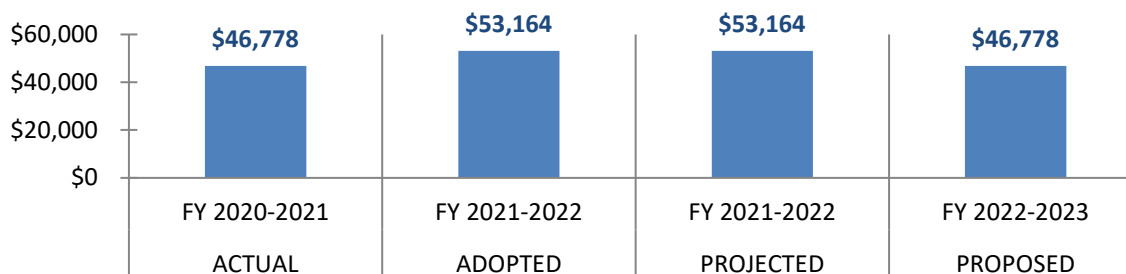
	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Miscellaneous Revenue</b>				
470010 Miscellaneous Revenue	(\$72,688)	\$44,204	\$46,004	\$52,178
470080 State Of RI Water Protection	0	2,324	2,295	2,295
41310 Tuition - Individual	161,917	148,887	148,887	175,000
41707 Other Fees – District Activities	100,816	60,000	60,000	60,000
41901 Rental Income	1,440	10,000	10,000	10,000
41990 Miscellaneous Revenue	1,200	0	0	0
<b>Total Miscellaneous Revenue</b>	<b>\$192,686</b>	<b>\$265,415</b>	<b>\$267,186</b>	<b>\$299,473</b>

### Miscellaneous



	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Miscellaneous Grants</b>				
470010 Miscellaneous Grants	\$46,778	\$53,164	\$53,164	\$46,778
<b>Miscellaneous Grants</b>	<b>\$46,778</b>	<b>\$53,164</b>	<b>\$53,164</b>	<b>\$46,778</b>

### Grant Revenues



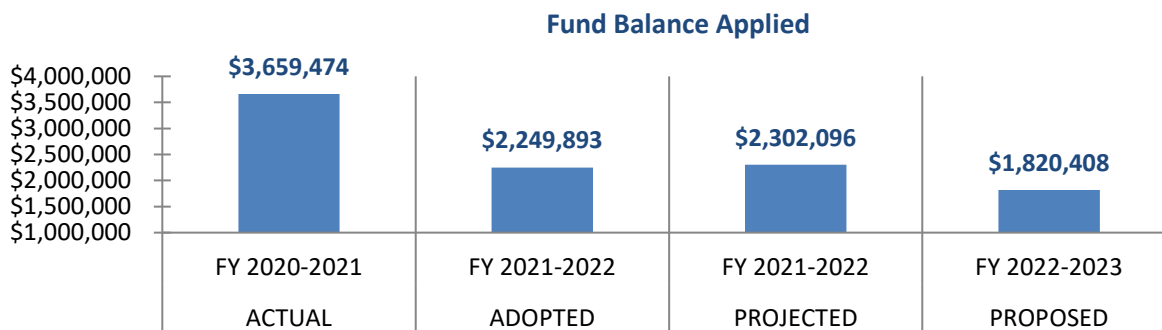


## Budgeted Funds Revenue Descriptions, *continued*

### 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 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Fund Balance Applied</b>				
499040 Designated F/B - CIP	\$250,000	\$440,000	\$440,000	\$275,000
499060 Designated F/B - General	197,061	1,142,049	917,653	964,000
499050 Net Assets Forwarded to Ops	3,212,413	174,642	451,241	333,481
41250 Re-Appropriate Fund Balance	0	493,202	493,202	247,927
<b>Total</b>	<b>\$3,659,474</b>	<b>\$2,249,893</b>	<b>\$2,302,096</b>	<b>\$1,820,408</b>





## General Fund Expenditures

### Expenditures by Area of Service - Detail

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

#### FY 2022-2023 General Fund Expenditures Program Summary Detail by Area of Service

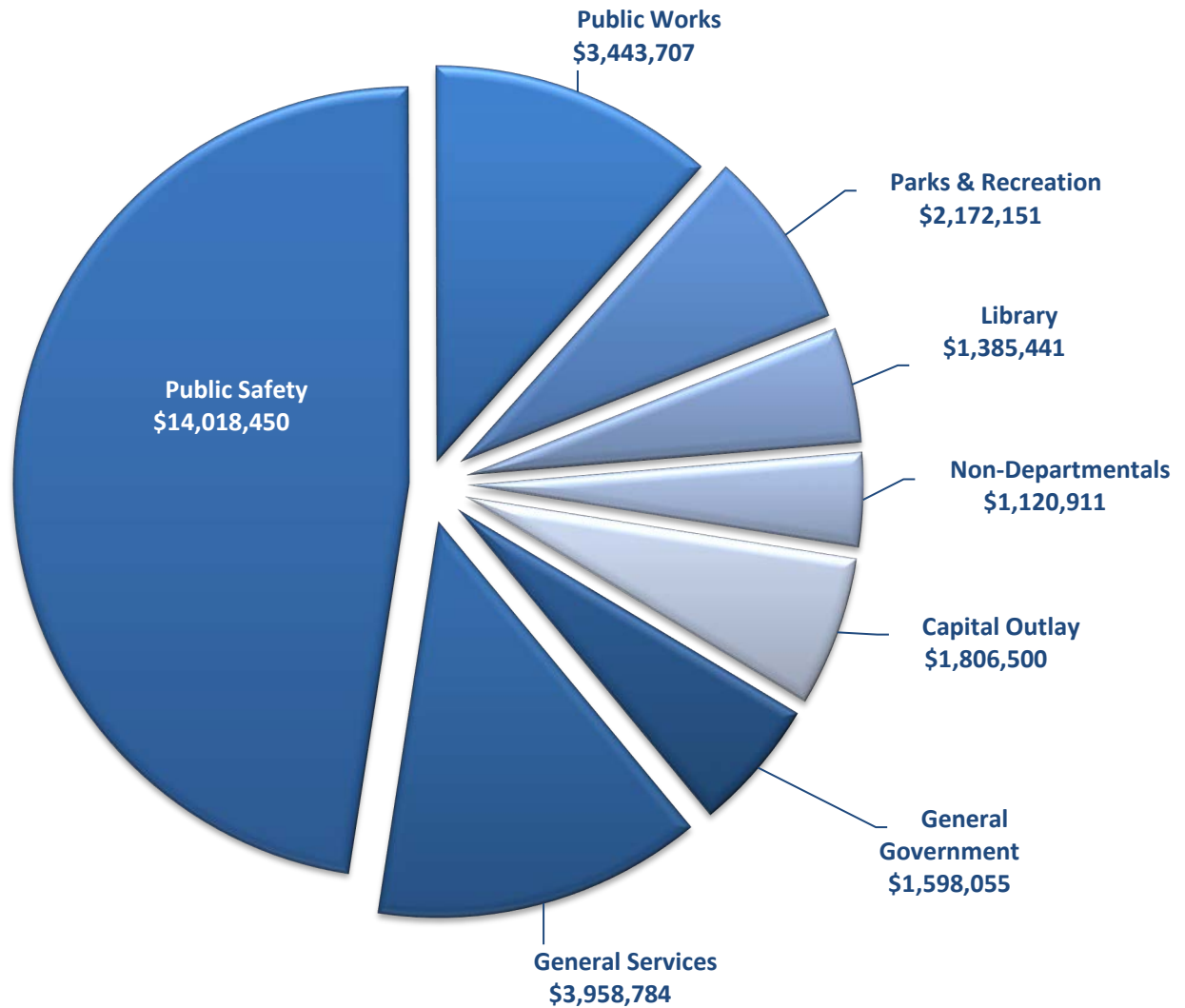
Function	Description Area of Service	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Dept. Request FY 2022-2023	Proposed FY 2022-2023
11001	Town Council	\$21,582	\$28,597	\$28,524	\$27,379	\$27,379
11003	Budget Referendum	3,014	10,167	9,267	9,267	9,267
11005	Legal Services	214,664	215,658	214,158	219,891	219,891
11005	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	648,188	449,479	445,815	459,193	459,193
12003	Personnel Admin	137,980	128,460	128,460	209,025	209,025
13001	Town Clerk	425,060	467,926	465,301	494,795	494,795
13005	Canvassing Authority	117,455	92,985	90,985	141,959	141,959
15003	Assessment Board of Review	100	1,900	1,900	700	700
16003	Planning Board	4,800	8,560	8,560	10,660	10,660
16009	Conservation Commission	935	650	650	650	650
17003	Zoning Board of Review	3,225	17,450	17,450	17,000	17,000
<b>Subtotal</b>	<b>GENERAL GOVERNMENT</b>	<b>\$1,584,538</b>	<b>\$1,429,368</b>	<b>\$1,418,606</b>	<b>\$1,598,055</b>	<b>\$1,598,055</b>
14001	Finance Department	\$798,043	\$851,003	\$851,003	\$897,796	\$897,796
14003	Information Technology	496,458	535,570	534,155	592,226	592,226
15001	Tax Assessor	359,707	384,232	384,232	377,729	377,729
16001	Planning/GIS/Cons. Comm.	569,645	599,390	602,190	657,916	657,916
17001	Building/Zoning Inspection	402,350	421,432	421,432	463,911	463,911
18001	Facilities	449,660	576,971	576,971	969,206	969,206
<b>Subtotal</b>	<b>GENERAL SERVICES</b>	<b>\$3,075,863</b>	<b>\$3,368,598</b>	<b>\$3,369,983</b>	<b>\$3,958,784</b>	<b>\$3,958,784</b>
20001	Police Department	\$8,758,946	\$9,169,518	\$9,094,588	\$9,770,097	\$9,770,097
20050	Police Dispatchers	837,435	879,074	877,315	873,299	873,299
20071-3	Animal Control	307,638	361,193	350,619	380,435	380,435
21001	Communications	278,706	302,937	302,937	317,870	317,870
22001	Emergency Medical Services	2,292,783	2,171,777	2,371,104	2,676,749	2,676,749
<b>Subtotal</b>	<b>PUBLIC SAFETY</b>	<b>\$12,475,508</b>	<b>\$12,884,499</b>	<b>\$12,996,563</b>	<b>\$14,018,450</b>	<b>\$14,018,450</b>
30001	Public Works	\$3,113,661	\$3,202,209	\$3,225,824	\$3,443,707	\$3,443,707
<b>Subtotal</b>	<b>PUBLIC WORKS</b>	<b>\$3,113,661</b>	<b>\$3,202,209</b>	<b>\$3,225,824</b>	<b>\$3,443,707</b>	<b>\$3,443,707</b>
40001	Parks & Recreation	\$1,823,487	\$2,083,570	\$2,092,097	\$2,172,151	\$2,172,151
<b>Subtotal</b>	<b>PARKS &amp; RECREATION</b>	<b>\$1,823,487</b>	<b>\$2,083,570</b>	<b>\$2,092,097</b>	<b>\$2,172,151</b>	<b>\$2,172,151</b>
50001	Library Services	\$1,283,337	\$1,329,464	\$1,325,804	\$1,385,441	\$1,385,441
<b>Subtotal</b>	<b>LIBRARY SERVICES</b>	<b>\$1,283,337</b>	<b>\$1,329,464</b>	<b>\$1,325,804</b>	<b>\$1,385,441</b>	<b>\$1,385,441</b>
70100	Insurance & Claims	\$1,161,293	\$989,251	\$991,551	\$933,394	\$933,394
800-810	Human Svc. & Outside Agency	169,236	166,776	169,110	187,517	187,517
<b>Subtotal</b>	<b>NON-DEPARTMENTALS</b>	<b>\$1,330,529</b>	<b>\$1,156,027</b>	<b>\$1,160,661</b>	<b>\$1,120,911</b>	<b>\$1,120,911</b>
85000	Capital Outlay	\$2,030,990	\$1,809,700	\$1,809,700	\$1,806,500	\$1,806,500
<b>Subtotal</b>	<b>CAPITAL OUTLAY</b>	<b>\$2,030,990</b>	<b>\$1,809,700</b>	<b>\$1,809,700</b>	<b>\$1,806,500</b>	<b>\$1,806,500</b>
<b>Total</b>	<b>GENERAL FUND OPERATIONS</b>	<b>\$26,717,913</b>	<b>\$27,263,435</b>	<b>\$27,399,238</b>	<b>\$29,503,999</b>	<b>\$29,503,999</b>



Expenditure Summary

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

**FY 2022-2023 General Fund Expenditures**  
**Area of Service Program Summary**  
**\$29,503,999**



# General Fund Expenditures, *continued*

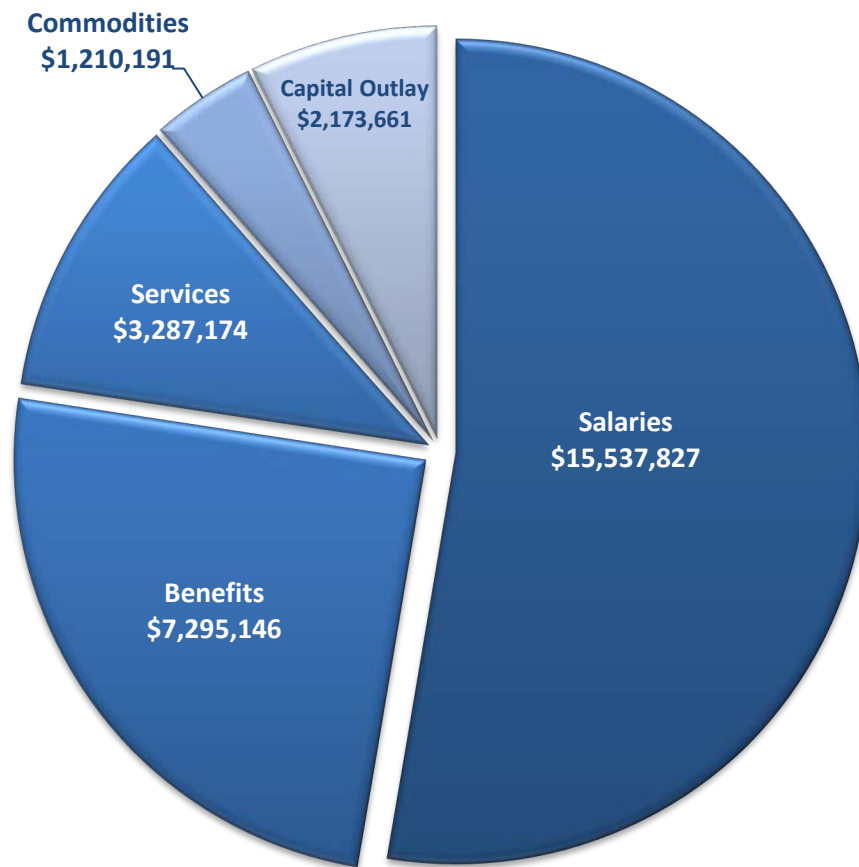


## Expenditures by Use Type

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

**FY 2022-2023 General Fund Expenditures by Use Type**  
**\$29,503,999**

Expenditure by Use Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed	% of Total Budget
Salaries	\$13,674,187	\$14,332,862	\$14,377,615	\$15,537,827	52.66%
Benefits	6,215,747	6,543,909	6,536,949	7,295,146	24.73%
Services	2,825,624	3,056,865	3,169,570	3,287,174	11.14%
Commodities	845,089	1,142,544	1,128,464	1,210,191	4.10%
Capital Outlay	3,157,266	2,187,255	2,186,641	2,173,661	7.37%
<b>Total General Fund Expenditures</b>	<b>\$26,717,913</b>	<b>\$27,263,435</b>	<b>\$27,399,239</b>	<b>\$29,503,999</b>	<b>100.00%</b>



# All Budgeted Funds Expenditures



## Expenditure Details by Fund Type

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

### FY 2022-2023 All Budgeted Fund Expenditures

Fund Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed	% of Total Fund Budget
<b>General Fund</b>					
General Government	\$1,584,538	\$1,429,368	\$1,418,606	\$1,598,055	5.42%
General Services	3,075,863	3,368,598	3,369,983	3,958,784	13.42%
Public Safety	12,475,508	12,884,499	12,996,563	14,018,450	47.51%
Public Works	3,113,661	3,202,209	3,225,824	3,443,707	11.67%
Parks & Recreation	1,823,487	2,083,570	2,092,097	2,172,151	7.36%
Library	1,283,337	1,329,464	1,325,804	1,385,441	4.70%
Non-Departmentals	1,330,529	1,156,027	1,160,661	1,120,911	3.80%
Capital Outlay	2,030,990	1,809,700	1,809,700	1,806,500	6.12%
<b>Subtotal General Fund</b>	<b>\$26,717,913</b>	<b>\$27,263,435</b>	<b>\$27,399,238</b>	<b>\$29,503,999</b>	<b>100.00%</b>
<b>School Department</b>					
School Operating Budget	\$61,036,563	\$61,919,646	\$61,919,646	\$61,731,873	100.00%
<b>Subtotal School Operating Fund</b>	<b>\$61,036,563</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$61,731,873</b>	<b>100.00%</b>
<b>Special Revenue Funds</b>					
Peace Dale Office Building Fund	\$81,267	\$88,260	\$137,700	\$90,867	4.29%
Senior Services Fund	628,582	664,711	665,836	701,685	33.09%
Neighborhood Guild Fund	669,018	668,412	654,690	714,583	33.70%
Community Recreation Center Fund	478,210	554,646	549,565	613,447	28.93%
<b>Subtotal Special Revenue Funds</b>	<b>\$1,857,077</b>	<b>\$1,976,029</b>	<b>\$2,007,791</b>	<b>\$2,120,582</b>	<b>100.00%</b>
<b>Debt Service</b>					
Debt Service Fund	\$1,753,452	\$2,816,257	\$1,701,207	\$2,031,152	100.00%
<b>Subtotal Debt Service Fund</b>	<b>\$1,753,452</b>	<b>\$2,816,257</b>	<b>\$1,701,207</b>	<b>\$2,031,152</b>	<b>100.00%</b>
<b>Enterprise Funds</b>					
Water Fund	\$1,205,740	\$1,216,684	\$1,193,040	\$1,359,033	18.90%
Wastewater Fund	4,496,810	4,351,047	4,545,568	4,797,388	67.58%
Solid Waste Fund	641,518	870,462	905,529	1,002,971	13.52%
<b>Subtotal Enterprise Funds</b>	<b>\$6,344,068</b>	<b>\$6,438,193</b>	<b>\$6,644,137</b>	<b>\$7,159,392</b>	<b>100.00%</b>
<b>GRAND TOTAL ALL BUDGETED FUNDS</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>	

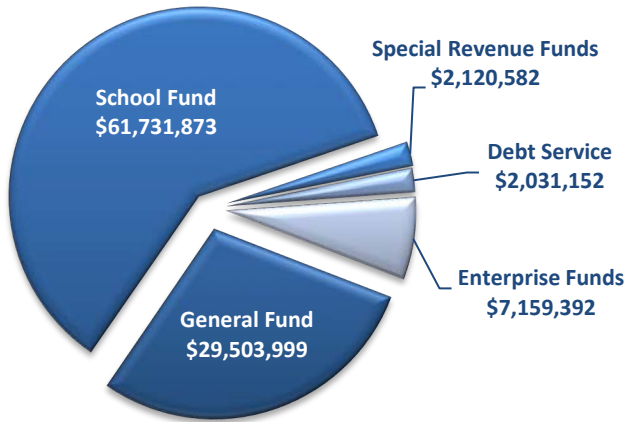
# All Budgeted Funds Expenditures, *continued*



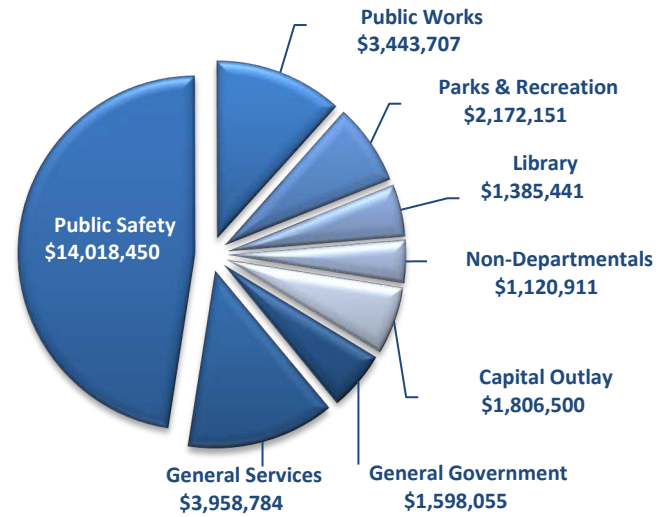
## Expenditure Summary by Fund Type

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

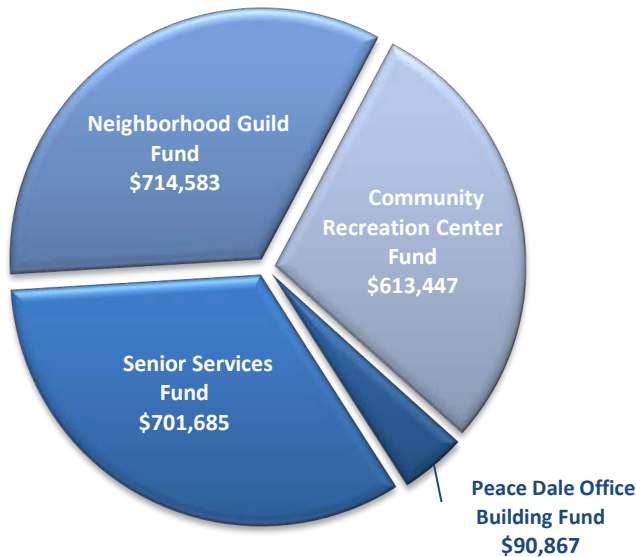
**FY2022-2023 All Budgeted Funds**



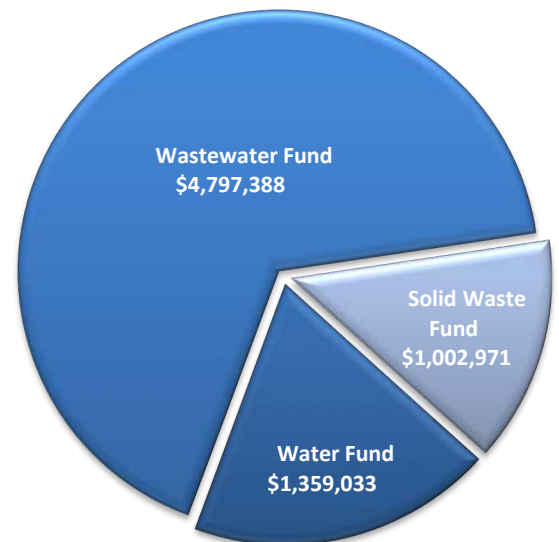
**FY2022-2023 General Fund**



**FY2022-2023 Special Revenue Funds**



**FY2022-2023 Enterprise Funds**



## All Budgeted Funds Expenditures, *continued*



### Expenditure Detail Comparison by Fund Type

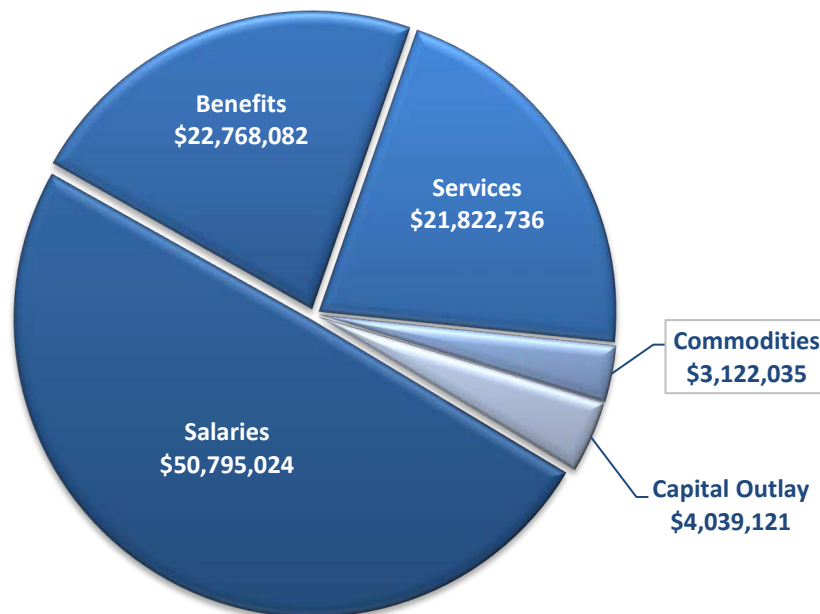
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
General Fund	\$26,717,913	\$27,263,435	\$27,399,238	\$29,503,999
School Operating Fund	61,036,563	61,919,646	61,919,646	61,731,873
Special Revenue Funds	1,857,077	1,976,029	2,007,791	2,120,582
Debt Service Fund	1,753,452	2,816,257	1,701,207	2,031,152
Enterprise Funds	6,344,068	6,438,193	6,644,137	7,159,392
<b>Total All Budgeted Fund Expenditures</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>

### Expenditure Detail Comparison by Use Type

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

Expenditure by Use Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
Salaries	\$49,786,641	\$50,548,673	\$50,565,430	\$50,795,024
Benefits	21,633,976	22,266,164	22,265,431	22,768,082
Services	17,915,386	21,040,598	20,089,850	21,822,736
Commodities	2,836,315	2,898,503	2,874,665	3,122,035
Capital Outlay	5,536,755	3,659,622	3,876,643	4,039,121
<b>Total All Budgeted Fund Expenditures</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>



# All Budgeted Funds Expenditures, *continued*



## Expenditures by Area of Service - Detail

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

### FY 2022-2023 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Dept. Request FY 2022-2023	Proposed FY 2022-2023
11001	Town Council	\$21,582	\$28,597	\$28,524	\$27,379	\$27,379
11003	Budget Referendum	3,014	10,167	9,267	9,267	9,267
11005	Legal Services	214,664	215,658	214,158	219,891	219,891
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	648,188	449,479	445,815	459,193	459,193
12003	Personnel Admin	137,980	128,460	128,460	209,025	209,025
13001	Town Clerk	425,060	467,926	465,301	494,795	494,795
13005	Canvassing Authority	117,455	92,985	90,985	141,959	141,959
15003	Assessment Board of Review	100	1,900	1,900	700	700
16003	Planning Board	4,800	8,560	8,560	10,660	10,660
16009	Conservation Commission	935	650	650	650	650
17003	Zoning Board of Review	3,225	17,450	17,450	17,000	17,000
<b>Subtotal</b>	<b>GENERAL GOVERNMENT</b>	<b>\$1,584,538</b>	<b>\$1,429,368</b>	<b>\$1,418,606</b>	<b>\$1,598,055</b>	<b>\$1,598,055</b>
14001	Finance Department	\$798,043	\$851,003	\$851,003	\$897,796	\$897,796
14003	Information Technology	496,458	535,570	534,155	592,226	592,226
15001	Tax Assessor	359,707	384,232	384,232	377,729	377,729
16001	Planning/GIS/Cons. Comm.	569,645	599,390	602,190	657,916	657,916
17001	Building/Zoning Inspection	402,350	421,432	421,432	463,911	463,911
18001	Facilities	449,660	576,971	576,971	969,206	969,206
<b>Subtotal</b>	<b>GENERAL SERVICES</b>	<b>\$3,075,863</b>	<b>\$3,368,598</b>	<b>\$3,369,983</b>	<b>\$3,958,784</b>	<b>\$3,958,784</b>
20001	Police Department	\$8,758,946	\$9,169,518	\$9,094,588	\$9,770,097	\$9,770,097
20050	Police Dispatchers	837,435	879,074	877,315	873,299	873,299
20071-3	Animal Control Department	307,638	361,193	350,619	380,435	380,435
21001	Communications	278,706	302,937	302,937	317,870	317,870
22001	Emergency Medical Services	2,292,783	2,171,777	2,371,104	2,676,749	2,676,749
<b>Subtotal</b>	<b>PUBLIC SAFETY</b>	<b>\$12,475,508</b>	<b>\$12,884,499</b>	<b>\$12,996,563</b>	<b>\$14,018,450</b>	<b>\$14,018,450</b>
30001	Public Works	\$3,113,661	\$3,202,209	\$3,225,824	\$3,443,707	\$3,443,707
<b>Subtotal</b>	<b>PUBLIC WORKS</b>	<b>\$3,113,661</b>	<b>\$3,202,209</b>	<b>\$3,225,824</b>	<b>\$3,443,707</b>	<b>\$3,443,707</b>
40001	Parks & Recreation	\$1,823,487	\$2,083,570	\$2,092,097	\$2,172,151	\$2,172,151
<b>Subtotal</b>	<b>PARKS &amp; RECREATION</b>	<b>\$1,823,487</b>	<b>\$2,083,570</b>	<b>\$2,092,097</b>	<b>\$2,172,151</b>	<b>\$2,172,151</b>
50001	Library Services	\$1,283,337	\$1,329,464	\$1,325,804	\$1,385,441	\$1,385,441
<b>Subtotal</b>	<b>LIBRARY SERVICES</b>	<b>\$1,283,337</b>	<b>\$1,329,464</b>	<b>\$1,325,804</b>	<b>\$1,385,441</b>	<b>\$1,385,441</b>
70100	Insurance & Claims	\$1,161,293	\$989,251	\$991,551	\$933,394	\$933,394
800-810	Human Service Outside Agency	169,236	166,776	169,110	187,517	187,517
<b>Subtotal</b>	<b>NON-DEPARTMENTALS</b>	<b>\$1,330,529</b>	<b>\$1,156,027</b>	<b>\$1,160,661</b>	<b>\$1,120,911</b>	<b>\$1,120,911</b>
85000	Capital Outlay	\$2,030,990	\$1,809,700	\$1,809,700	\$1,806,500	\$1,806,500
<b>Subtotal</b>	<b>CAPITAL OUTLAY</b>	<b>\$2,030,990</b>	<b>\$1,809,700</b>	<b>\$1,809,700</b>	<b>\$1,806,500</b>	<b>\$1,806,500</b>
<b>Total</b>	<b>GENERAL FUND OPERATION</b>	<b>\$26,717,913</b>	<b>\$27,263,435</b>	<b>\$27,399,238</b>	<b>\$29,503,999</b>	<b>\$29,503,999</b>
<b>OTHER FUNDS</b>						
0110	School Department	\$61,036,563	\$61,919,646	\$61,919,646	\$61,731,873	\$61,731,873
0302	Peace Dale Office Building	81,267	88,260	137,700	90,867	90,867
0304	Senior Services	628,582	664,711	665,836	701,685	701,685
0306	Neighborhood Guild	669,018	668,412	654,690	714,583	714,583
0308	Community Recreation Center	478,210	554,646	549,565	613,447	613,447
0400	Debt Service Fund	1,753,452	2,816,257	1,701,207	2,031,152	2,031,152
0702	Water Fund	1,205,740	1,216,684	1,193,040	1,359,033	1,359,033
0704	Wastewater Fund	4,496,810	4,351,047	4,545,568	4,797,388	4,797,388
0706	Solid Waste Fund	641,518	870,462	905,529	1,002,971	1,002,971
<b>Total</b>	<b>OTHER FUNDS</b>	<b>\$70,991,160</b>	<b>\$73,150,125</b>	<b>\$72,272,781</b>	<b>\$73,042,999</b>	<b>\$73,042,999</b>
<b>GRAND TOTAL ALL BUDGETED FUNDS</b>		<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>	<b>\$102,546,998</b>

## All Budgeted Funds Summaries



### Budget in Brief

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

Revenue By Fund	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Proposed FY 2022-2023
General Fund (0101)	\$27,392,366	\$27,263,435	\$27,491,127	\$29,503,999
School Fund (0110)	61,369,518	61,919,646	61,919,646	61,731,873
Peace Dale Office Building Fund (0302)	96,608	88,260	156,927	103,322
Senior Services Fund (0304)	690,565	664,711	665,836	701,685
Neighborhood Guild Fund (0306)	658,345	668,412	671,262	714,583
Community Recreation Center (0308)	492,557	554,646	549,565	613,447
Debt Service Fund (0400)	2,638,693	2,816,257	2,588,144	2,031,152
Water Fund (0702)	1,274,025	1,216,684	1,193,040	1,359,033
Wastewater Fund (0704)	6,918,963	4,351,047	4,545,568	4,797,388
Solid Waste Fund (0706)	847,037	870,462	905,529	1,002,971
<b>Total Revenue By Fund</b>	<b>\$102,378,679</b>	<b>\$100,413,560</b>	<b>\$100,686,644</b>	<b>\$102,559,453</b>

Expenditures By Fund	Actual FY 2020-2021	Adopted FY 2021-2022	Projected FY 2021-2022	Proposed FY 2022-2023
General Fund (0101)	\$26,717,913	\$27,263,435	\$27,399,238	\$29,503,999
School Fund (0110)	61,036,563	61,919,646	61,919,646	61,731,873
Peace Dale Office Building Fund (0302)	81,267	88,260	137,700	90,867
Senior Services Fund (0304)	628,582	664,711	665,836	701,685
Neighborhood Guild Fund (0306)	669,018	668,412	654,690	714,583
Community Recreation Center (0308)	478,210	554,646	549,565	613,447
Debt Service Fund (0400)	1,753,452	2,816,257	1,701,207	2,031,152
Water Fund (0702)	1,205,740	1,216,684	1,193,040	1,359,033
Wastewater Fund (0704)	4,496,810	4,351,047	4,545,568	4,797,388
Solid Waste Fund (0706)	641,518	870,462	905,529	1,002,971
<b>Total Expenditures By Fund</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>

## 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 adopted and projected budgets, and the next fiscal year's proposed budget.

	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
<b>Revenues &amp; Other Financing Sources:</b>				
General Property Taxes	\$77,228,113	\$77,272,801	\$77,272,801	\$78,092,561
User Fees	4,659,354	4,907,373	4,863,153	5,352,841
State Aid	8,411,339	8,285,675	8,464,930	8,695,651
Federal Aid	430,348	416,726	416,726	416,726
Licenses/Fees/Rents	2,315,759	2,108,587	2,192,693	2,127,730
Revenues from Investments	522,098	832,700	827,400	878,700
Departmental Revenue/Fines/Charges	3,304,568	3,398,235	3,403,504	4,176,376
Transfers In	1,608,163	622,991	622,991	652,209
Grants	46,778	53,164	53,164	46,778
Miscellaneous	192,686	265,415	267,186	299,473
Fund Balance Applied	3,659,474	2,249,893	2,302,096	1,820,408
<b>Total Revenues</b>	<b>\$102,378,679</b>	<b>\$100,413,560</b>	<b>\$100,686,644</b>	<b>\$102,559,453</b>
<b>Expenditures &amp; Other Financing Sources:</b>				
General Government	\$1,584,538	\$1,429,368	\$1,418,606	\$1,598,055
General Services	3,075,863	3,368,598	3,369,983	3,958,784
Public Safety	12,475,508	12,884,499	12,996,563	14,018,450
Public Works	3,113,661	3,202,209	3,225,824	3,443,707
Parks & Recreation	1,823,487	2,083,570	2,092,097	2,172,151
Public Libraries	1,283,337	1,329,464	1,325,804	1,385,441
Non-Departmental	1,330,529	1,156,027	1,160,661	1,120,911
Education	60,569,131	61,862,204	61,862,204	61,661,947
Debt Service	1,753,452	2,816,257	1,701,207	2,031,152
Leisure Services	1,787,275	1,914,445	1,863,793	2,016,544
Utility Services	4,501,814	5,084,852	5,155,575	5,467,316
Capital Expenditures	4,410,478	3,282,067	3,499,702	3,672,540
<b>Total Expenditures</b>	<b>\$97,709,073</b>	<b>\$100,413,560</b>	<b>\$99,672,019</b>	<b>\$102,546,998</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>\$4,669,606</b>	<b>\$0</b>	<b>\$1,014,625</b>	<b>\$12,455</b>



### Estimated Changes in Fund Balance

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

Fund Description & Number	Audited Fund Balance FY 2020-2021	Estimated Fund Balance FY 2021-2022	Proposed Revenues FY 2022-2023	Proposed Expenditures FY 2022-2023	Estimated Fund Balance FY 2022-2023
General Fund (0101)	\$17,348,213	\$17,440,102	29,503,999	\$29,503,999	16,240,102
School Fund (0110)	3,468,894	3,468,894	61,731,873	61,731,873	3,220,967
Peace Dale Office Bldg. Fund (0302)	199,710	218,937	103,322	90,867	231,392
Senior Services Fund (0304)	264,062	264,062	701,685	701,685	258,062
Neighborhood Guild Fund (0306)	104,989	121,561	714,583	714,583	103,561
Community Rec. Center Fund (0308)	109,988	109,988	613,447	613,447	94,988
Debt Service Fund (0400)	1,769,414	2,656,351	2,031,152	2,031,152	2,656,351
Water Fund (0702)	3,896,774	3,896,774	1,359,033	1,359,033	3,739,334
Wastewater Fund (0704)	9,044,594	9,044,594	4,797,388	4,797,388	9,044,594
Solid Waste Fund (0706)	453,364	453,364	1,002,971	1,002,971	277,323
<b>Total All Funds</b>	<b>\$36,660,002</b>	<b>\$37,674,627</b>	<b>\$102,559,453</b>	<b>\$102,546,998</b>	<b>\$35,866,674</b>



## Capital Improvement Program & Related Debt Service

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

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

Capital Improvement Program: Summary by Program (General Fund Only)		FY 2021-2022 Adopted	FY 2022-2023 Proposed
Recreation	Park Rehabilitation/Improvements	\$100,000	\$135,000
	Equipment Acquisition/Replacement	178,000	143,000
Public Services	Road Improvement Program	\$690,000	\$700,000
	Equipment Acquisition/Replacement	374,000	345,000
Public Safety	Facility Improvements	\$15,000	\$15,000
	Equipment Acquisition/Replacement	50,000	65,000
Emergency Medical Services	Equipment Acquisition/Replacement	\$138,000	\$103,000
Fire Alarm	Equipment Acquisition/Replacement	\$29,500	\$16,000
General Government	Facilities Improvements – Town Hall	\$47,000	\$69,500
	Facilities Improvements – Library	35,000	45,000
	Equipment Acquisition/Replacement	40,000	50,000
	Information Technology Program	83,200	50,000
	Planning Program	-	30,000
	Property Appraisal Program	30,000	30,000
	South Road School Building	-	10,000
<b>Total General Fund CIP</b>		<b>\$1,809,700</b>	<b>\$1,806,500</b>

### 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
2023	\$1,128,000	\$306,278	\$1,434,278	\$29,000	\$932	\$29,932	\$181,321	\$4,902	\$186,223
2024	1,063,000	270,486	1,333,486	30,000	315	30,315	54,000	2,797	56,797
2025	915,000	236,869	1,151,869				55,000	1,722	56,722
2026	885,000	206,069	1,091,069				59,000	589	59,589
2027	640,000	181,991	821,991						
2028	540,000	163,006	703,006						
2029	505,000	146,488	651,488						
2030	505,000	130,050	635,050						
2031	445,000	116,288	561,288						
2032	445,000	102,275	547,275						
2033	445,000	87,950	532,950						
2034	445,000	73,625	518,625						
2035	445,000	59,300	504,300						
2036	445,000	46,438	491,438						
2037	440,000	33,575	473,575						
2038	440,000	20,850	460,850						
2039	190,000	11,400	201,400						
2040	190,000	5,700	195,700						
<b>Total</b>	<b>\$10,111,000</b>	<b>\$2,198,638</b>	<b>\$12,309,638</b>	<b>\$59,000</b>	<b>\$1,247</b>	<b>\$60,247</b>	<b>\$349,321</b>	<b>\$10,010</b>	<b>\$359,331</b>



## Capital Improvement Program & Related Debt Service

### GENERAL OBLIGATION BONDS

The Town's outstanding General Obligation Bonds as of June 30, 2022 is \$10,111,000 for existing debt. The Town plans to sell \$7,500,000 in authorized/unissued municipal bonds prior to the close of FY 2021-2022. Of this amount, \$6,500,000 will fund costs associated with municipal infrastructure improvements and the remaining \$1,000,000 will fund costs associated facility improvements for the Neighborhood Guild. The debt obligation shown in the table pertains to the Town and School. These bonds include refunding bonds issued in 2003, 2006, 2009, 2012, and 2015. The bonds were issued for a new middle school, building renovations, open space, new police station, road improvements, and Town and School playfields. Interest rates range from 1.9% to 5.5% on all prior obligations.

### WASTEWATER BONDS

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

### SOLID WASTE BONDS

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

### Debt Ratios & Debt Per Capita

Following table provides detail on debt ratios and debt per capita over the last ten-year period. The Town will issue \$6,500,000 of general obligation bonds in FY 2021-2022 for municipal infrastructure projects. This estimated amount is included in the below calculation.

Fiscal Year Ended June 30	Population <sup>(1)</sup>	Net Assessed Valuation	Rate of Assessment <sup>(2)</sup>	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes <sup>(3)</sup>	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2023 <sup>(4)</sup>	31,931	\$6,984,329,516	100%	\$6,984,329,516	\$14,951,000	\$468	0.21%
2022	31,931	5,262,711,039	100%	5,262,711,039	16,594,321	520	0.32%
2021	31,931	5,245,913,828	100%	5,245,913,828	12,077,152	378	0.23%
2020 <sup>(5)</sup>	30,639	5,218,486,497	100%	5,218,486,497	13,647,587	445	0.26%
2019	30,639	4,653,040,282	100%	4,653,040,282	11,661,719	381	0.25%
2018	30,639	4,618,115,189	100%	4,618,115,189	13,694,638	447	0.30%
2017 <sup>(5)</sup>	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014 <sup>(5)</sup>	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%

(1) U.S. Census Figures; updated April 1, 2020

(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 hold positions that are non-union as well as those that are bargaining unit positions. The four municipal unions include Council 94, Local 1612; the International Association of Fire Fighters (IAFF), Local 3365; the International Brotherhood of Police Officers (IBPO), Local 489; and the South Kingstown Municipal Employees Association (SKMEA), a local chapter of NEARI. 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 2022-2023

Grade 1	Salary Range	Grade 12	Salary Range
(no positions at this time)	\$37,940 - \$42,007	Personnel Administrator	
<b>Grade 2</b>		Procurement Administrator	\$71,147 - \$78,912
(no positions at this time)	\$39,391 - \$43,466	Senior Services Director	
<b>Grade 3</b>		Water Superintendent	
(no positions at this time)	\$40,750 - \$44,825	<b>Grade 13</b>	
<b>Grade 4</b>		Facilities Superintendent	
(no positions at this time)	\$43,467 - \$47,541	Highway Superintendent	
<b>Grade 5</b>		Library Director	
Community Elder	\$44,825 - \$48,900	Parks Superintendent	\$81,354 - \$89,749
Senior Center Program		Recreation Superintendent	
<b>Grade 6</b>		Town Assessor	
Digital Services Librarian	\$47,541 - \$51,615	Natural Resource Officer &	
Library Circulation		<b>Grade 14</b>	
<b>Grade 7</b>		Building Official	
Librarian I	\$50,257 - \$54,330	Communications	\$88,403 - \$95,379
<b>Grade 8</b>		Town Clerk	
(no positions at this time)	\$52,973 - \$57,048	Wastewater Superintendent	
<b>Grade 9</b>		<b>Grade 15</b>	
Librarian II	\$55,628 - \$59,764	Finance Manager	
<b>Grade 10</b>		Information Systems Manager	\$95,272 - \$106,692
Assistant Facilities		Town Engineer	
Assistant Highway		EMS Director	
Assistant Parks		<b>Grade 16</b>	
Deputy Town Clerk	\$60,733 - \$68,623	Deputy Finance Director	
Deputy Town Assessor		Director of Administrative	\$106,181 - \$118,723
Librarian III		Director of Planning	
Assistant Personnel		Information Technology	
<b>Grade 11</b>		<b>Grade 17</b>	
Executive Assistant		Police Chief	\$117,922 - \$130,464
Recreation Center Manager		Director of Leisure Services *	
Tax Collector	\$67,269 - \$72,442	<b>Grade 18</b>	
		Finance Director*	\$129,370 - \$141,366
		<b>Grade 19</b>	
		Director of Public Services	\$139,778 - \$151,525

\* The FY 2022-2023 budget includes funding for a .6 FTE part time Assistant Personnel Administrator. In addition the Leisure Services Director position will move from a Grade 16 to a Grade 17, and the Finance Director position will move to a Grade 18 from a Grade 19. A Deputy Town Assessor position was added following the retirement of a Grade 10 NEA/ SKMEA member of the Assessors Department. This position was taken out of the union due to the need for staff supervisory responsibilities. The Deputy Town Assessor position is budget neutral. Please refer to the FTE Change Description for additional details.



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

### NON UNION EMPLOYEES PAY PLAN FY 2022-2023\*

Grade	Step 0	Step 1	Step 2	Step 3
1	\$37,940	\$39,297	\$40,649	\$42,007
2	\$39,391	\$40,750	\$42,107	\$43,466
3	\$40,750	\$42,107	\$43,466	\$44,825
4	\$43,467	\$44,825	\$46,182	\$47,541
5	\$44,825	\$46,182	\$47,541	\$48,900
6	\$47,541	\$48,900	\$50,257	\$51,615
7	\$50,257	\$51,615	\$52,974	\$54,330
8	\$52,973	\$54,330	\$55,690	\$57,048
9	\$55,628	\$56,920	\$58,213	\$59,764
10	\$60,733	\$63,361	\$65,995	\$68,623
11	\$67,269	\$68,614	\$70,337	\$72,442
12	\$71,147	\$73,735	\$75,548	\$78,912
13	\$81,354	\$84,597	\$87,136	\$89,749
14	\$88,403	\$90,731	\$93,055	\$95,379
15	\$95,272	\$97,464	\$100,170	\$106,692
16	\$106,181	\$110,361	\$114,542	\$118,723
17	\$117,922	\$122,102	\$126,283	\$130,464
18	\$129,370	\$133,252	\$137,249	\$141,366
19	\$139,778	\$143,694	\$147,609	\$151,525

\*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2022-2023. Salaries reflect a 2.5% increase over FY 2021-2022 pay rates.

### IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2022-2023

FY 2022-2023	Step 0	Step 1	Step 2	Step 3
Captain	-	-	-	\$62,220.00
Lieutenant	-	-	-	\$60,205.00
Paramedic	\$53,560.00	\$55,636.00	\$56,839.00	\$59,025.00

\*Salaries taken from the Collective Bargaining Agreement between the Town and the IAAF, Local 3365 effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.5% increase over FY 2021-2022 pay rates.

### IBPO, LOCAL 489 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2022-2023

2019-2020	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Captain	\$92,223	-	-	-	-	-
Det Lt & Pros Lt	\$89,156	-	-	-	-	-
Lieutenant	\$85,726	-	-	-	-	-
Det Sergeant	\$82,771	-	-	-	-	-
Sergeant	\$79,587	-	-	-	-	-
Detective	\$76,086	-	-	-	-	-
Patrol Officer	\$52,287	\$54,469	\$56,647	\$59,436	\$62,328	\$73,159

\*The Collective Bargaining Agreement between the Town and the IBPO, Local 489 expires June 30, 2022. The above salaries reflect a 2.5% increase over FY 2021-2022 salaries for budgeting purposes.



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

### NEARI, LOCAL SKMEA POSITION ALLOCATION TO PAY SCHEDULE FY 2022-2023

Grade 1	Salary Range	Grade 8	Salary Range
Building Maintenance	\$29,187.00 - \$30,488.00	Assistant Building Inspector	
<b>Grade 2</b>		Engineering Assistant	
(no positions at this time)	\$39,542.00 - \$43,633.00	GIS Technician	\$53,177.00 - \$57,267.00
<b>Grade 3</b>		Police Records Clerk	
Building Maintenance	\$40,906.00 - \$44,998.00	Public Services Associate	
<b>Grade 4</b>		Real Estate Appraiser	
Account Clerk I		<b>Grade 9</b>	
Office Clerk II	\$43,635.00 - \$47,724.00	Assistant Communications	\$55,841.00 - \$59,994.00
Secretary		<b>Grade 10</b>	
<b>Grade 5</b>		Administrative Assistant	
Financial Assistant I	\$44,998.00 - \$49,088.00	Administrative Assistant Public	
Town Clerk's Office Clerk		Building Inspector	
<b>Grade 6</b>		GIS Analyst	\$60,966.00 - \$68,887.00
Account Clerk II		Payroll Administrator	
Administrative Support		Purchasing Agent	
Data Assessment Clerk	\$47,724.00 - \$51,813.00	Wastewater Electrician	
Facilities Manager		<b>Grade 11</b>	
Recreation Supervisor		Pretreatment Coordinator	\$67,527.00 - \$72,721.00
<b>Grade 7</b>		<b>Grade 12</b>	
Facilities Manager II		Assistant Wastewater	
Fire Inspector		Network Administrator	
Planning Associate		Senior Planner	\$71,421.00 - \$79,215.00
Police Administrative	\$50,450.00 - \$54,539.00	Accountant	
Police Prosecution Clerk		Staff Engineer	
Senior Account Clerk		<b>Grade 13</b>	
Water Operator I		GIS Administrator	\$81,667.00 - \$90,095.00
		Principal Planner	

\*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021. Salary schedule taken from the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.5% increase over FY 2021-2022 pay rates.

### NEARI, LOCAL SKMEA PAY PLAN FY 2022-2023\*

Grade	Step 0	Step 1	Step 2	Step 3
1	\$29,187	\$29,628	\$30,048	\$30,488
2	\$39,542	\$40,906	\$42,269	\$43,633
3	\$40,906	\$42,269	\$43,633	\$44,998
4	\$43,635	\$44,998	\$46,360	\$47,724
5	\$44,998	\$46,360	\$47,724	\$49,088
6	\$47,724	\$49,088	\$50,450	\$51,813
7	\$50,450	\$51,813	\$53,178	\$54,539
8	\$53,177	\$54,539	\$55,904	\$57,267
9	\$55,841	\$57,139	\$58,437	\$59,994
10	\$60,966	\$63,605	\$66,248	\$68,887
11	\$67,527	\$68,878	\$70,607	\$72,721
12	\$71,421	\$74,019	\$75,838	\$79,215
13	\$81,667	\$84,923	\$87,471	\$90,095

\*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021. Salary schedule taken from the Collective Bargaining Agreement between the Town and the NEARI, LOCAL SKMEA effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.5% increase over FY 2021-2022 pay rates.

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



### COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2022-2023\*

Grade	Step 0	Step 1	Step 2	Step 3
Assistant Animal Shelter Manager	\$42,838	\$43,909	\$45,572	\$46,483
Animal Control Officer	\$45,703	\$46,845	\$48,622	\$49,594
Animal Shelter Manager	\$50,722	\$51,990	\$53,959	\$55,039
Auto Mechanic I	\$42,993	\$44,067	\$45,739	\$46,654
Auto Mechanic II	\$49,554	\$50,793	\$52,718	\$53,772
Crew Foreman	\$49,805	\$51,050	\$52,905	\$53,964
Equipment Operator I	\$43,438	\$44,524	\$46,172	\$47,095
Equipment Operator II	\$47,385	\$48,570	\$50,411	\$51,419
Equipment Operator III	\$48,219	\$49,426	\$51,300	\$52,326
Lab Tech Operator	\$49,199	\$50,428	\$52,339	\$53,385
Office Clerk	\$47,597	\$48,788	\$50,663	\$51,676
Parks Foreman	\$54,543	\$55,906	\$57,667	\$58,821
Parks Maintenance Technician	\$47,385	\$48,570	\$50,411	\$51,419
Police Dispatcher	\$49,393	\$50,628	\$52,545	\$53,596
Senior Transportation Driver	\$38,440	\$39,400	\$41,090	\$41,911
Wastewater Mechanic I	\$46,780	\$47,951	\$49,766	\$50,761
Wastewater Mechanic II	\$51,618	\$52,908	\$54,911	\$56,010
Wastewater Operator I	\$46,780	\$47,951	\$49,766	\$50,761
Wastewater Operator II	\$51,618	\$52,908	\$54,911	\$56,010
Wastewater Worker	\$43,151	\$44,230	\$45,905	\$46,823

\*Salaries shown above are annualized based upon 260 work days; it is noted there are 261 work days in FY 2020-2021. Salary schedule taken from the Collective Bargaining Agreement between the Town and COUNCIL 94, LOCAL 1612 effective July 1, 2021 through June 30, 2024. Salaries reflect a 2.5% increase over FY 2021-2022 pay rates

# Full Time Employee Summary



## Full Time Employee Comparison

FULL-TIME EMPLOYEE EQUIVALENT COMPARISON					
Department or Division	FY 2019-2020 Adopted	FY 2020-2021 Adopted	FY 2021-2022 Adopted	FY 2022-2023 Projected	FY 2022 vs. FY 2023 Difference
Town Manager's Office	3.25	3.25	3.25	3.25	0.00
Personnel	1.25	1.85	1.25	1.85	0.60
Town Clerk's Office	6.00	6.00	6.00	6.00	0.00
Finance	8.60	8.60	8.60	8.60	0.00
Information Technology	3.00	3.00	3.00	3.00	0.00
Town Assessor	4.00	4.00	4.00	4.00	0.00
Planning	5.00	5.00	5.00	5.00	0.00
Building & Zoning	4.75	4.75	4.75	4.75	0.00
Facilities	9.70	10.70	10.70	11.70	1.00
<b>Subtotal General Gov Services FTE</b>	<b>45.55</b>	<b>47.15</b>	<b>47.55</b>	<b>48.15</b>	<b>1.60</b>
Police Department - Officers	54.00	55.00	56.00	58.00	2.00
Police Department - Civilian	7.00	7.00	7.00	7.00	0.00
Police Dispatchers	8.40	8.40	8.40	8.40	0.00
Animal Welfare	3.00	3.40	3.40	3.40	0.00
Fire Alarm	2.45	2.45	2.45	2.45	0.00
Emergency Medical Services	19.00	21.00	21.00	29.50	8.50
<b>Subtotal Public Safety FTE</b>	<b>93.85</b>	<b>97.25</b>	<b>98.25</b>	<b>108.75</b>	<b>10.50</b>
Public Services	6.60	6.60	6.60	6.60	0.00
Highway	19.00	19.00	19.00	19.00	0.00
Water	2.00	2.00	2.00	2.00	0.00
Wastewater	16.00	16.00	16.00	16.00	0.00
<b>Subtotal Public Works &amp; Utilities FTE</b>	<b>43.60</b>	<b>43.60</b>	<b>43.60</b>	<b>43.60</b>	<b>0.00</b>
Recreation	10.63	10.63	10.63	10.63	0.00
Parks	9.00	9.00	9.00	9.00	0.00
Senior Services	7.85	7.85	4.00	4.00	0.00
NRO & Harbor Patrol	0.50	0.50	1.00	1.00	1.00
<b>Subtotal Leisure Services FTE</b>	<b>27.48</b>	<b>27.48</b>	<b>23.63</b>	<b>23.63</b>	<b>0.00</b>
Library	10.00	10.00	10.00	10.00	0.00
<b>Subtotal Library FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>Total FTE All Funds</b>	<b>220.98</b>	<b>226.98</b>	<b>224.03</b>	<b>236.13</b>	<b>12.10</b>

## FTE Change Description

The total Full Time Employee equivalent (FTE) Proposed for FY 2022-2023 is 236.13, an increase of 12.10 FTE's over the current year funding level.

FY 2022-2023 PROPOSED FTE POSITIONS			
Department/ Division	Position	FTE	Union Status
Emergency Medical Services	Paramedic	8.00	IAFF, Local 3365
Emergency Medical Services	Administrative Assistant	0.50	NEARI/ SKMEA
Personnel	Asst. Personnel Administrator	0.60	Non Union
Facilities	Building Maintenance Technician	1.00	NEARI/ SKMEA
Police	Patrol Officer	2.00	IBPO, Local 489
<b>TOTAL</b>		<b>12.10</b>	

The Town Manager's FY 2022-2023 Proposed Budget includes one-half year of funding for eight (8) Paramedics to support the planned expansion of the Emergency Medical Services Department (+8.0 FTE).

## Full Time Employee Summary, *continued*

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The remainder of the funds to fully support these positions will be included in the FY 2023-2024 proposed budget.

The addition of EMS personnel will allow the department to operate an additional rescue vehicle which will significantly improve level of service to residents needing medical care or transport. This increase coincides with the planned construction of dedicated EMS building in the vicinity of Route 1 and Ministerial Road to provide more timely service to Matunick, Green Hill, and surrounding areas.

The proposed EMS budget also includes a part-time Administrative Assistant (+0.5 FTE) to assist the EMS chief in the day to day operations of the department and personnel related issues. This position has been identified by the EMS chief as necessary to support the planned expansion of EMS personnel and related facilities in the coming years.

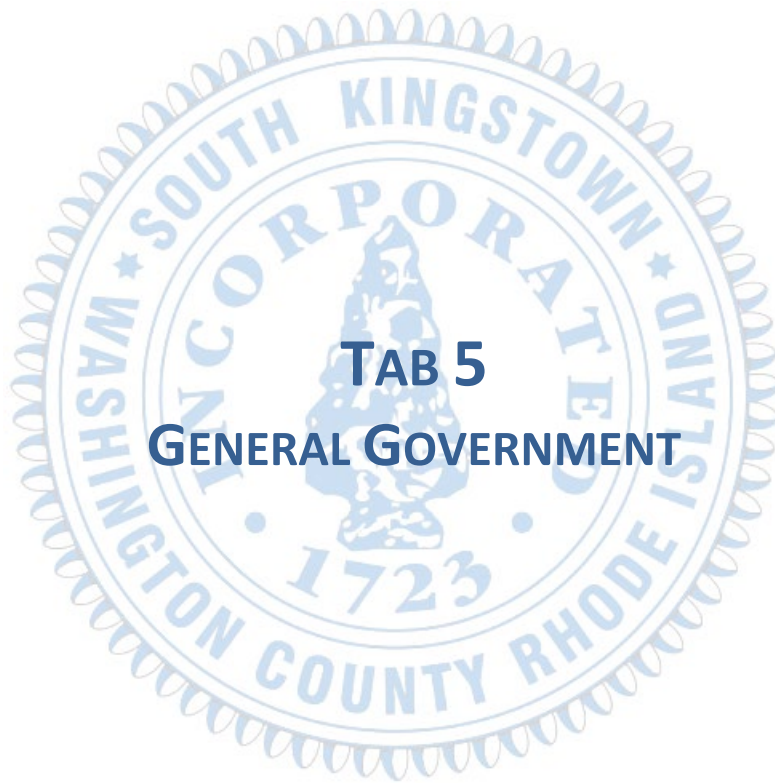
A part-time Assistant Personnel Administrator (+0.6 FTE) is included in the FY 2022-2023 Personnel budget to help support the operations of the Personnel Division, and the municipal departments as a whole. The FY 2020-2021 adopted budget included a similar .6 FTE Personnel Generalist position. Funding for this position was diverted to other necessary areas during the COVID-19 pandemic. In FY 2021-2022 this position was eliminated as a cost cutting measure due to budget constraints. However, the addition of this position is vital due to increases in attrition, vetting individuals for open positions, addressing OJI/ IOD claims, ongoing legal actions, and other personnel related issues.

A new Building Maintenance Technician (+1.0 FTE) is included in the Facilities Department budget to assist with the upkeep of Parks and Recreation Department facilities including the Neighborhood Guild and cleaning of comfort stations in park facilities. Funding for this position will be split between the General Fund (Facilities Department budget) and the Neighborhood Guild Fund.

Two Police Patrol Officers (+2.0 FTE) are included in the budget for the South Kingstown Police Department in FY 2022-2023, resulting in an increase to the compliment of sworn officers, including the Chief of Police, from 56 to 58 officers. This increase in FTE is currently budget neutral with the use of American Rescue Plan Funds to support these positions for the next two years. These new positions will help backfill for two (2) officers current on Injured on Duty (IOD) status and reduce the significant amount of overtime expenses incurred due to minimum staffing requirements. It is anticipated that the individuals currently on IOD will settle their claims by the time ARPA funds expire, thus allowing these two positions to be carried as part of the 56 officers currently authorized in the general fund budget.

The addition of 8.5 FTE within the EMS Department, 0.6 FTE in the Personnel Department, 1 FTE in the Facilities Department, and 2.0 FTE in the Police Department results in a proposed FY 2022-2023 Municipal Employee FTE of 235.13.

It is noted that a long time member of the Town Assessors Department retired in early 2022. After evaluating staff needs, the Director of Administrative Services proposed retitling the position from *Administrative Assistant Assessor* to *Deputy Assessor* to better reflect several new duties added to this position, to include supervising departmental staff and fulfilling the role of the Town Assessor in the Absence of the department head. Due to the need to supervise staff this new position is non-union which is in line with other deputy positions in the Town (i.e. Deputy Clerk, Deputy Finance Director, etc.). However, this position remains budget neutral as the Town Manager does not intend to fill the *Administrative Assistant Assessor* position which remains under the NEA/SKMEA.



**TAB 5**  
**GENERAL GOVERNMENT**

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

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

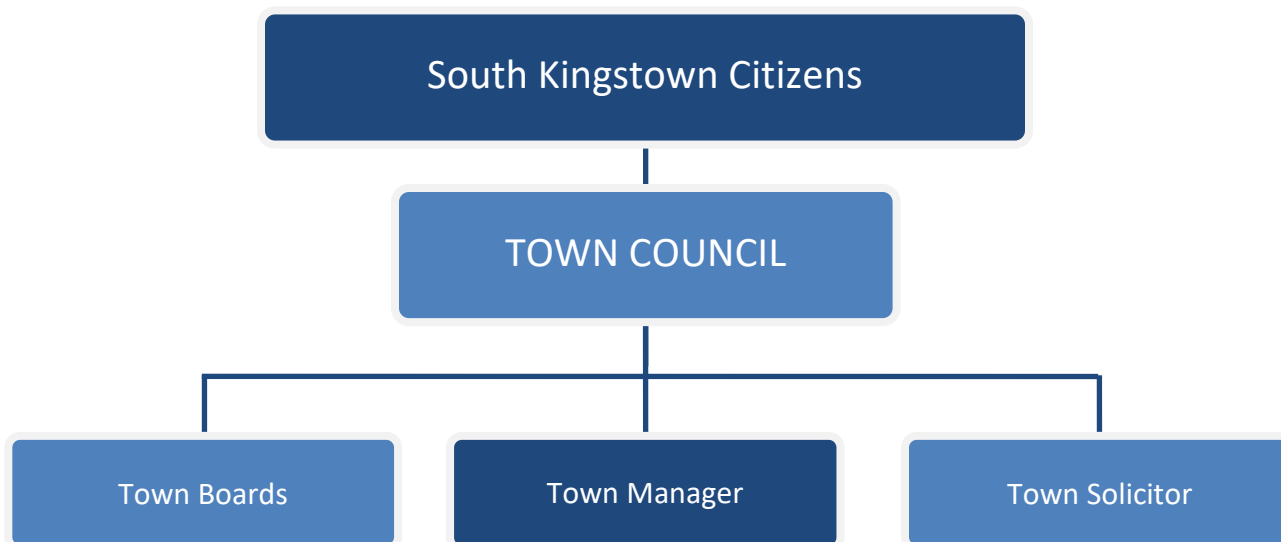
## General Fund (101) Town Council, Boards & Commissions



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

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

### Organizational Chart



### Mission Statement

#### TOWN COUNCIL

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

#### PROBATE COURT

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



### ASSESSMENT BOARD OF REVIEW

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

### PLANNING BOARD

The Planning Board serves as the primary advisory body for the Town on matters related to land use development and growth management. The Board is engaged in a broad spectrum of activities concerning land use and development, including development plan review and approval and oversight of the regulations which govern the process, drafting and/or review of proposed amendments to the Town zoning ordinance, and maintenance of the Comprehensive Community Plan.

### CONSERVATION COMMISSION

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

### ZONING BOARD

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

## Functions

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### TOWN COUNCIL

The principal functions of the Town Council include:

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

### BUDGET REFERENDUM

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



### PROBATE COURT

Probate court has jurisdiction over the following types of cases:

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

### ASSESSMENT BOARD OF REVIEW

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

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

### PLANNING BOARD

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

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

### CONSERVATION COMMISSION

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

- Review and provide advisory recommendations on applications before the Planning and Zoning Boards, as required;
- Undertake special projects as directed by the Town Council;
- Coordinate with local and state conservation organizations;
- Prepare educational materials aimed at improving understanding of conservation issues in the community;
- Plan and conduct special events, grant related programs and public educational efforts to promote conservation issues in the community;
- Recommend programs to the Town Council and other municipal boards for better promotion, development, utilization, and preservation of open areas, water resources, wetlands, and natural aesthetic areas;
- Work with allied governmental and non-profit organizations concerning natural resource protection and the designation of open space;
- Serve as the On-Site Wastewater Treatment System (OWTS) Commission and the Tree Board.



ZONING BOARD OF REVIEW

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

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

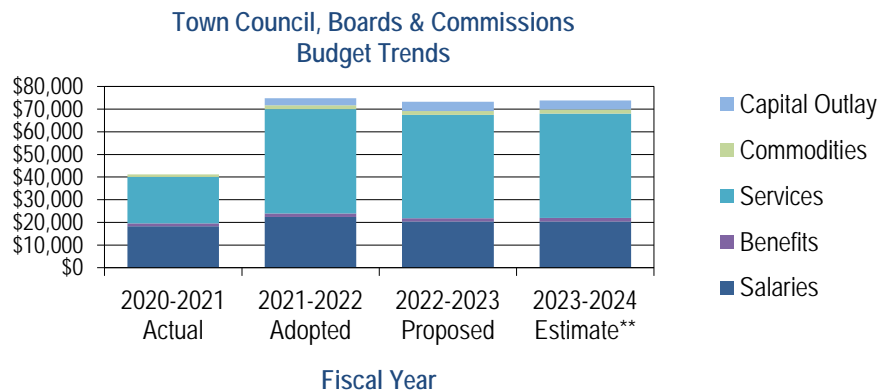
**Town Council Goals & Objectives**

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

**FY 2022-2023 Funding Comparison**

Town Council, Boards & Commissions	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Salaries	\$18,232	\$22,425	\$22,552	\$20,400	(\$2,025)
Benefits	1,395	1,478	1,478	1,478	0
<b>Subtotal Personnel Expenditures*</b>	<b>\$19,627</b>	<b>\$23,903</b>	<b>\$24,030</b>	<b>\$21,878</b>	<b>(\$2,025)</b>
Services	\$20,442	\$46,027	\$44,727	\$45,577	(\$450)
Commodities	1,122	1,750	1,950	1,750	0
Capital Outlay	0	3,180	3,180	3,987	807
<b>Subtotal Operating Expenditures</b>	<b>\$21,563</b>	<b>\$50,957</b>	<b>\$49,857</b>	<b>\$51,314</b>	<b>\$357</b>
<b>Total Expenditures</b>	<b>\$41,190</b>	<b>\$74,860</b>	<b>\$73,887</b>	<b>\$73,192</b>	<b>(\$1,668)</b>

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



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 6% increase in Benefits, and 2.5% increase in Salaries (exclusive of fixed stipend amounts for Town Council, Probate Judge, and Boards and Commissions).*

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



## FY 2022-2023 Expenditure Statements

10111001	Town Council	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
10111001	511002	Part-Time Salaries	\$10,542	\$13,025	\$13,025	\$11,000	-15.55%
10111001	511004	Overtime	0	0	127	0	0.00%
10111001		<b>Subtotal Wages</b>	<b>\$10,542</b>	<b>\$13,025</b>	<b>\$13,152</b>	<b>\$11,000</b>	<b>-15.55%</b>
10111001	522250	FICA					0.00%
10111001		<b>Subtotal Benefits</b>	<b>\$806</b>	<b>\$842</b>	<b>\$842</b>	<b>\$842</b>	<b>0.00%</b>
10111001	530111	Professional Services		11,050	11,050	11,050	0.00%
10111001		<b>Subtotal Services</b>	<b>\$10,200</b>	<b>\$11,050</b>	<b>\$11,050</b>	<b>\$11,050</b>	<b>0.00%</b>
10111001	580100	Miscellaneous Expenses					0.00%
10111001		<b>Subtotal Commodities</b>	<b>\$34</b>	<b>\$500</b>	<b>\$300</b>	<b>\$500</b>	<b>0.00%</b>
10111001	530044	Non-Major Technology Reserve	0	3,180	3,180	3,987	25.38%
10111001		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$3,180</b>	<b>\$3,180</b>	<b>\$3,987</b>	<b>25.38%</b>
10111001		<b>Total Town Council</b>	<b>\$21,582</b>	<b>\$28,597</b>	<b>\$28,524</b>	<b>\$27,379</b>	<b>-4.26%</b>

10111003	Budget Referendum	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
10111003	511004	Overtime	\$691	\$1,200	\$1,200	\$1,200	0.00%
10111003		<b>Subtotal Wages</b>	<b>\$691</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>0.00%</b>
10111003	522250	FICA	53	0	0	0	0.00%
10111003		<b>Subtotal Benefits</b>	<b>\$53</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
10111003	530002	Stipends Boards/Commissions	2,075	3,400	2,500	2,500	-26.47%
10111003	538012	Advertising	42	400	400	400	0.00%
10111003	538022	Printing Expenses	0	4,617	4,617	4,617	0.00%
10111003		<b>Subtotal Services</b>	<b>\$2,117</b>	<b>8,417</b>	<b>7,517</b>	<b>7,517</b>	<b>-10.69%</b>
10111003	540012	Office Materials & Supplies	0	300	300	300	0.00%
10111003	580100	Miscellaneous Expenses	153	250	250	250	0.00%
10111003		<b>Subtotal Commodities</b>	<b>\$153</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>0.00%</b>
10111003		<b>Total Budget Referendum</b>	<b>\$3,014</b>	<b>\$10,167</b>	<b>\$9,267</b>	<b>\$9,267</b>	<b>-8.85%</b>

10111007	Probate Court	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
10111007	511002	Part-Time Salaries	\$7,000	\$7,000	\$7,000	\$7,000	0.00%
10111007		<b>Subtotal Wages</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>0.00%</b>
10111007	522250	FICA	536	536	536	536	0.00%
10111007		<b>Subtotal Benefits</b>	<b>\$536</b>	<b>\$536</b>	<b>\$536</b>	<b>\$536</b>	<b>0.00%</b>
10111007		<b>Total Probate Court</b>	<b>\$7,536</b>	<b>\$7,536</b>	<b>\$7,536</b>	<b>\$7,536</b>	<b>0.00%</b>

10115003	Assessment Board of Review	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
10115003	538014	Travel Expenses	\$0	\$100	\$100	\$100	0.00%
10115003		<b>Subtotal Benefits</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>0.00%</b>
10115003	530002	Stipends Boards/Commissions	100	1,800	1,800	600	-
10115003		<b>Subtotal Services</b>	<b>\$100</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$600</b>	<b>-</b>
10115003		<b>Total Assessment Board Of</b>	<b>\$100</b>	<b>\$1,900</b>	<b>\$1,900</b>	<b>\$700</b>	<b>-</b>

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



10116003		Planning Board	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10116003	530002	Stipends Boards/Commissions	\$4,800	\$8,560	\$8,560	\$9,360	9.35%
10116003	538030	Licenses and Dues	0	0	0	1,300	0.00%
10116003		<b>Subtotal Services</b>	<b>\$4,800</b>	<b>\$8,560</b>	<b>\$8,560</b>	<b>\$10,660</b>	<b>24.53%</b>
10116003		<b>Total Planning Board</b>	<b>\$4,800</b>	<b>\$8,560</b>	<b>\$8,560</b>	<b>\$10,660</b>	<b>24.53%</b>

10116009		Conservation Commission	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10116009	580100	Miscellaneous Expenses	\$935	\$650	\$650	\$650	0.00%
10116009		<b>Subtotal Commodities</b>	<b>\$935</b>	<b>\$650</b>	<b>\$650</b>	<b>\$650</b>	<b>0.00%</b>
10116009		<b>Total Conservation Commission</b>	<b>\$935</b>	<b>\$650</b>	<b>\$650</b>	<b>\$650</b>	<b>0.00%</b>

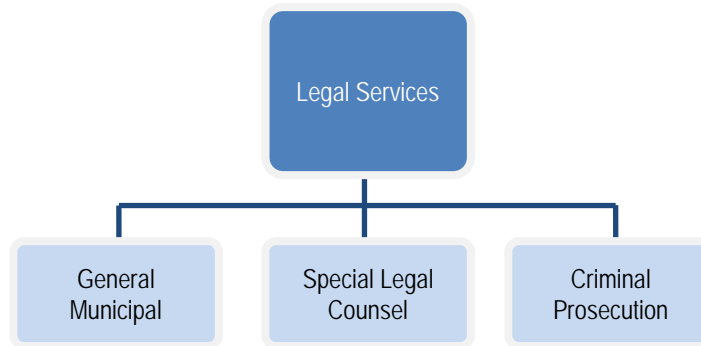
10117003		Zoning Board of Review	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10117003	511004	Overtime	\$0	\$1,200	\$1,200	\$1,200	0.00%
10117003		<b>Subtotal Wages</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>0.00%</b>
10117003	530002	Stipends Boards/Commissions	1,980	4,000	4,000	5,040	26.00%
10117003	530111	Professional Services	-	11,000	10,800	9,310	-
10117003	538012	Advertising	1,245	1,000	1,000	1,200	20.00%
10117003	538022	Printing Expenses	0	200	0	200	0.00%
10117003		<b>Subtotal Services</b>	<b>\$3,225</b>	<b>\$16,200</b>	<b>\$15,800</b>	<b>\$15,750</b>	<b>-2.78%</b>
10117003	540012	Office Materials & Supplies	0	50	50	50	0.00%
10117003	540020	Books and Publications	0	0	400	0	0.00%
10117003		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$50</b>	<b>\$450</b>	<b>\$50</b>	<b>0.00%</b>
10117003		<b>Zoning Board Of Review</b>	<b>\$3,225</b>	<b>\$17,450</b>	<b>\$17,450</b>	<b>\$17,000</b>	<b>-2.58%</b>

	Total Town Council and Boards & Commissions Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10111001	Subtotal Town Council	\$21,582	\$28,597	\$28,524	\$27,379	-4%
10111003	Subtotal Budget Referendum	3,014	10,167	9,267	9,267	-9%
10111007	Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003	Subtotal Assessment Board of Review	100	1,900	1,900	700	63.16%
10116003	Subtotal Planning Board	4,800	8,560	8,560	10,660	24.53%
10116009	Subtotal Conservation Commission	935	650	650	650	0.00%
10117003	Subtotal Zoning Board of Review	3,225	17,450	17,450	17,000	-2.58%
	<b>Total Town Council Program</b>	<b>\$41,190</b>	<b>\$74,860</b>	<b>\$73,887</b>	<b>\$73,192</b>	<b>-2.23%</b>



## Organizational Chart

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## Mission Statement

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

The following law firms provide the Town with legal services:

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

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

## Functions

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

- Provide quality general municipal legal services, assistance, and advice to the Town Council, Town Manager's Office, Town staff, and Town boards and commissions in a timely fashion;
- Provide quality labor and employment law related legal services, assistance, and advice to the Town Manager's Office and Town Council;
- 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;
- Provide proactive representation through the review of various ordinances, municipal contracts (collective bargaining agreements, contracts with supply vendors, professional services, etc.), public records request responses, memoranda, and policies prior to implementation or publication;
- Assist with the drafting of additions and amendments to the Town Code;
- Assist with the drafting of proposed legislation, as requested by the Town Council ;

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



- Represent and defend the Town in all civil or criminal cases not handled by the Town’s insurance carrier;
- File actions on behalf of the Town where necessary for civil remedies, including enforcement actions against public nuisances and violations of all Town Ordinances;
- Prosecute all legal proceedings deemed necessary or proper to protect the rights and interests of the Town;
- Address liability claims with the Town’s insurer;
- Represent the Town at sessions of the General Assembly regarding various municipal bills which are being supported or opposed by the Town;
- Provide proactive representation through keeping abreast of continued state and federal law and regulatory changes;
- 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.

### Specific Performance Measurements

Description	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
	Actual	Adopted	Adopted	Proposed
General Municipal - Town Solicitor	\$88,272	\$90,037	\$102,037	\$104,078
Planning - Special Legal Counsel	59,908	61,106	61,107	62,329
Criminal Prosecution	36,214	36,938	37,381	38,129
<b>Subtotal Solicitor Annual Retainer</b>	<b>\$184,394</b>	<b>\$188,081</b>	<b>\$200,525</b>	<b>\$204,536</b>
Labor - Special Legal Counsel	\$5,000	\$7,500	\$7,590	\$7,742
Other Legal Services	3,500	3,500	3,543	3,613
Expenses and Court Fees	2,000	2,000	2,000	2,000
Litigation outside of Retainers	2,000	2,000	2,000	2,000
<b>Subtotal Other Expenses</b>	<b>\$12,500</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,355</b>
<b>Total Legal Services</b>	<b>\$196,894</b>	<b>\$203,081</b>	<b>\$203,081</b>	<b>\$219,891</b>

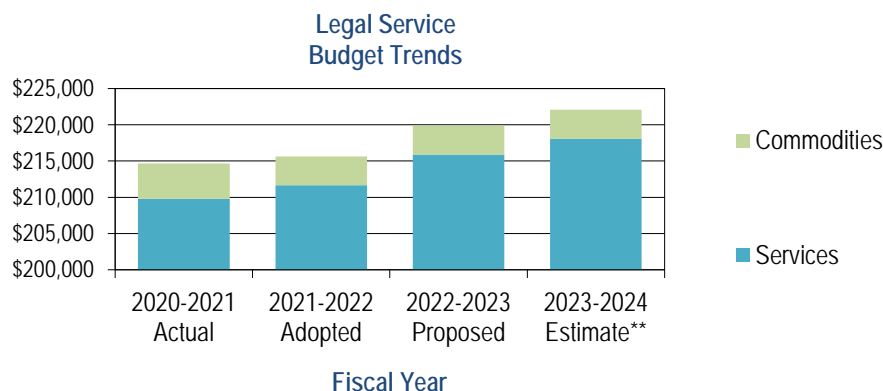
The Town Solicitor, Legal Counsel for Labor Services, and Other Legal Services are each proposed to increase by 2% over the current fiscal year. The remaining items are level funded for FY 2022-2023.



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

### FY 2021-2022 Funding Comparison

Legal Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Services	\$209,815	\$211,658	\$211,658	\$215,891	\$4,233
Commodities	4,849	4,000	2,500	4,000	0
<b>Subtotal Operating Expenditures</b>	<b>\$214,664</b>	<b>\$215,658</b>	<b>\$214,158</b>	<b>\$219,891</b>	<b>\$4,233</b>
<b>Total Expenditures</b>	<b>\$214,664</b>	<b>\$215,658</b>	<b>\$214,158</b>	<b>\$219,891</b>	<b>\$4,233</b>



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities.

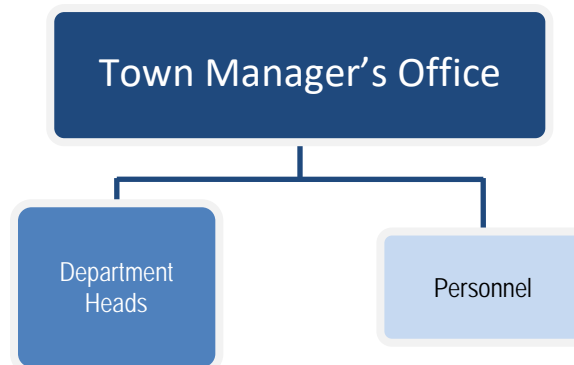
### FY 2022-2023 Expenditure Statement

10111005	Legal Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10111005	530111 Professional Services	\$209,815	\$211,658	\$211,658	\$215,891	2.00%
10111005	<b>Subtotal Services</b>	<b>\$209,815</b>	<b>\$211,658</b>	<b>\$211,658</b>	<b>\$215,891</b>	<b>2.00%</b>
10111005	580100 Miscellaneous Expenses					0.00%
10111005	<b>Subtotal Commodities</b>	<b>\$4,849</b>	<b>\$4,000</b>	<b>\$2,500</b>	<b>\$4,000</b>	<b>0.00%</b>
10111005	<b>Total Legal Services</b>	<b>\$214,664</b>	<b>\$215,658</b>	<b>\$214,158</b>	<b>\$219,891</b>	<b>1.96%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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The Town Manager's Office includes the Town Manager, the Director of Administrative Services, the Executive Assistant, and a part time Office Assistant.

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

- Town Manager serves as the Town's Chief Executive Officer;
- Advise the Town Council on municipal policy and programs affecting the community;
- Provide direct staff support to the Town Council and various municipal Boards and Commissions;
- Prepare and post weekly reports to the Town Council;
- Prepare and post Town Council agendas, and related backup material for all meetings and work sessions;
- Responsible for the administration and management of all municipal government operations, including directing and coordinating policy implementation, activities, and work programs for all Town Departments;
- Responsible for overseeing the personnel program for all municipal departments and divisions;
- Manage employee and labor relations including contract negotiation, implementation, and grievance process;
- Interact with federal and state agencies and other local governments and agencies;
- Conduct short and long-range financial planning;
- Policy and program development including preparation, administration, and fiscal management of the annual operating budget and the six-year capital improvement program;
- Perform special studies and issue analyses and evaluations as needed to promote informed decision making;

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



- Review and oversee the submission and administration of federal, state, and foundation grants;
- Monitor proposed state legislation and represent the local government interests;
- Provide general management oversight of major Town construction projects;
- Communication with Town residents and the general public;
- Receive and respond to Town Government related APRA (public records) requests;
- Responsible for overseeing the facilities and maintenance needs for all municipal buildings;
- Responsible for overseeing Town Hall Operations, to include the maintenance needs of Town Hall's building and grounds.

### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Work in collaboration with the School Department and participate in the School Building Committee, relative to the ongoing School Facilities project	FI / TBF
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2022-2023 through FY 2027-2028 to the Town Council	TBF
In collaboration with the Finance Director, prepare and submit the FY 2022-2023 Proposed Budget	TBF
Prepare and submit the FY 2020-2021 Annual Report of Municipal Services	FI / CEPP
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	TBF / FI
Provide management and oversight of major planned or ongoing Town projects	FI
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	TBF
Implement Town Council goals and objectives through coordinating the efforts and activities of all Town Departments	TBF / FI
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	TBF
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	ET
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	CEPP
Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	TBF
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long term vision that supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, attracting investment which will increase the tax base, and generate public revenues	ES / TBF
Promote programs and an environment that support employee morale and enhance effectiveness to ensure the highest level of customer service for the general public	ET / CEPP
Diligently conduct labor related contract management, and grievance resolution in a fair and appropriate manner	FI / TBF
Strive to establish and maintain positive working relationships with other municipalities, the state, businesses, and agencies	FI / TBF
Increase the Town's resiliency and ability to respond to and rapidly recover from emergencies through Emergency Management preparedness efforts, including hazard	LU / SNR / ES / TBF

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



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

Receive and respond to Town Government public records requests, embracing transparency

CEPP

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2023-2024 through FY 2028-2029 to the Town Council	TBF
In collaboration with the Finance Director, prepare and submit the FY 2023-2024 Proposed Budget	TBF
Prepare and submit the FY 2021-2022 Annual Report of Municipal Services	FI / CEPP
Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments	TBF / FI
Provide management and oversight of American Rescue Plan Funds and associated projects and initiatives	FI
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	TBF
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	CEPP
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	CEPP
Encourage economic development to achieve suitable commercial, industrial, and retail growth through integrating development policies with a long term vision and supports and improves the character of the Town and its villages, that provides fiscal benefit and economic stability for the Town and its residents by creating employment opportunities, and attracting investment which will increase the tax base, and generate public revenues	ES / TBF
Conduct labor related contract management, and grievance resolution in a fair and appropriate manner	FI / TBF
Increase the Town's resiliency and ability to respond to and rapidly recover from emergencies through preparedness efforts, including hazard mitigation, and creating plans designed to enhance the capabilities for the Town to prevent, prepare for, respond to, and recover from natural or man-made emergencies	LU / SNR / ES / TBF



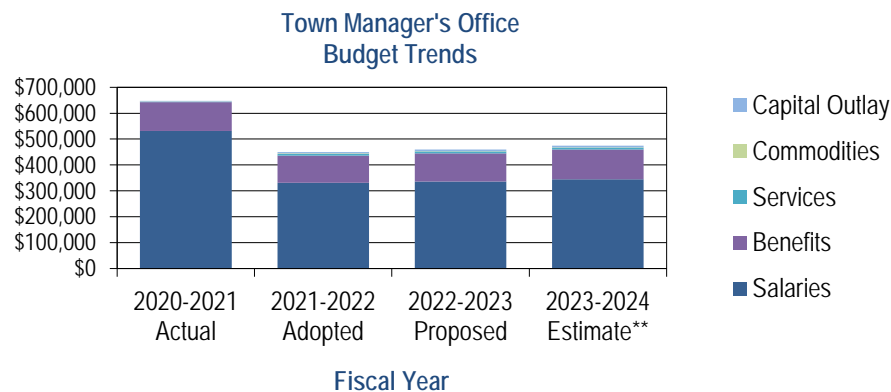
**Specific Performance Measurements**

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Total Time allocation					
Budget/Financials	10%	10%	9%	10%	TBF
Town Council	15%	10%	9%	15%	FI / TBF
School Building Committee	5%	15%	14%	10%	FI / TBF
Constituent Issues	10%	10%	9%	10%	CEPP
Personnel/Grievances	20%	20%	14%	15%	FI / ET
Labor Contracts	10%	5%	13%	10%	TBF
Departmental Projects & Initiatives	25%	10%	4%	15%	FI / TBF
Staff Policies and Procedures	10%	5%	4%	5%	FI
COVID-19 initiatives	-	15%	24%	10%	PPS / VUR
APRAs: received and responded	21	51	70	60	CEPP
Labor Contracts to Negotiate	0	3	1	0	TBF

**FY 2022-2023 Funding Comparison**

Town Manager's Office	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE*	3.25	3.25	3.25	3.25	0.00
Salaries	\$531,149	\$331,048	\$330,448	\$336,090	\$5,042
Benefits	111,213	105,669	105,469	108,530	2,861
<b>Subtotal Personnel Expenditures*</b>	<b>\$642,362</b>	<b>\$436,717</b>	<b>\$435,917</b>	<b>\$444,620</b>	<b>\$7,903</b>
Services	\$1,543	\$5,750	\$4,186	\$7,250	\$1,500
Commodities	1,292	2,400	1,300	2,100	(300)
Capital Outlay	2,992	4,612	4,412	5,223	611
<b>Subtotal Operating Expenditures</b>	<b>\$5,826</b>	<b>\$12,762</b>	<b>\$9,898</b>	<b>\$14,573</b>	<b>\$1,811</b>
<b>Total Expenditures</b>	<b>\$648,188</b>	<b>\$449,479</b>	<b>\$445,815</b>	<b>\$459,193</b>	<b>\$9,714</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries

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



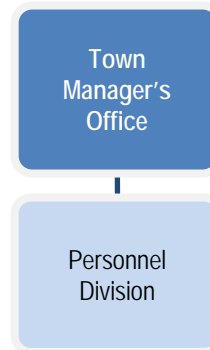
## FY 2022-2023 Expenditure Statement

10112001	Town Manager	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10112001	511001 Full-Time Employees	\$419,404	\$316,472	\$316,472	\$321,224	1.50%
10112001	511002 Part-Time Salaries	9,154	9,017	8,000	9,776	8.42%
10112001	511005 Retirement/Vacation	97,319	0	0	0	0.00%
10112001	511006 Longevity	5,273	5,559	5,976	5,090	-8.44%
<b>10112001</b>	<b>Subtotal Wages</b>	<b>\$531,149</b>	<b>\$331,048</b>	<b>\$330,448</b>	<b>\$336,090</b>	<b>1.52%</b>
10112001	522250 FICA	33,242	24,716	24,716	24,953	0.96%
10112001	522300 Municipal Employees Retirement	37,955	39,747	39,747	41,603	4.67%
10112001	522301 State Retirement Defined	2,338	2,466	2,466	2,485	0.77%
10112001	522818 Medical Insur-Active Employees	31,785	31,701	31,701	33,204	4.74%
10112001	522822 Dental Insur-Active Employees	2,485	2,748	2,748	1,710	-37.77%
10112001	522840 Insurance Buyback	3,226	4,000	4,000	4,250	6.25%
10112001	522850 Life Insurance	84	91	91	325	257.14%
10112001	540038 Uniforms And Other Clothing	99	200	0	0	-
<b>10112001</b>	<b>Subtotal Benefits</b>	<b>\$111,213</b>	<b>\$105,669</b>	<b>\$105,469</b>	<b>\$108,530</b>	<b>2.71%</b>
10112001	532000 Telephone	0	0	480	1,000	0.00%
10112001	534010 Motor Vehicles Maintenance	0	300	300	300	0.00%
10112001	534016 Computer/Software Maintenance	1,543	1,900	2,106	2,100	10.53%
10112001	538012 Advertising	0	50	50	50	0.00%
10112001	538014 Travel Expenses	0	1,000	500	1,500	50.00%
10112001	538022 Printing Expenses	0	1,000	250	500	-50.00%
10112001	538030 Licenses And Dues	0	1,500	500	1,800	20.00%
<b>10112001</b>	<b>Subtotal Services</b>	<b>\$1,543</b>	<b>\$5,750</b>	<b>\$4,186</b>	<b>\$7,250</b>	<b>26.09%</b>
10112001	540012 Office Materials & Supplies	0	900	500	700	-22.22%
10112001	540028 Motor Vehicle Materials & Supp	674	500	500	500	0.00%
10112001	540040 Fuels And Lubricants	618	1,000	300	900	-10.00%
<b>10112001</b>	<b>Subtotal Commodities</b>	<b>\$1,292</b>	<b>\$2,400</b>	<b>\$1,300</b>	<b>\$2,100</b>	<b>-12.50%</b>
10112001	530044 Non-Major Technology Reserve	2,992	4,112	4,112	4,723	14.86%
10112001	550004 Office Equipment	0	500	300	500	0.00%
<b>10112001</b>	<b>Subtotal Capital Outlay</b>	<b>\$2,992</b>	<b>\$4,612</b>	<b>\$4,412</b>	<b>\$5,223</b>	<b>13.25%</b>
<b>10112001</b>	<b>Total Town Manager</b>	<b>\$648,188</b>	<b>\$449,479</b>	<b>\$445,815</b>	<b>\$459,193</b>	<b>2.16%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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The Personnel Division, reporting to the Director of Administrative Services, includes the Personnel Administrator. 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. A part-time Assistant Personnel Administrator is being proposed in order to keep pace with increasing workload and personnel related issues. This position was previously approved through the FY 2020-2021 budget process, but was not filled due to the COVID-19 pandemic. In FY 2021-2022 this position was eliminated in order to reduce spending due to concerns over the economic impacts of COVID-19. However, the need for a part time support in the Personnel Division is becoming critical. There has been a sharp increase in the number of town vacancies, difficulty in attracting qualified candidates, a substantial need for improvement in evaluation systems, increases in work related injury claims, and a number of other work demands posing a substantial challenge for our limited staff. The addition of this part time position is critical to ensuring our workforce remain supported and the Town avoid unnecessary claims and related lawsuits.

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

- Recruitment of qualified applicants into a diverse workforce;
- Employment and orientation services;
- Promote 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;

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



- Maintenance of personnel records;
- Management of the Town’s human resource database;
- Management of performance evaluation programs;
- Management of Worker’s Comp and OJI processes for work related injuries;
- Provide appropriate programs for training and development of employees;
- Ensure adherence to local and federal employment laws and mandates;
- Manage the enrollment process for employee fringe benefits;
- Administration of COBRA continuation coverage;
- Administration of post-employment benefit programs.

### FY 2021-2022 Priorities

Proposed Priorities	Town Council Goals & Objs
Work collaboratively with the Town Manager’s Office and Department Heads to address personnel matters and issues in a professional manner, to promote a positive culture and environment while ensuring employee accountability	ET / FI
Assist the Town Manager’s Office with grievances and arbitration cases submitted against the Town by any of the Town’s four municipal labor unions	FI / TBF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling, and participating in all interviews	FI / TBF
Manage the Town’s Workers Compensation and Public Safety’s On the Job Injury (OJI) claims process for employees who have been injured while at work	FI / TBF
Coordinate with Town departments to ensure the continued use of the Town’s employee performance appraisal program	ET
Continue to update, establish, and maintain the Town’s personnel related policies and procedures, and process documentation	ET
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	ET
In collaboration with IT and Finance, explore implementing the MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information	ET / TBF
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	FI
Lead the Town’s Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops	ET / FI
Lead the Town’s employee Wellness Committee, and continue to promote awareness of wellness related topics through training, programs, and workshops	ET / FI
In collaboration with the Trust, implement a successful Employee Assistance Program (EAP) for at minimum Public Safety employees, and explore implementation for all benefit eligible municipal employees	ET / FI
Explore opportunities to leverage wellness programs offered through SWELL and integrate into the Town’s employee wellness program	ET / FI
Establish a new SPARK committee focused on improving organizational culture and mental well-being to improve overall recruitment and retention efforts.	ET/FI
Continue to assist staff with COVID-19 guidance a implementation of best practices to help support staff during these challenging times	VUR / PPS

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



## FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Recruit, hire, and train new part-time Assistant Personnel Administrator to support the operations of the Personnel Division.	ET / FI
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.	ET / FI
Assist the Town Manager's Office with grievances and arbitration cases submitted against the Town by any of the Town's four municipal labor unions.	FI / TBF
Assist hiring managers with the recruitment process and hiring of appropriately qualified employees; reviewing application materials, communicating with applicants, and scheduling, and participating in all interviews.	FI / TBF
Manage the Town's Workers Compensation and Public Safety's On the Job Injury (OJI) claims process for employees who have been injured while at work.	FI / TBF
Coordinate with Town departments to ensure the continued use of the Town's employee performance appraisal program.	ET
Continue to update, establish, and maintain the Town's personnel related policies and procedures, and process documentation.	ET
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.	ET
In collaboration with IT and Finance, explore implementing the MUNIS Employee Self Service module which would provide employees the ability to update and/or view their own personnel, benefits, payroll information.	ET / TBF
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.	FI
Lead the Town's Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops.	ET / FI
Lead the Town's employee Wellness Committee, and continue to promote awareness of wellness related topics through training, programs, and workshops.	ET / FI
In collaboration with the Trust, implement a successful Employee Assistance Program (EAP) for all full time and benefit eligible part time employees.	ET / FI
Explore opportunities to leverage wellness programs offered through SWELL and integrate into the Town's employee wellness program.	ET / FI
Continue to expand information capture of employee information within the MUNIS database in order for it to be the main system of personnel records and allow for improved tracking and reporting of employee data.	FI/TBF
Assemble the new SPARK committee to develop inspiring events and activities that improve the overall work culture and drive employee retention.	ET/FI
Continue to develop new processes to harness departmental efficiency and enhance service delivery.	TBF

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



## Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Full Time Employee Equivalent	220.48	225.48	222.03	234.13	PCSF
Total Employees	509	442	450**	467	PCSF
Positions Advertised	40	46	40	45	PCSF
Applications Accepted	363	348	400	425	PCSF
New Hires: Full Time & Part	26	15	20	25	PCSF
New Hires: Seasonal and Per	25	18	25	28	PCSF
Promotions	13	6	8	8	PCSF
Separations & Retirements*	26	30	28	25	PCSF
Pre-E Background Checks	51	42	45	50	PCSF
Pre-E Physicals	16	9	12	10	PCSF
Controlled Substance testing	32	23	34	30	PCSF
Employee Wellness Events	11	36	40	42	CE
Unique attendees at Wellness	191	(virtual) <sup>†</sup>	(virtual)	230	CE
Workers Compensation Claims	11	11	8	7	PCSF
Injured On Duty (IOD) Claims (Police &	8	10	8	7	
Total WC & IOD Claims	19	21	16	14	PCSF
Claims: Lost Work Time	8	15	10	8	PCSF

\*FTE does not include Casual, Seasonal, and Per Diem employees

\*\*as of February 2022

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

<sup>†</sup>Due to COVID-19, the Employee Wellness Fair was not held in September 2021 and all programming was held virtually.

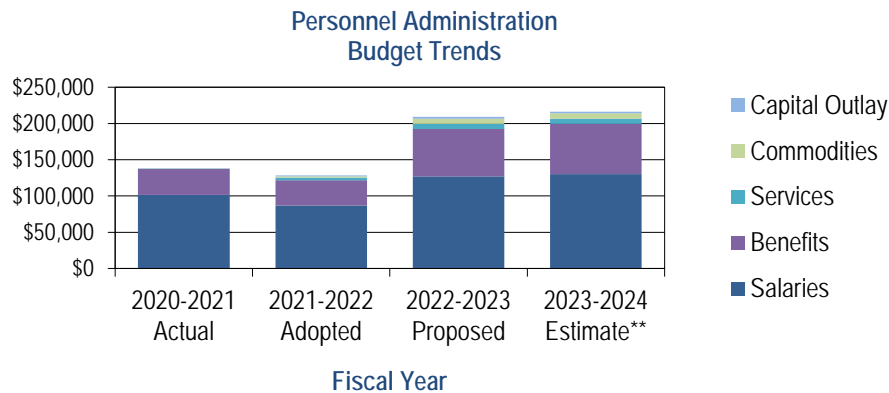
# General Fund (101) Personnel Administration (12003), *continued*



## FY 2022-2023 Funding Comparison

Personnel Administration	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
<b>Personnel FTE*</b>	1.85	1.25	1.25	1.85	0.60
Salaries	\$101,571	\$87,044	\$87,044	\$126,948	\$39,904
Benefits	35,414	34,557	34,557	65,535	30,978
<b>Subtotal Personnel Expenditures*</b>	<b>\$136,986</b>	<b>\$121,601</b>	<b>\$121,601</b>	<b>\$192,483</b>	<b>\$70,882</b>
Services	\$431	\$3,615	\$3,615	\$7,000	\$3,385
Commodities	18	1,875	1,875	7,200	5,325
Capital Outlay	546	1,369	1,369	2,342	973
<b>Subtotal Operating Expenditures</b>	<b>\$995</b>	<b>\$6,859</b>	<b>\$6,859</b>	<b>\$16,542</b>	<b>\$9,683</b>
<b>Total Expenditures</b>	<b>\$137,981</b>	<b>\$128,460</b>	<b>\$128,460</b>	<b>\$209,025</b>	<b>\$80,565</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts. The 0.6 FTE proposed increase reflects conversion the addition of a part time personnel administrator. A portion of the increase in commodities and services are related to needs of the new part time personnel administrator to include the purchase of technology equipment.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 1.25% increase in Salaries

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



## FY 2021-2022 Expenditure Statement

10112003	Personnel Administration	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10112003	511001 Full-Time Employees	\$76,133	\$77,054	\$77,054	\$115,795	50.28%
10112003	511002 Part-Time Salaries	9,154	9,017	9,017	9,776	8.42%
10112003	511003 Seasonal Salaries	15,598	-	-	-	0.00%
10112003	511006 Longevity	687	973	973	1,377	41.52%
<b>10112003</b>	<b>Subtotal Wages</b>	<b>\$101,571</b>	<b>\$87,044</b>	<b>\$87,044</b>	<b>\$126,948</b>	<b>45.84%</b>
10112003	522250 FICA	7,450	6,321	6,321	9,024	42.76%
10112003	522300 Municipal Employees Retirement	9,491	9,563	9,563	14,875	55.55%
10112003	522301 State Retirement Defined	761	773	773	1,164	50.58%
10112003	522818 Medical Insur-Active Employees	16,752	16,904	16,904	35,896	112.35%
10112003	522822 Dental Insur-Active Employees	929	964	964	1,848	91.70%
10112003	522850 Life Insurance	31	32	32	228	612.50%
10112003	538016 Educational Expenses	0	0	0	2,500	0.00%
<b>10112003</b>	<b>Subtotal Benefits</b>	<b>\$35,414</b>	<b>\$34,557</b>	<b>\$34,557</b>	<b>\$65,535</b>	<b>89.64%</b>
10112003	530111 Professional Services	275	2,500	2,500	0	-100.00%
10112003	534016 Computer/Software Maintenance	0	0	0	4,600	0.00%
10112003	538012 Advertising	0	0	0	500	0.00%
10112003	538022 Printing Expenses	0	200	200	0	100.00%
10112003	538030 Licenses And Dues	156	915	915	1,400	53.01%
10112003	538038 Loss Prevention Services	0	0	0	500	0.00%
<b>10112003</b>	<b>Subtotal Services</b>	<b>\$431</b>	<b>\$3,615</b>	<b>\$3,615</b>	<b>\$7,000</b>	<b>93.64%</b>
10112003	540012 Office Materials & Supplies	18	200	200	200	0.00%
10112003	540020 Books And Publications	0	175	175	0	-100.00%
10112003	540062 Employee Wellness & Support	0	0	0	3,500	0.00%
10112003	540064 Employee Retention Initiatives	0	0	0	3,500	0.00%
10112003	580100 Miscellaneous Expenses	0	1,500	1,500	0	-100.00%
<b>10112003</b>	<b>Subtotal Commodities</b>	<b>\$18</b>	<b>\$1,875</b>	<b>\$1,875</b>	<b>\$7,200</b>	<b>284.00%</b>
10112003	530044 Non-Major Technology Reserve	546	1,369	1,369	1,642	19.94%
10112003	550002 Computer Equipment	0	0	0	200	0.00%
10112003	550004 Office Equipment	0	0	0	500	0.00%
<b>10112003</b>	<b>Subtotal Capital Outlay</b>	<b>\$546</b>	<b>\$1,369</b>	<b>\$1,369</b>	<b>\$2,342</b>	<b>71.07%</b>
<b>10112003</b>	<b>Total Personnel Administration</b>	<b>\$137,980</b>	<b>\$128,460</b>	<b>\$128,460</b>	<b>\$209,025</b>	<b>62.72%</b>

## General Fund (101) Town Clerk

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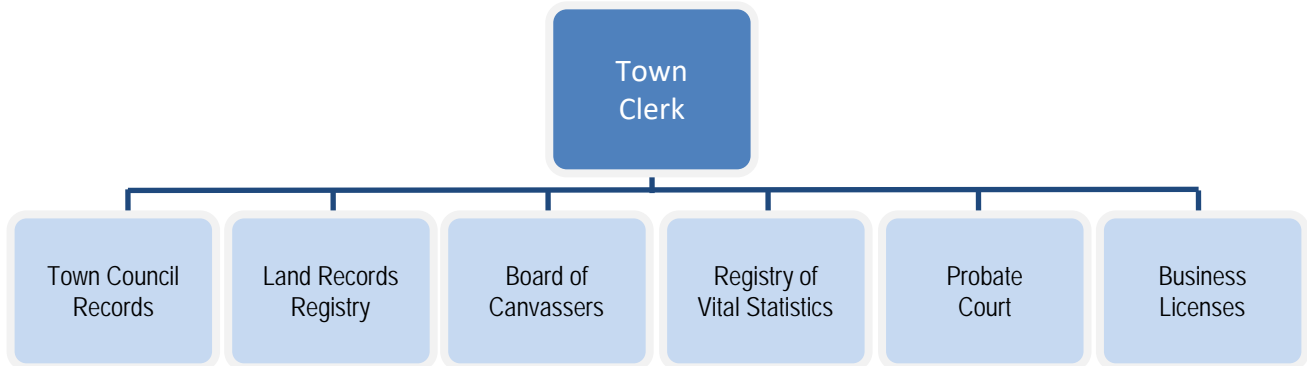


Please note, this section incorporates multiple accounts, each of which are overseen by the Office of the Town Clerk, and include the following:

Acct Number	Acct Description
13001	Town Clerk
13005	Canvassing Authority

### Organizational Chart

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### Department Mission Statement

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

### Functions

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

Duties include, but are not limited to:

#### TOWN COUNCIL RECORDS

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

#### LAND RECORDS REGISTRY

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



### BOARD OF CANVASSERS

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

### REGISTRY OF VITAL STATISTICS

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

### PROBATE COURT

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

### BUSINESS LICENSES

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

### GENERAL

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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Obj's
Administration of electronic application process for all business licenses through the Viewpoint Cloud business license system	FI / ES
Prepare departmental Operating and Capital budgets	TBF
Implement Redistricting of all Town Voting Districts and Polling Places, including notifications sent to all voters, and securing additional polling places as needed	FI / CEPP
Town Budget Referendum Election, June 2022(as needed)	FI / CEPP
Recruit, assign, and train poll workers	ET
Train staff in use of state central voter registration system	ET
Train staff in use of new state electronic death record registration system	ET
Complete the Supplement to Town Code of Ordinances including Zoning Ordinance	FI
Manage online payment access to the Land Evidence Records Management System	FI / ES
Continue to fully develop and leverage functionality available through Online Mooring, a web based mooring licensing program allowing for electronic filing of mooring applications	FI / ES
Prepare and manage new dog licenses and renewals	FI / TBF
Prepare and manage new mooring licenses and renewals	FI / TBF
Prepare and manage new business licenses and renewals	FI / TBF / ES

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Prepare and manage electronic Business License application filings, both new and renewals	FI / TBF / ES
Prepare Departmental Budgets for effective and efficient service to public	TBF
Prepare for and keep record of all Town Council meetings and Budget Sessions	FI / CEPP
Complete Supplement to Town Code of Ordinances and Zoning Ordinance	FI / CEPP
Prepare and Manage Dog Licenses and Renewals	FI / TBF
Manage candidate declaration and nomination filings June 2022	FI / CEPP
Statewide Primary Election September 2022, including in-person emergency voting	FI / CEPP
Statewide General Election November 2022, including in-person emergency voting	FI / CEPP
Prepare and Manage Mooring Licenses and Renewals	FI / TBF
Continue to improve office organization through retention and records management best practices	FI
Implement the electronic recording of land evidence documents	FI / ES
Continue to upload recorded maps to the land evidence online records	FI / ES
Investigate the ability to implement the acceptance of over the counter debit and/or credit card payments	TBF
Continue to transfer election statistics to electronic record	FI
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)	FI
Investigate the implementation of a Municipal Court to hear and determine cases of Town Ordinance violations, including Minimum Housing and Zoning, and the adjudication of traffic violations brought by the South Kingstown Police Department, as well as parking tickets	FI / TBF
In collaboration with the Saugatucket Veterans Memorial Park Commission, arrange for and oversee maintenance of the War Monument located at Saugatucket Veterans Memorial Park	VUR / CEPP



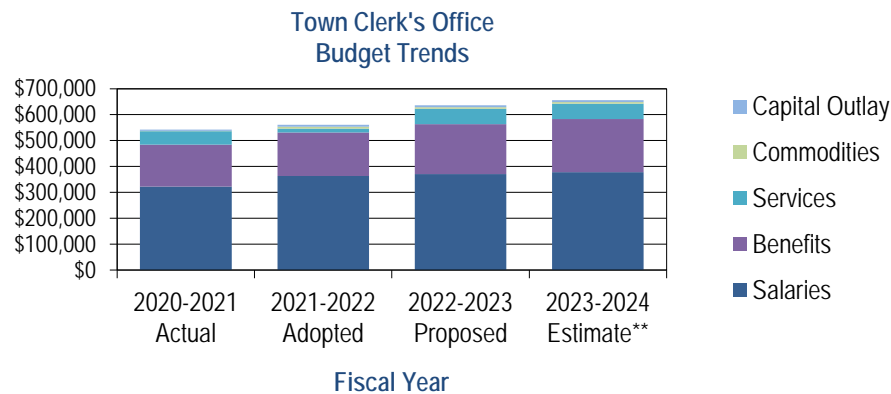
**Specific Performance Measurements**

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Obj's
Land Records Logged	10,849	9,202	10,000	10,000	FI
Town Council Transactions	1,417	1,217	1,000	1,000	FI
Vital Records Issued	4,092	3,768	3,500	3,500	FI
Probate Estates Opened	133	183	184	185	FI
Business Licenses Issued	450	472	450	450	FI / ES
Eligible Voter Records Maintained	23,190	23,345	23,343	23,500	FI
Voter Affiliation Changes	4,225	2,095	1,984	2,000	FI
New Voters Registered	1,985	1,054	540	1,000	FI / CEPP

**FY 2022-2023 Funding Comparison**

Town Clerk's Office	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE*	6.00	6.00	6.00	6.00	0.00
Salaries	\$322,764	\$363,673	\$363,773	\$370,849	\$7,176
Benefits	161,897	168,310	166,810	193,069	24,759
<b>Subtotal Personnel Expenditures*</b>	<b>\$484,661</b>	<b>\$531,983</b>	<b>\$530,583</b>	<b>\$563,918</b>	<b>\$31,935</b>
Services	\$51,502	\$14,776	\$11,551	\$58,986	\$44,210
Commodities	1,140	7,300	7,300	6,380	(920)
Capital Outlay	5,212	6,852	6,852	7,470	618
<b>Subtotal Operating Expenditures</b>	<b>\$57,854</b>	<b>\$28,928</b>	<b>\$25,703</b>	<b>\$72,836</b>	<b>\$43,908</b>
<b>Total Expenditures</b>	<b>\$542,515</b>	<b>\$560,911</b>	<b>\$556,286</b>	<b>\$636,754</b>	<b>\$75,843</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles may be allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

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



## FY 2022-2023 Expenditure Statements

10113001	Town Clerk	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10113001	511001 Full-Time Employees	\$246,972	\$300,043	\$300,043	\$301,643	0.53%
10113001	511004 Overtime	12,239	500	500	500	0.00%
10113001	511005 Retirement/Vacation	0	0	0	0	0.00%
10113001	511006 Longevity	9,682	10,065	10,065	10,874	8.04%
<b>10113001</b>	<b>Subtotal Wages</b>	<b>\$268,893</b>	<b>\$310,608</b>	<b>\$310,608</b>	<b>\$313,017</b>	<b>0.78%</b>
10113001	522250 FICA	19,095	22,407	22,407	22,231	-0.79%
10113001	522300 Municipal Employees	31,372	38,360	38,360	39,939	4.12%
10113001	522301 State Retirement Defined	2,083	2,558	2,558	2,546	-0.47%
10113001	522818 Medical Insur-Active	71,267	68,801	68,801	89,848	30.59%
10113001	522820 Medical Insur-Retirees	6,000	500	0	0	-
10113001	522822 Dental Insur-Active Employees	3,970	3,856	3,856	5,076	31.64%
10113001	522850 Life Insurance	129	160	160	570	256.25%
10113001	538014 Travel Expenses	589	1,500	500	1,500	0.00%
10113001	538016 Educational Expenses	0	250	250	250	0.00%
10113001	540038 Uniforms And Other Clothing	0	800	800	1,200	50.00%
<b>10113001</b>	<b>Subtotal Benefits</b>	<b>\$134,505</b>	<b>\$139,192</b>	<b>\$137,692</b>	<b>\$163,160</b>	<b>17.22%</b>
10113001	530111 Professional Services	10,228	4,442	4,442	4,442	0.00%
10113001	534014 Office Equipment Maintenance	275	279	279	289	3.58%
10113001	534016 Computer/Software	-	200	200	200	0.00%
10113001	538012 Advertising	3,592	4,000	3,000	4,000	0.00%
10113001	538022 Printing Expenses	225	470	470	470	0.00%
10113001	538030 Licenses And Dues	520	685	560	685	0.00%
<b>10113001</b>	<b>Subtotal Services</b>	<b>\$14,840</b>	<b>\$10,076</b>	<b>\$8,951</b>	<b>\$10,086</b>	<b>0.10%</b>
10113001	540012 Office Materials & Supplies	2,056	2,000	2,000	2,000	0.00%
<b>10113001</b>	<b>Subtotal Commodities</b>	<b>\$2,056</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>0.00%</b>
10113001	530044 Non-Major Technology	4,766	6,050	6,050	6,532	7.97%
<b>10113001</b>	<b>Subtotal Capital Outlay</b>	<b>\$4,766</b>	<b>\$6,050</b>	<b>\$6,050</b>	<b>\$6,532</b>	<b>7.97%</b>
<b>10113001</b>	<b>Total Town Clerk</b>	<b>\$425,060</b>	<b>\$467,926</b>	<b>\$465,301</b>	<b>\$494,795</b>	<b>5.74%</b>

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



10113005	Canvassing Authority	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10113005	511001 Full-Time Employees	\$46,657	\$50,400	\$50,400	\$49,088	-2.60%
10113005	511002 Part-Time Salaries	2,667	2,665	2,665	4,065	52.53%
10113005	511004 Overtime	4,548	0	100	4,149	0.00%
10113005	511006 Longevity	0	0	0	530	0.00%
<b>10113005</b>	<b>Subtotal Wages</b>	<b>\$53,871</b>	<b>\$53,065</b>	<b>\$53,165</b>	<b>\$57,832</b>	<b>8.98%</b>
10113005	522250 FICA	3,812	3,962	3,962	3,898	-1.62%
10113005	522300 Municipal Employees	5,817	6,235	6,235	6,341	1.70%
10113005	522301 State Retirement Defined	467	504	504	496	-1.59%
10113005	522818 Medical Insur-Active	16,178	17,221	17,221	17,984	4.43%
10113005	522822 Dental Insur-Active	889	964	964	1,076	11.62%
10113005	522850 Life Insurance	30	32	32	114	256.25%
10113005	540038 Uniforms And Other Clothing	200	200	200	0	-100.00%
<b>10113005</b>	<b>Subtotal Benefits</b>	<b>\$27,392</b>	<b>\$29,118</b>	<b>\$29,118</b>	<b>\$29,909</b>	<b>2.72%</b>
10113005	530002 Stipends	34,885	2,150	50	46,150	2046.51%
10113005	538012 Advertising	1,547	300	300	500	66.67%
10113005	538020 Postage	0	2,000	2,000	2,000	0.00%
10113005	538022 Printing Expenses	230	250	250	250	0.00%
<b>10113005</b>	<b>Subtotal Services</b>	<b>\$36,662</b>	<b>\$4,700</b>	<b>\$2,600</b>	<b>\$48,900</b>	<b>940.43%</b>
10113005	540012 Office Materials & Supplies	130	300	300	300	0.00%
10113005	580100 Miscellaneous Expenses	(1,046)	5,000	5,000	4,080	-18.40%
<b>10113005</b>	<b>Subtotal Commodities</b>	<b>(\$916)</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$4,380</b>	<b>-17.36%</b>
10113005	530044 Non-Major Technology	446	802	802	938	16.96%
<b>10113005</b>	<b>Subtotal Capital Outlay</b>	<b>\$446</b>	<b>\$802</b>	<b>\$802</b>	<b>\$938</b>	<b>16.96%</b>
<b>10113005</b>	<b>Total Canvassing Authority</b>	<b>\$117,455</b>	<b>\$92,985</b>	<b>\$90,985</b>	<b>\$141,959</b>	<b>52.67%</b>

	Total Town Clerk Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1011300	Subtotal Town Clerk	\$425,060	\$467,926	\$465,301	\$494,795	5.74%
1011300	Subtotal Canvassing Authority	117,455	92,985	90,985	141,959	52.67%
	<b>Total Town Clerk Program</b>	<b>\$542,515</b>	<b>\$560,911</b>	<b>\$556,286</b>	<b>\$636,754</b>	<b>13.52%</b>



**TAB 6**  
**GENERAL SERVICES**

Finance .....	6 - 1
Information Technology.....	6 - 8
Town Assessor .....	6 - 12
Planning .....	6 - 17
Building & Zoning.....	6 - 26
Facilities .....	6 - 31

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## General Fund (101) Finance

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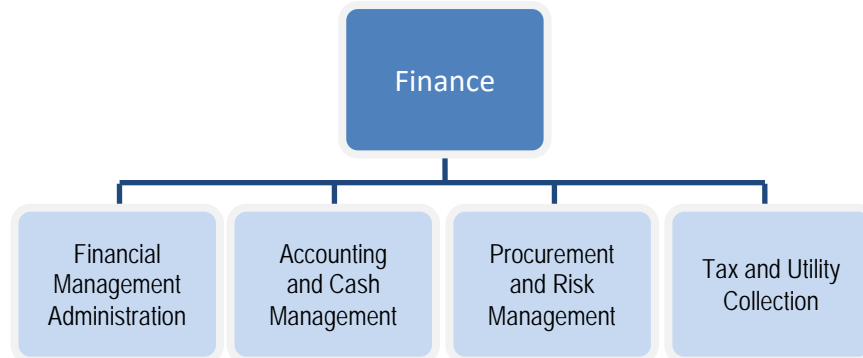


Please note, this section incorporates multiple accounts, each of which fall under the purview of Finance, and include the following:

Acct Number	Acct Description
14001	Finance Department
14005	Post Year Audit

### Organizational Chart

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### Mission Statement

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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

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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.

#### FINANCIAL MANAGEMENT

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



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

### ACCOUNTING AND CASH MANAGEMENT

- Administer cash management accounts receivable and accounts payable responsibilities
- Reconcile cash and invest funds in a financially prudent manner to maximize interest income; ensure that funds designated for the Town are received and properly recorded
- Pay bills within payment terms of invoice or request for payment, or take advantage of offered discounts; process payments to employees, vendors, and citizens ensuring all Town obligations are paid accurately and timely
- Complete financial statements and assist in the preparation of the comprehensive annual report
- Process and administers the payroll responsibilities of the Town, including the completion of state and federal reports, submission of pension obligations and deductions, and the issuance of W-2s, 1099s, and 1095s
- Administer grants to ensure funds are expended for the intended purpose and reimbursement requests are submitted in a timely manner in accordance with generally accepted accounting principles (GAAP)

### PROCUREMENT AND RISK MANAGEMENT

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

### TAX AND UTILITY COLLECTION

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



**FY 2021-2022 Priorities**

Priorities	Town Council Goals & Objs
Preserve the Town's recognition in achieving the Certificate of Achievement Award for Comprehensive Annual Financial report from the Government Finance Officers Association (GFOA)	TBF
Preserve Town's recognition in achieving the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)	TBF
Enhance FY 2022-2023 budget document in accordance with GFOA Distinguished Budget Presentation Award requirements	TBF
Prepare personnel and benefit budgets for all Town departments related to the FY 2022-2023 budget development	TBF
Maintain the Town's Aa1 bond rating with Moody's	TBF
Provide information to Town officials and the public in a timely, professional, and ethical manner to ensure confidence and encourage involvement	FI / CEPP
Maintain compliance with RIGL §44-35-10, which requires the Finance Director to continuously monitor the financial operations of the Town by tracking actual versus budgeted revenues and expenditures; all reports have been submitted within the prescribed deadlines	TBF
Update the Town's Purchasing Rules and Regulations to allow for new procedures	TBF
Invest in longer-term certificates of deposit, within FDIC limits, and US Government securities to improve investment earnings	TBF
Continue to achieve a collection rate over 99%	TBF
Continue to pursue alternate means of collecting delinquent motor vehicle and tangible property taxes	TBF
Continue to develop a centralized purchasing division to administer the procurement process and proactively issue bids for goods and services, promoting a transparent process	FI / TBF
Continue to monitor department staff responsibilities and work product to achieve more productivity through enhancements of oversight and training	FI / ET
Enhance leadership capabilities and improve the knowledge and skills of departmental personnel by encouraging employees to participate in GFOA, RIMPA, and/or other Finance/Budget related trainings/courses	ET



**FY 2022-2023 Proposed Priorities**

Proposed Priorities	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY 2023-2024 through FY 2028-2029 to the Town Council	TBF
Maintain or improve Aa1 rating with Moody's; plan for a potential school bond referendum	TBF
Continue to enhance and provide the FY 2023-2024 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration	TBF
Complete FY 2021-2022 Comprehensive Annual Financial Report with an unqualified opinion and submit to GFOA for certification of achievement consideration	TBF
Continue to invest in longer-term vehicles to achieve optimal rates of return	TBF
Enhance finance system module and upgrades to improve functionality, accountability, and reporting for the benefit of system end users and the reporting audience	TBF / ET
Encourage and foster trust among Town officials, employees, and the public	TBF / ET
Continue to achieve a collection rate over 99%	TBF
Continue to improve collections of delinquent taxes on motor vehicles via the Town's collection agency	TBF
Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently	TBF
In collaboration with IT and Personnel, pursue implementation of the MUNIS Employee Self Service portal	TBF / ET
Enhance budget accountability with analysis focused on budget variances; Continue to review and integrate best practices relative to municipal budgeting	TBF
Consider enhancements of preparing and reporting the Town's budget document via budget preparation and reporting software tools	TBF

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



### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Unassigned Fund Balance as a % of Budgeted Revenues	18.8%	18.1%	17.1%	16.1%	TBF
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
GFOA Comprehensive Annual Financial Report Award Years Received	Yes 31	Yes 32	Yes 33	Yes 34	TBF
GFOA Distinguished Budget Presentation Award Years Received	Yes 4	Yes 5	Yes 6	Yes 7	TBF
Year End Expenditures < or = to 100% of the General Fund Budget	94.2%	97.9%	<or= 100%	<or= 100%	TBF
% of General Fund year end revenues within budget	100%	100%	100%	100%	TBF
Audit Findings of Material Weakness	None	None	None	None	TBF
Unqualified Opinion from Independent Auditors	Yes	Yes	Yes	Yes	TBF
% of Payroll Remitted by Direct Deposit	87%	95%	96%	97%	TBF
% of Direct Deposits were Electronic Advices	82%	83%	89%	90%	TBF
Vendor payments issued	5,091	4,494	4,540	4,517	TBF
1099-misc prepared	144	121	128	133	TBF
Purchase Orders processed	1,644	1,595	2,366	2,391	TBF
Requisitions over \$5,000 converted to PO in less than 10 days	100%	100%	100%	100%	TBF
General Fund/Pooled Cash Investment Rates (avg.)	1.96%	0.96%	0.85%	0.80%	TBF
Avg. # of days to complete bank reconciliation after month end	75*	59*	53*	10	TBF
Collection Rate	99.23%	99.33%	=or> prior yr	=or>prior yr	TBF
# of delinquent notices	9,558	9,866	9,000	8,500	TBF
Municipal Lien Certificates	1,218	1,601	1,200	1,100	TBF

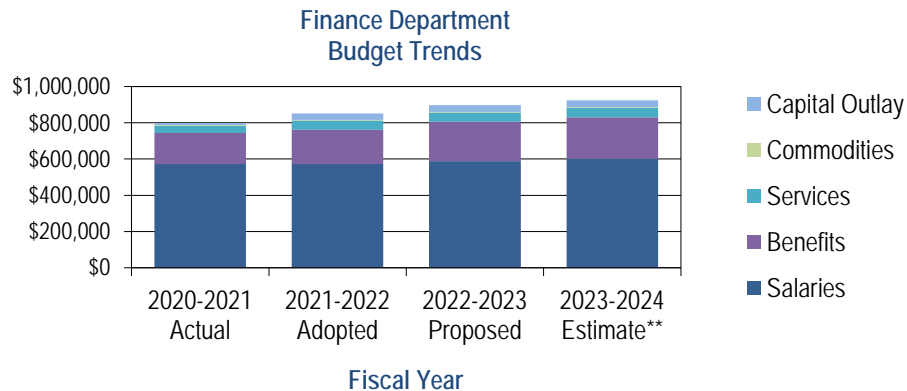
*\*The extended period of time to perform this function was due to COVID-19 impacts in FY 2019-2020, FY 2020-2021 and FY 2021-2022. Historically, this function was performed within 10 days, and will be again moving forward.*



**FY 2022-2023 Funding Comparison**

Finance Department	2020-2021	2021-2022	2021-2022	2022-2023	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	8.60	8.60	8.60	8.60	0.00
Salaries	\$571,927	\$572,829	\$572,763	\$589,062	\$16,233
Benefits	171,142	188,439	190,189	215,571	27,132
<b>Subtotal Personnel Expenditures*</b>	<b>\$743,069</b>	<b>\$761,268</b>	<b>\$762,952</b>	<b>\$804,633</b>	<b>\$43,365</b>
Services	\$41,862	\$50,855	\$51,220	\$52,419	\$1,564
Commodities	3,363	3,800	6,751	3,850	50
Capital Outlay	9,749	35,080	30,080	36,894	1,814
<b>Subtotal Operating Expenditures</b>	<b>\$54,975</b>	<b>\$89,735</b>	<b>\$88,051</b>	<b>\$93,163</b>	<b>\$3,428</b>
<b>Total Expenditures</b>	<b>\$798,043</b>	<b>\$851,003</b>	<b>\$851,003</b>	<b>\$897,796</b>	<b>\$46,793</b>

*\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries*

# General Fund (101) Finance, *continued*



## FY 2022-2023 Expenditure Statements

10114001	Finance Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10114001	511001 Full-Time Employees	\$480,494	\$522,907	\$522,841	\$540,878	3.44%
10114001	511002 Part-Time Salaries	47,974	39,800	39,800	41,494	4.26%
10114001	511004 Overtime	619	1,000	1,000	1,000	0.00%
10114001	511005 Retirement/Vacation Reimb.	32,915	0	0	0	0.00%
10114001	511006 Longevity	9,924	9,122	9,122	5,690	-37.62%
<b>10114001</b>	<b>Subtotal Wages</b>	<b>\$571,927</b>	<b>\$572,829</b>	<b>\$572,763</b>	<b>\$589,062</b>	<b>2.83%</b>
10114001	522250 FICA	43,605	42,384	42,384	44,165	4.20%
10114001	522300 Municipal Employees Retirement	66,090	69,376	69,376	73,619	6.12%
10114001	522301 State Retirement Defined	4,832	5,120	5,120	6,027	17.71%
10114001	522818 Medical Insur-Active Employees	34,629	49,052	49,052	72,298	47.39%
10114001	522820 Medical Insur-Retirees	6,000	1,500	3,250	3,000	100.00%
10114001	522822 Dental Insur-Active Employees	3,101	4,021	4,021	4,452	10.72%
10114001	522840 Insurance Buyback	11,447	11,642	11,642	6,650	-42.88%
10114001	522850 Life Insurance	194	244	244	860	252.46%
10114001	538014 Travel Expenses	0	1,100	1,100	1,100	0.00%
10114001	538016 Educational Expenses	844	2,400	2,400	2,400	0.00%
10114001	540038 Uniforms And Other Clothing	400	1,600	1,600	1,000	-37.50%
<b>10114001</b>	<b>Subtotal Benefits</b>	<b>\$171,142</b>	<b>188,439</b>	<b>\$190,189</b>	<b>\$215,571</b>	<b>14.40%</b>
10114001	530111 Professional Services	975	1,550	1,550	1,550	0.00%
10114001	532000 Telephone	827	1,080	1,080	1,080	0.00%
10114001	534014 Office Equipment Maintenance	0	0	832	0	0.00%
10114001	534016 Computer/Software Maintenance	0	0	365	400	0.00%
10114001	538012 Advertising	17	300	300	300	0.00%
10114001	538022 Printing Expenses	12,084	17,800	16,968	18,000	1.12%
10114001	538030 Licenses And Dues	890	1,180	1,180	1,080	-8.47%
<b>10114001</b>	<b>Subtotal Services</b>	<b>\$14,792</b>	<b>21,910</b>	<b>\$22,275</b>	<b>\$22,410</b>	<b>2.28%</b>
10114001	540012 Office Materials & Supplies	3,363	3,600	3,600	3,600	0.00%
10114001	540020 Books And Publications	0	200	200	250	25.00%
10114001	580100 Miscellaneous Expenses	0	0	2,951	0	0.00%
<b>10114001</b>	<b>Subtotal Commodities</b>	<b>\$3,363</b>	<b>\$3,800</b>	<b>\$6,751</b>	<b>\$3,850</b>	<b>1.32%</b>
10114001	530044 Non-Major Technology Reserve	5,85	7,580	7,580	10,694	41.08%
10114001	550002 Computer Equipment	2,668	25,000	20,000	25,000	0.00%
10114001	550026 Furniture And Furnishings	1,228	2,500	2,500	1,200	-52.00%
<b>10114001</b>	<b>Subtotal Capital Outlay</b>	<b>\$9,749</b>	<b>\$35,080</b>	<b>\$30,080</b>	<b>\$36,894</b>	<b>5.17%</b>
<b>10114001</b>	<b>Total Finance Department</b>	<b>\$770,973</b>	<b>\$822,058</b>	<b>\$822,058</b>	<b>\$867,787</b>	<b>5.56%</b>

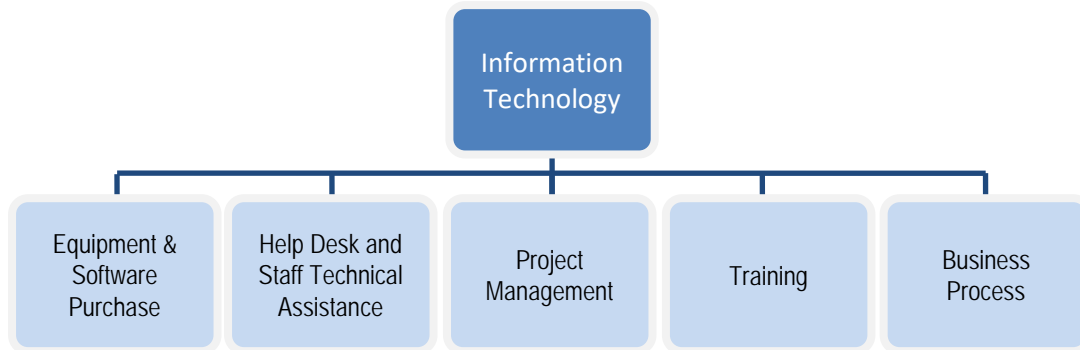
10114005	Post Year Audit	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10114005	530111 Professional Services	\$27,070	\$28,945	\$28,945	\$30,009	3.68%
<b>10114005</b>	<b>Subtotal Services</b>	<b>\$27,070</b>	<b>\$28,945</b>	<b>\$28,945</b>	<b>\$30,009</b>	<b>3.68%</b>
<b>10114005</b>	<b>Total Post Year Audit</b>	<b>\$27,070</b>	<b>\$28,945</b>	<b>\$28,945</b>	<b>\$30,009</b>	<b>3.68%</b>

	Total Finance Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10114001	Subtotal Finance Department	\$770,973	\$822,058	\$822,058	\$867,787	5.56%
10114005	Subtotal Post Audit Year	27,070	28,945	28,945	30,009	3.68%
	<b>Total Finance Program</b>	<b>\$798,043</b>	<b>\$851,003</b>	<b>\$851,003</b>	<b>\$897,796</b>	<b>5.50%</b>



## Organizational Chart

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## Mission Statement

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The Information Technology (IT) Department delivers assistance and guidance in technology related services, and projects to all Town Departments. The IT Department provides leadership in implementing, supporting, and delivering technology solutions that align with South Kingstown's goals and objectives. In collaboration with all Town Departments, IT strives to use technology to enhance services provided to our residents, business owners, and visitors.

## Functions

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

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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Windows Server Operating System upgrade; initiation of a multi-year project	FI
Testing Windows 11 for deployment	FI
Upgrade Public Safety Complex Dispatch & Records Management system	FI/PPS
Begin Vision Tax & Utility Billing and Collection system upgrade	FI / TBF
Begin Office 365 migration	FI
Library Server and PC deployment	FI
Bid & Procure Fiber Ring equipment and Firewalls	FI
Bid & Procure New Audio-Visual Equipment/Technology for Town Council Chambers	CEPP

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Police Department Server Replacement	FI/PPS
Upgrade fiber ring equipment and firewalls	FI
MUNIS migration to cloud, the existing financial, budget, payroll, and human resources system for the Town and School	FI / TBF
Refresh and redesign of the Town's website	CEPP
Office 365 Migration	FI

### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	1,672	1,577	1,540	1,550	FI
Average # of Tickets per month	139	131	128	129	FI
Email received & sent	1,572,148	1,271,000	1,325,000	1,302,000	FI / CEPP
Projects Completed	6	10	10	8	FI / TBF / CEPP
Applications Supported	65	66	66	66	FI / TBF / CEPP
Physical servers and appliances	14	15	11	11	FI
Virtual servers	25	25	24	18	FI
Firewalls	5	4	3	5	FI
Storage area network (SAN) device	1	1	1	1	FI
Personal Computers/Devices	265	316	319	319	FI
Printers	56	53	53	53	FI
Switches	24	24	24	24	FI
Wireless access points	12	13	13	13	FI

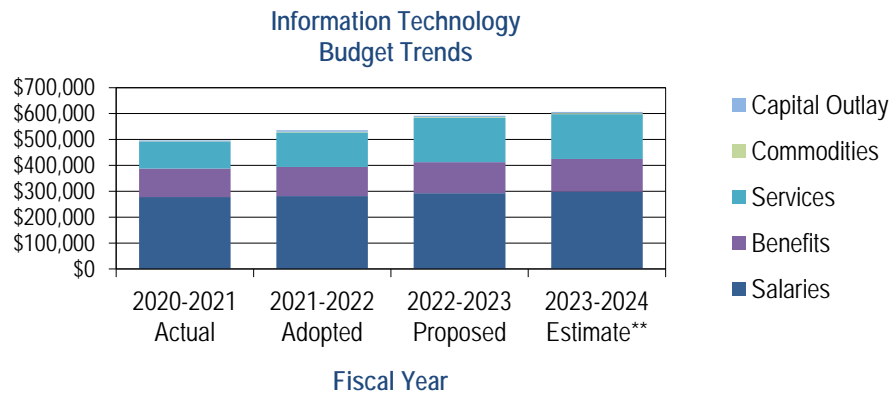
# General Fund (101) Information Technology (14003), *continued*



## FY 2022-2023 Funding Comparison

Information Technology	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	3.0	3.0	3.0	3.0	0.00
Salaries	\$277,729	\$281,259	\$281,259	\$293,179	\$11,920
Benefits	110,617	112,602	112,602	119,023	6,421
<b>Subtotal Personnel Expenditures*</b>	<b>\$388,346</b>	<b>\$393,861</b>	<b>\$393,861</b>	<b>\$412,202</b>	<b>\$18,341</b>
Services	\$104,091	\$133,543	\$132,128	\$171,560	\$38,017
Commodities	897	2,600	2,600	2,500	(100)
Capital Outlay	3,124	5,566	5,566	5,964	398
<b>Subtotal Operating Expenditures</b>	<b>\$108,111</b>	<b>\$141,709</b>	<b>\$140,294</b>	<b>\$180,024</b>	<b>\$38,315</b>
<b>Total Expenditures</b>	<b>\$496,458</b>	<b>\$535,570</b>	<b>\$534,155</b>	<b>\$592,226</b>	<b>\$56,656</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries

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



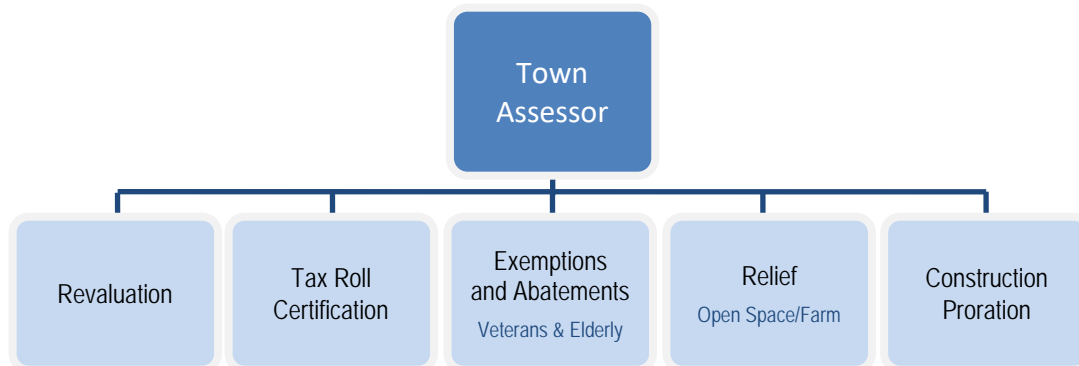
## FY 2022-2023 Expenditure Statement

10114003	Information Technology	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10114003	511001 Full-Time Employees	\$272,946	\$276,329	\$276,329	\$284,076	2.80%
10114003	511002 Part-Time Salaries	0	0	0	3,600	0.00%
10114003	511004 Overtime	260	0	0	0	0.00%
10114003	511006 Longevity	4,523	4,930	4,930	5,503	11.62%
<b>10114003</b>	<b>Subtotal Wages</b>	<b>\$277,729</b>	<b>\$281,259</b>	<b>\$281,259</b>	<b>\$293,179</b>	<b>4.24%</b>
10114003	522250 FICA	20,322	20,571	20,571	21,468	4.36%
10114003	522300 Municipal Employees Retirement	34,592	34,792	34,792	37,009	6.37%
10114003	522301 State Retirement Defined Contribution	3,549	3,596	3,596	3,704	3.00%
10114003	522818 Medical Insur-Active Employees	46,990	48,066	48,066	50,290	4.63%
10114003	522822 Dental Insur-Active Employees	2,013	2,088	2,088	2,153	3.11%
10114003	522850 Life Insurance	86	89	89	319	258.43%
10114003	538014 Travel Expenses	224	1,500	1,500	1,980	32.00%
10114003	538016 Educational Expenses	2,465	1,900	1,900	1,900	0.00%
10114003	540038 Uniforms And Other Clothing	377	0	0	200	0.00%
<b>10114003</b>	<b>Subtotal Benefits</b>	<b>\$110,617</b>	<b>\$112,602</b>	<b>\$112,602</b>	<b>\$119,023</b>	<b>5.70%</b>
10114003	530066 Internet Access	3,012	3,900	3,900	9,180	135.38%
10114003	530111 Professional Services	12,884	17,609	13,000	18,000	2.22%
10114003	532000 Telephone	3,949	11,976	11,976	12,564	4.91%
10114003	534014 Office Equipment Maintenance	26,453	38,836	42,000	44,836	15.45%
10114003	534016 Computer/Software Maintenance	57,693	61,122	61,122	86,780	41.98%
10114003	538012 Advertising	0	0	30	100	0.00%
10114003	538030 Licenses And Dues	100	100	100	100	0.00%
<b>10114003</b>	<b>Subtotal Services</b>	<b>\$104,091</b>	<b>\$133,543</b>	<b>\$132,128</b>	<b>\$171,560</b>	<b>28.47%</b>
10114003	540012 Office Materials & Supplies	897	2,500	2,500	2,500	0.00%
10114003	540040 Fuels & Lubricants	0	100	100	0	-100.00%
<b>10114003</b>	<b>Subtotal Commodities</b>	<b>\$897</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$2,500</b>	<b>-3.85%</b>
10114003	530044 Non-Major Technology Reserve	1,980	2,566	2,566	2,964	15.51%
10114003	550002 Computer Equipment	1,144	3,000	3,000	3,000	0.00%
<b>10114003</b>	<b>Subtotal Capital Outlay</b>	<b>\$3,124</b>	<b>\$5,566</b>	<b>\$5,566</b>	<b>\$5,964</b>	<b>7.15%</b>
<b>10114003</b>	<b>Total Information Technology</b>	<b>\$496,458</b>	<b>\$535,570</b>	<b>\$534,155</b>	<b>\$592,226</b>	<b>10.58%</b>



## Organizational Chart

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## Mission Statement

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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

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### 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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Implement the 2021 Town-wide Full Property Revaluation Program	TBF
Certify the Tax Roll on June 15, 2022 to include real estate, motor vehicles, and tangibles	TBF
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	TBF
Keep accurate records of property ownership, and market and cost trends; Coordinate all activities to prepare for triennial property valuation updates and revaluations	TBF
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	TBF
Serve as a liaison to the Assessment Board of Review, preparing all materials as needed	TBF
Provide accurate information to the public in a courteous, efficient, and professional manner	FI / CEPP
Provide information and reports accurately and in a timely fashion to the state as required	TBF
Review assessment appeals resulting from the December 31, 2018 Tax Roll Certification and coordinate Assessment Board of Review Hearings	TBF

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Review assessment appeals resulting from the December 31, 2021 Full Revaluation and coordinate Assessment Board of Review hearings	TBF
Inspect and process new Building Permits, and re-inspect those not completed	TBF
Review and process Motor Vehicles for the Tax Roll	TBF
Receive, process, and maintain Tax Exemption Records for the Elderly and Veteran's exemptions	VUR / TBF
Maintain Tax Records for the Farm Forest Open Space (FFOS) Program	TBF
Provide Certification Reports to the State of Rhode Island	TBF
Provide information to the general public concerning public records, such as revaluations, assessments, property ownership, exemptions, and assessment appeal policy	FI / CEPP
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	TBF
Prepare Appeal Hearings and serve as Liaison for Assessment Board of Review	TBF
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	TBF
Process Addendum Tax Bills for motor vehicles and tangible accounts not on the original tax roll	TBF
Process Tax Abatements to adjust assessments as needed	TBF
Process new surveys and subdivisions, adjust Assessor Maps and recalculate assessments as needed	TBF



**Specific Performance Measurements**

Description	Tax Yr 2019 Actual	Tax Yr 2020 Actual	Tax Yr 2021 Actual	Tax Yr 2022 Proposed	Town Council Goals & Obj's
Real Estate & Tangible Property Tax Rate*	\$14.45	\$14.45	\$14.45	\$14.45	TBF
Motor Vehicles Tax Rate**	\$18.71	\$18.71	\$18.71	\$18.71	TBF
Property Tax Roll	\$5.342B	\$5.383B	\$5.419B	\$6.050B	TBF
Motor Vehicle Tax Roll	\$168.8M	\$145.6M	\$129.1M	\$114.5M	TBF
Property Tax Generated	\$72.9M	\$73.7M	\$74.1M	\$75.0M	TBF
Motor Vehicle Tax Generated	\$3.1M	\$2.7M	\$2.6M	\$2.2M	TBF
Building Permits	1,122	1,070	1,100	1,100	TBF
Property Assessments (Net)	\$5.218B	\$5.246B	\$5.263B	\$5.890B	TBF
Motor Vehicles	32,418	32,689	32,900	32,900	TBF
FFOS properties	152	149	150	150	TBF / LU
Elderly Tax Credit - # of participants	157	134	140	140	TBF / VUR
Elderly Tax Credit - value	\$230,827	\$206,235	\$210,000	\$211,000	TBF / VUR
Veterans Exemption - # of Veterans	909	896	900	900	TBF / VUR
Veterans Exemption - value	\$145,038	\$147,010	\$148,000	\$163,842	TBF / VUR
Veterans Exemption	\$180	\$185	\$185	\$185	TBF / VUR
100% Disabled Veteran	\$305	\$305	\$305	\$305	TBF / VUR
Ex-POW	\$440	\$550	\$550	\$550	TBF / VUR
Unmarried Widow(er) of Veteran	\$180	\$185	\$185	\$185	TBF / VUR
Gold Star Parent	\$378	\$378	\$378	\$378	TBF / VUR

\*per thousand dollars

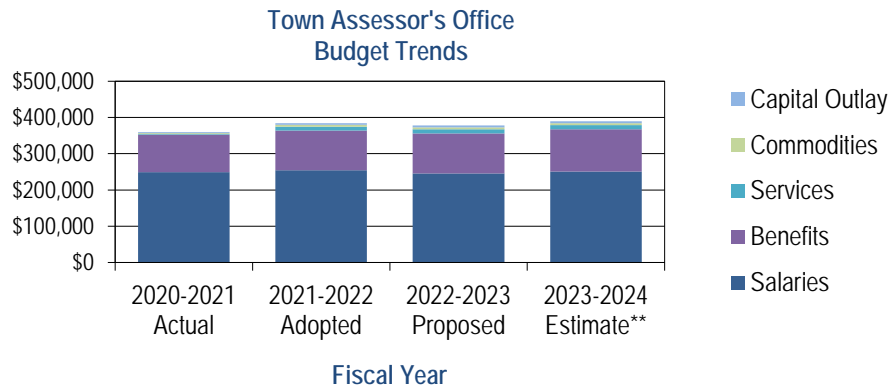
\*\*per thousand dollars, with an exemption of the first \$5,000 (T/R 2021)

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



## FY 2022-2023 Funding Comparison

Town Assessor's Office	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE*	4.00	4.00	4.00	4.00	0.00
Salaries	\$249,298	\$254,945	\$252,643	\$245,869	(\$9,076)
Benefits	103,287	108,708	108,708	109,825	1,117
<b>Subtotal Personnel Expenditures*</b>	<b>\$352,586</b>	<b>\$363,653</b>	<b>\$361,351</b>	<b>\$355,694</b>	<b>(\$7,959)</b>
Services	\$1,364	\$10,550	\$10,550	\$11,600	\$1,050
Commodities	2,658	5,700	5,700	5,500	(200)
Capital Outlay	3,100	4,329	6,631	4,935	606
<b>Subtotal Operating Expenditures</b>	<b>\$7,121</b>	<b>\$20,579</b>	<b>\$22,881</b>	<b>\$22,035</b>	<b>\$1,456</b>
<b>Total Expenditures</b>	<b>\$359,707</b>	<b>\$384,232</b>	<b>\$384,232</b>	<b>\$377,729</b>	<b>(\$6,503)</b>



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



## FY 2022-2023 Expenditure Statements

10115001	Town Assessor	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10115001	511001 Full-Time Employees	\$243,104	\$249,085	\$246,783	\$245,869	-1.29%
10115001	511004 Overtime	589	0	0	0	0.00%
10115001	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
10115001	511006 Longevity	5,606	5,860	5,860	0	-100.00%
<b>10115001</b>	<b>Subtotal Wages</b>	<b>\$249,298</b>	<b>\$254,945</b>	<b>\$252,643</b>	<b>\$245,869</b>	<b>-3.56%</b>
10115001	522250 FICA	18,193	18,539	18,539	17,832	-3.81%
10115001	522300 Municipal Employees Retirement	31,009	31,537	31,537	31,421	-0.37%
10115001	522301 State Retirement Defined Contribution	3,057	3,126	3,126	2,459	-21.34%
10115001	522818 Medical Insur-Active Employees	46,910	48,907	48,907	51,124	4.53%
10115001	522822 Dental Insur-Active Employees	2,516	2,636	2,636	2,698	2.35%
10115001	522840 Insurance Buyback	246	0	0	0	0.00%
10115001	522850 Life Insurance	123	128	128	456	256.25%
10115001	538014 Travel Expenses	0	100	100	100	0.00%
10115001	538016 Educational Expenses	1,033	3,000	3,000	3,000	0.00%
10115001	540038 Uniforms And Other Clothing	200	73	735	735	0.00%
<b>10115001</b>	<b>Subtotal Benefits</b>	<b>\$103,287</b>	<b>\$108,708</b>	<b>\$108,708</b>	<b>\$109,825</b>	<b>1.03%</b>
10115001	530018 Outside Data Processing	0	450	450	900	100.00%
10115001	530111 Professional Services	275	7,500	6,900	7,500	0.00%
10115001	532000 Telephone	373	0	600	600	0.00%
10115001	534010 Motor Vehicles Maintenance	55	200	200	200	0.00%
10115001	534014 Office Equipment Maintenance	275	1,000	1,000	1,000	0.00%
10115001	538012 Advertising	61	200	200	200	0.00%
10115001	538030 Licenses And Dues	325	1,200	1,200	1,200	0.00%
<b>10115001</b>	<b>Subtotal Services</b>	<b>\$1,364</b>	<b>\$10,550</b>	<b>\$10,550</b>	<b>\$11,600</b>	<b>9.95%</b>
10115001	540012 Office Materials & Supplies	1,283	2,400	2,400	2,400	0.00%
10115001	540020 Books And Publications	1,253	2,500	2,500	2,300	-8.00%
10115001	540028 Motor Vehicle Materials & Supplies	0	300	300	300	0.00%
10115001	540040 Fuels And Lubricants	122	500	500	500	0.00%
<b>10115001</b>	<b>Subtotal Commodities</b>	<b>\$2,658</b>	<b>\$5,700</b>	<b>\$5,700</b>	<b>\$5,500</b>	<b>-3.51%</b>
10115001	530044 Non-Major Technology Reserve	2,825	4,029	4,029	4,635	15.04%
10115001	550002 Computer Equipment	0	0	2,302	0	0.00%
10115001	550004 Office Equipment	275	300	300	300	0.00%
<b>10115001</b>	<b>Subtotal Capital Outlay</b>	<b>\$3,100</b>	<b>\$4,329</b>	<b>\$6,631</b>	<b>\$4,935</b>	<b>14.00%</b>
<b>10115001</b>	<b>Total Town Assessor</b>	<b>\$359,707</b>	<b>\$384,232</b>	<b>\$384,232</b>	<b>\$377,729</b>	<b>-1.69%</b>



## General Fund (101) Planning

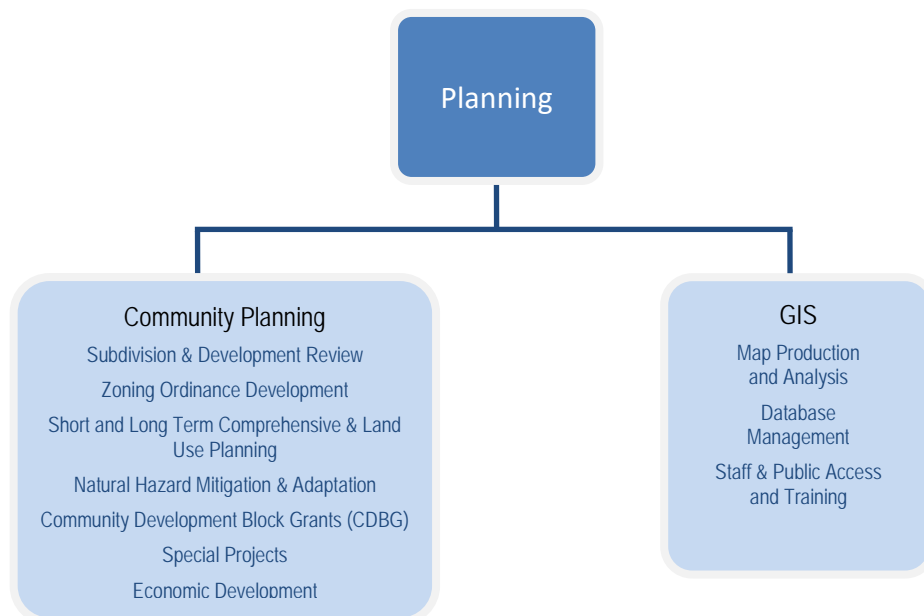
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Please note, this section incorporates multiple accounts, each of which fall under the purview of Planning, and include the following:

Acct Number	Acct Description
16001	Planning Department
16005	Geographical Information Systems

### Organizational Chart

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### Mission Statement

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The Planning Department mission is to understand the values and goals of the community and facilitate progress toward a shared long-term vision of a responsible, balanced and welcoming South Kingstown. The Planning Department works collaboratively with the public, key stakeholders, boards and commissions, municipal departments and state agencies to promote holistic and inclusive decision making that reflects the community's aspirations. The primary objectives of the Planning Department are to: engage the public and provide professional guidance and coordination regarding long term community planning; ensure land use regulations reflect the community's shared vision of a highly desirable and livable community; review development for consistency with land use regulations; and assist boards and commissions with projects that make progress toward identified goals while allocating resources thereby ensuring a high quality of life for generations. The core values of public participation, equity, fairness, professionalism, consistency and innovation guide the Planning Department's work program.

In support of achieving this mission, the Department is broken in two divisions (Community Planning and Geographic Information Systems), which function under seven unified core service areas:

- Current Planning/Land Use Administration (including review of development plans, subdivisions, rezonings, and other land use permits under Rhode Island General Laws;
- Environmental Planning (Wetlands and flood plain management);
- Transportation Planning and Implementation (vehicle, pedestrian, bike and public transit);



## General Fund (101) Planning

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- Historic Preservation;
- Community Planning and Development/Special Projects;
- Economic Development;
- Long Range, Comprehensive Planning & Implementation (Open Space, Comprehensive Community Plan);
- Geographic data base management, analysis and presentation (long and short term).

The Department also provides staff support to a number of the Town's elected and appointed boards and commissions including the Affordable Housing Collaborative, Conservation Commission, Economic Development Commission, Historic District Commission, Planning Board, and Technical Review Commission. Staff also provides support to the other Boards and Commissions on a needs basis. Further, the department represents the Town at various regional and state levels on issues such as regional planning, transportation and economic development.

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



### Functions

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#### PLANNING DEPARTMENT

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

- Administer and implement the Town's long-range land use planning and growth management efforts;
- Provide coordination and staff support for the maintenance and update to South Kingstown's Comprehensive Community Plan (adopted May 24, 2021);
- Maintain, update, and enhance the Town's Zoning Ordinance and review applications for Zoning Ordinance amendments;
- Draft amendments to update and modernize the Town's Subdivision and Land Development Regulations and coordinate Planning Board review of such, as necessary;
- Administer the review process and perform technical review of applications for land development and subdivision projects under the Town's Subdivision and Land Development Regulations and Zoning Ordinance;
- Provide administration, coordination, development, and support functions regarding affordable housing production (missing middle), planning for natural hazards and climate change, environmental and natural resource protection, economic development, historic preservation, and long-term community sustainability;
- Provide oversight and administration of the Town's Historic Preservation District Regulations;
- Administer the Town's Community Development Block Grant (CDBG) program;
- Perform grant writing and grant administration ;
- Coordinate with major community institutions (South County Hospital and University of Rhode Island);
- Provide management oversight of Geographic Information System (GIS) Division;
- Provide direct staff support to various Town Boards & Commissions;
- Provide support to the Town Manager's Office, Town Council, Engineering Department, Parks and Recreation and the Public Service Department on various land use and development matters.

#### 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.

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



### FY 2021-2022 Priorities

Planning Priorities	Town Council Goals & Objs
Work with the Planning Board and Town Council on recommendations contained in the Town's Comprehensive Community Plan	LU / H / SNR / ET
Provide ongoing administrative and technical support to several Town Boards and Commissions	LU / H / SNR / CP / ET / CEPP
Process and provide technical review of applications for subdivisions, land development projects, and development plan review	LU / H / ET
Continue development of the Route 1 Scenic Roadway Stewardship Plan	LU / SNR / CEPP / CP
Undertake a comprehensive evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing, with consultant	LU / H / SNR
Review zoning ordinance amendments relative to solar energy systems adopted in 2016, and draft amendments to increase effectiveness and clarity	LU / SNR
Continue to work on the revisions to the Town's Subdivision and Land Development Regulations to increase ease of use, provide clarity, and update physical improvement standards to current best practices	LU / CE / SNR / CP
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / CE / SNR
Draft revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional	LU / H / SNR / ET
Assist the Planning Board in development of zoning ordinance amendments to address 'mobile food establishments' as required by the RI General Assembly	LU / ET
Begin discussion of potential zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor	LU / ET
Perform administrative coordination and oversight of the Town's Community Development Block Grant (CDBG) program	H / VUR
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI / LU
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	CEPP
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CEPP / ET
Monitor legislative developments and track issues of interest to the Town during the General Assembly's 2021 legislative session	CEPP
Assist the Historic District Commission in expanding and updating the Wakefield National Register Historic District	CEPP / CP
Continue enforcement of restrictions to permanently protected open space created through residential subdivisions and improve homeowner and resident stewardship of open space parcels	LU / SNR / FI
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	LU / SNR



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

**FY 2021-2022 Goals & Objectives**

Goals & Objectives – Planning	Town Council Goals & Objs
Undertake activities to implement the Comprehensive Community Plan, including zoning ordinance amendments to bring the zoning ordinance into conformance with the Future Land Use Map	LU
Continue to review, modernize, and make more effective the Town's zoning ordinance, including assessment of review procedure thresholds, and standards for farm and bed and breakfast events, landscaping, design standards, parking requirements, and lighting	LU / CEPP / ES
Provide ongoing administrative and technical support to several Town Boards and Commissions	LU / H / SNR / CP / ES / TTS
Process and provide technical review of applications for subdivisions, land development projects, and development plan review	LU / H / ES
Finalize development of the Route 1 Scenic Roadway Stewardship Plan	LU / SNR / CP / TTS
Provide timely, accurate information to the public regarding Town planning programs, data sources, regulations, and land development applications and explore expanding digital/virtual platform	FI / CEPP
Complete evaluation of the Town's zoning ordinance relative to the provision of multi-household development and affordable housing (Missing Middle) and provide proposed amendments to the Town Council for review and potential adoption	LU / H / VUR
Undertake activities to implement the Town's Multi-Hazard Mitigation Plan	LU / H / SNR / ED / TTS
Undertake activities to implement the Town's village plan studies, including those for Peace Dale, Wakefield, West Kingston, and Matunuck	LU / H / ES / TTS
Continue to evaluate the zoning ordinance to determine whether amendments are necessary to increase clarity, modernize, and bring standards in line with current best practices	LU / SNR
Finalize revisions to the zoning ordinance relative to the re-use and redevelopment of parcels currently zoned Government and Institutional, including school facilities	LU / H / SNR
Undertake an evaluation of possible zoning ordinance amendments to support increased intensity and mixed-use development within the Old Tower Hill Road corridor (i.e., overlay district(s), form based code and architectural/design standards)	LU / ES
Support and participate in the Coastal Resources Management Council's development of the Beach Special Area Management Plan	SNR / LU
Perform administrative coordination and oversight of the Town's Community Development Block Grant (CDBG) program	H / VUR
Maintain Town presence on URI Master Plan Review Team and assist in the coordination of the Town/Gown relationship	URI

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



Goals & Objectives – Planning, <i>continued</i>	Town Council Goals & Objs
Continue to assess Department procedures, communications, and policies to increase efficiency, transparency, inter-Departmental coordination, and effectiveness, and clarity of information for public consumption	FI/ CEPP
Maintain the Planning Department section of the Town website to provide updated content and effective communication	CEPP
Monitor legislative developments and track planning related issues of interest to the Town during the General Assembly's 2022 legislative session	CEPP
Assist the Recreation Department and the Waterfront Advisory Commission in completing the update to the Harbor Management Plan	LU / SNR

Goals & Objectives – GIS	Town Council Goals & Objs
Increase public awareness and use of web mapping technologies and WebGIS interface through public outreach, and further integrate use of GIS into everyday activities of Town Departments by engaging with and familiarizing individual departments with GIS functionality and emerging spatial technologies	FI/ CEPP
Continue the development and functionality of the Town's ArcGIS Online website to increase the functionality and mapping services to Town staff and the public	FI/ CEPP
Continue to train and provide technical support to Town Staff in use of WebGIS interface and new web mapping services	FI/ ET
Continue to provide support for new GIS mobile technologies used by the Public Services Department	FI
Maintain GIS data layers for Planning, Town Assessor, and Public Services departments	FI

### Specific Performance Measurements

Planning Department: Description	FY 2019-20209 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Planning Board meetings	28	35	32	30	LU / H / SNR / ES
Technical Review Committee (TRC) meetings	11	13	12	12	LU / ES / H
Affordable Housing Collaborative meetings	9	9	10	12	H / VUR
Bicycle Pedestrian Advisory Committee (BPAC) meetings*	-	-	-	-	TTS
Conservation Commission meetings	10	10	11	12	SNR
Economic Development Committee meetings	9	12	12	12	ES
Historic District Commission meetings	4	10	5	12	CP
Route 1 Stewardship Plan Development Committee	4	2	6	12	TTS
Sustainability Committee Meetings**	-	-	-	-	SNR
Subdivision & Development Applications Review (all stages of review)	70	55	70	74	FI/ LU
Zoning Ordinance and Map Amendments reviewed and/or proposed	6	11	6	6	FI / LU

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



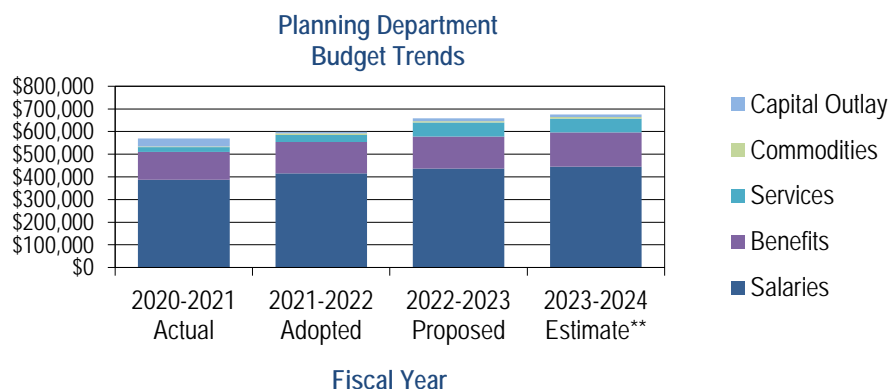
## General Fund (101) Planning, *continued*

**\*\*Board support shared with the Facilities Division, began July 2019**

GIS Division: Description	FY 2019-2020 Actual	FY 2020-2021 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Tax Cut Revisions to Tax Assessor Maps	40	40	40	FI
Map Sales to Public	\$300	\$300	\$300	FI/ CEPP
Maps produced for Town Departments	200	200	200	FI
Scanned Land Evidence Recorded Plans	100	100	100	FI
Copies of recorded plans for public	200	200	200	FI/ CEPP

### FY 2022-2023 Funding Comparison

Planning Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	5.00	5.00	5.00	5.00	0.00
Salaries	\$386,637	\$415,999	\$415,999	\$436,353	\$20,354
Benefits	123,193	137,889	137,889	142,054	4,165
<b>Subtotal Personnel Expenditures*</b>	<b>\$509,830</b>	<b>\$553,888</b>	<b>\$553,888</b>	<b>\$578,407</b>	<b>\$24,519</b>
Services	\$20,866	\$31,754	\$34,554	\$61,382	\$29,628
Commodities	2,884	5,933	5,933	6,490	557
Capital Outlay	36,064	7,815	7,815	11,637	3,822
<b>Subtotal Operating Expenditures</b>	<b>\$59,814</b>	<b>\$45,502</b>	<b>\$48,302</b>	<b>\$79,509</b>	<b>\$34,007</b>
<b>Total Expenditures</b>	<b>\$569,645</b>	<b>\$599,390</b>	<b>\$602,190</b>	<b>\$657,916</b>	<b>\$58,526</b>



**\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.**

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



### FY 2022-2023 Expenditure Statements

10116001	Planning Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10116001	511001 Full-Time Employees	\$291,718	\$322,884	\$322,884	\$340,026	5.31%
10116001	511002 Part-Time Salaries	2,040	0	0	0	0.00%
10116001	511005 Retirement/Vacation Reimb.	1,139	0	0	0	0.00%
10116001	511006 Longevity	2,293	2,484	2,484	2,983	20.09%
<b>10116001</b>	<b>Subtotal Wages</b>	<b>\$297,190</b>	<b>\$325,368</b>	<b>\$325,368</b>	<b>\$343,009</b>	<b>5.42%</b>
10116001	522250 FICA	22,951	25,162	25,162	26,834	6.64%
10116001	522300 Municipal Employees	36,654	40,248	40,248	43,836	8.91%
10116001	522301 State Retirement Defined	3,073	3,393	3,393	3,574	5.33%
10116001	522818 Medical Insur-Active	17,253	17,221	17,221	17,984	4.43%
10116001	522822 Dental Insur-Active Employees	2,633	2,892	2,892	3,076	6.36%
10116001	522840 Insurance Buyback	7,138	8,000	8,000	12,250	53.13%
10116001	522850 Life Insurance	116	128	128	456	256.25%
10116001	538014 Travel Expenses	0	500	500	750	50.00%
10116001	538016 Educational Expenses	690	1,500	1,500	2,825	88.33%
10116001	540038 Uniforms And Other Clothing	0	800	800	800	0.00%
<b>10116001</b>	<b>Subtotal Benefits</b>	<b>\$90,508</b>	<b>\$99,844</b>	<b>\$99,844</b>	<b>112,385</b>	<b>12.56%</b>
10116001	530016 Web Site Services	4,620	0	2,940	0	0.00%
10116001	530111 Professional Services	684	10,000	7,060	30,000	200.00%
10116001	532000 Telephone	0	0	0	1,800	0.00%
10116001	534016 Computer/Software	1,399	1,000	1,000	7,500	650.00%
10116001	538012 Advertising	(85)	450	450	1,250	177.78%
10116001	538022 Printing Expenses	0	1,000	1,000	1,100	10.00%
10116001	538030 Licenses And Dues	993	1,750	1,750	2,000	14.29%
<b>10116001</b>	<b>Subtotal Services</b>	<b>\$7,612</b>	<b>\$14,200</b>	<b>\$14,200</b>	<b>\$43,650</b>	<b>207.39%</b>
10116001	540012 Office Materials & Supplies	384	2,000	2,000	2,200	10.00%
10116001	540020 Books And Publications	0	760	760	800	5.26%
<b>10116001</b>	<b>Subtotal Commodities</b>	<b>384</b>	<b>\$2,760</b>	<b>\$2,760</b>	<b>3,000</b>	<b>8.70%</b>
10116001	530044 Non-Major Technology	3,182	4,608	4,608	5,314	15.32%
10116001	550002 Computer Equipment	0	0	0	2,500	0.00%
10116001	550006 Furniture & Furnishings	0	0	0	500	0.00%
10116001	590999 Transfer To Other Funds	30,000	0	0	0	0.00%
<b>10116001</b>	<b>Subtotal Capital Outlay</b>	<b>33,182</b>	<b>\$4,608</b>	<b>\$4,608</b>	<b>8,314</b>	<b>80.43%</b>
<b>10116001</b>	<b>Total Planning Department</b>	<b>\$428,876</b>	<b>\$446,780</b>	<b>\$446,780</b>	<b>\$510,358</b>	<b>14.23%</b>

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



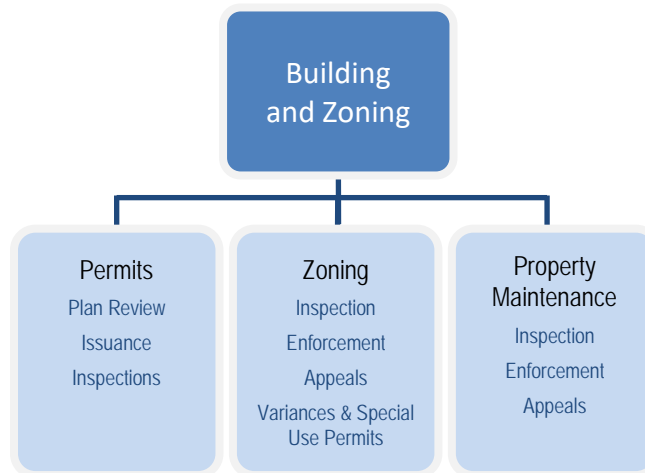
10116005	Geographical Information Systems (GIS)		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10116005	511001	Full-Time Employees	\$86,581	\$87,637	\$87,637	\$90,095	2.80%
10116005	511006	Longevity	2,867	2,994	2,994	3,249	8.52%
<b>10116005</b>	<b>Subtotal Wages</b>		<b>\$89,448</b>	<b>\$90,631</b>	<b>\$90,631</b>	<b>\$93,344</b>	<b>2.99%</b>
10116005	522250	FICA	6,589	6,594	6,594	6,996	6.10%
10116005	522300	Municipal Employees	11,152	11,211	11,211	11,929	6.40%
10116005	522301	State Retirement Defined	1,118	1,133	1,133	1,167	3.00%
10116005	522818	Medical Insur-Active Employees	13,280	17,221	17,221	7,604	-55.84%
10116005	522822	Dental Insur-Active Employees	341	354	354	359	1.41%
10116005	522850	Life Insurance	31	32	32	114	256.25
10116005	538014	Travel Expenses	175	1,300	1,300	200	-84.62%
10116005	538016	Educational Expenses	0	0	0	1,100	0.00%
10116005	540038	Uniforms And Other Clothing	0	200	200	200	0.00%
<b>10116005</b>	<b>Subtotal Benefits</b>		<b>\$32,685</b>	<b>\$38,045</b>	<b>\$38,045</b>	<b>\$29,669</b>	<b>-22.02%</b>
10116005	530018	Outside Data Processing	0	5,600	5,600	5,600	0.00%
10116005	530111	Professional Services	7,000	5,600	8,400	5,600	0.00%
10116005	534014	Office Equipment Maintenance	1,554	1,554	1,554	1,632	5.02%
10116005	534016	Computer/Software	4,700	4,700	4,700	4,700	0.00%
10116005	538022	Printing Expenses	0	100	100	200	100.00
<b>10116005</b>	<b>Subtotal Services</b>		<b>\$13,254</b>	<b>\$17,554</b>	<b>\$20,354</b>	<b>\$17,732</b>	<b>1.01%</b>
10116005	540012	Office Materials & Supplies	2,500	3,173	3,173	3,490	9.99%
<b>10116005</b>	<b>Subtotal Commodities</b>		<b>\$2,500</b>	<b>\$3,173</b>	<b>\$3,173</b>	<b>\$3,490</b>	<b>9.99%</b>
10116005	530044	Non-Major Technology Reserve	2,804	3,207	3,207	3,323	3.62%
10116005	550004	Office Equipment	78	0	0	0	0.00%
<b>10116005</b>	<b>Subtotal Capital Outlay</b>		<b>\$2,882</b>	<b>\$3,207</b>	<b>\$3,207</b>	<b>\$3,323</b>	<b>3.62%</b>
<b>10116005</b>	<b>Total Geographic Information Systems</b>		<b>\$140,769</b>	<b>\$152,610</b>	<b>\$155,410</b>	<b>\$147,558</b>	<b>-3.31%</b>

	Total Planning Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1011300	Subtotal Planning Department	\$428,876	\$446,780	\$446,780	\$510,358	14.23%
1011600	Subtotal GIS	140,769	152,610	155,410	147,558	-3.31%
	<b>Total Planning Program</b>	<b>\$569,645</b>	<b>\$599,390</b>	<b>\$602,190</b>	<b>\$657,916</b>	<b>9.76%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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### BUILDING & ZONING

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

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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Utilize the electronic permitting platform to expand other public services including addressing complaints, public records access, and private property records	FI
Continually update the Department's webpage to provide helpful and current information and resources including the adopted 2021 State Building Code amendments	FI / CEPP
Continue to lead in the implementation and development of the electronic permitting platform within the Town and promote the public use and benefits	FI
Maintain the stewardship of the Town's character and development through the implementation and enforcement of the Building, Zoning, and Property Maintenance Codes	SNR / ES / CP
Collaborate with CRMC, FEMA, The State Building Code Commission, and the Town's Planning Department in the development of codes and standards related to energy efficiency, sea level rise, green construction, renewable energy options, and sustainable construction	LU / SNR / ES
Continue to stay Involved on both a State and National level in the development and education of updated Building Codes and Standards related to building construction, energy, sustainability, and green construction	LU / SNR / ES
Review plans, issue permits, and provide required inspections in a timely efficient manner Utilizing the electronic permitting software and portable field tablets	FI

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Proactively assist the general public to ensure that all construction is in conformance with the Town's Building Codes, Zoning Regulations, and State Laws and Standards	FI
Continue with the implementation of the State Electronic Permitting Software to provide the public additional options for transparency and access to historical records	FI / CEPP
Coordinate and with state agencies such as Office of Healthy Aging and Department of Health to provide assistance with responding to property maintenance matters involving vulnerable residents	VUR
Manage plan review turnaround time for one and two family dwelling Building Permits, with the goal of not to exceed 10 business days from the date of application	FI / ES
Manage plan review turnaround time for multi-family, mixed-use, and commercial Building Permits, with the goal of not to exceed 15 business days form the date of application	LU / ES
Work with Town Departments relative to the implementation of capital improvements through assistance with plan and specifications review to ensure a safe, efficient, and healthy built environment	FI / TBF / CP
Continue to coordinate with U.S Army Corps of Engineers and CRMC with the elevating and flood proofing of existing structures located in the coastal floodplain, as part of the Pawcatuck River Coastal Storm Risk Management Project	SNR
Work with the Planning Department and other Town Departments to review, improve, and develop the standards related to the Town Zoning and Planning regulations to encourage development and the ability to navigate the Town regulations in user friendly manner	FI / TBF / CP
Finalize application submittal with RIEMA to be accepted into the Community Rating System (CRS), foster comprehensive floodplain management, and reduce flood insurance rates	SNR

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



## Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Employee Time Allocation					
Field Inspections	53%	55%	55%	55%	FI
Review Plans & Issuing Permits	39%	32%	32%	32%	FI
Research and Advise Residents, Contractors & Design Professionals	4%	6%	6%	6%	FI
Building & Zoning Violations	2%	4%	4%	4%	FI
Committee Meetings	2%	3%	3%	3%	FI
Zoning Board Meetings	14	18	18	18	FI / LU
Zoning Petitions Received	54	76	78	78	FI / LU
Complaints Received and Investigated	76	81	85	85	FI / CEPP
Notice of Violations Issued	53	49	50	60	FI
Plumbing Permits Issued	347	321	298	310	FI
Solar Permits Issued	95	102	102	120	FI / SNR
Electrical Permits Issued	844	861	904	950	FI
Mechanical Permits Issued	791	891	924	970	FI
Residential Building Permits Issued	1,019	1,226	1,300	1,400	FI
Commercial Building Permits Issued	87	85	75	90	FI / ES
Zoning Certificates Issued	59	62	72	80	FI / LU
Building Inspections Performed	2,830	2,939	2,988	3,000	FI
Electrical Inspections Performed	1683	1,457	1,550	1,600	FI
Mechanical Inspections Performed	855	880	888	900	FI
Plumbing Inspections Performed	574	549	550	560	FI
Certificates of Occupancy Issued	88	131	120	130	FI

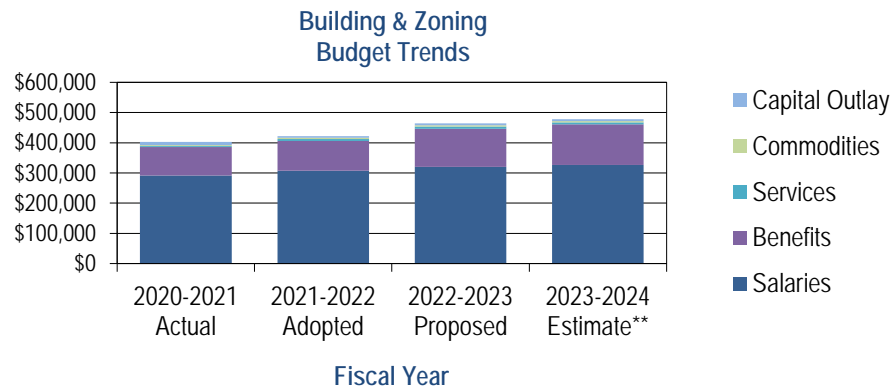
# General Fund (101) Building & Zoning (17001), *continued*



## FY 2022-2023 Funding Comparison

Building & Zoning	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	4.75	4.75	4.75	4.75	0.00
Salaries	\$291,860	\$306,915	\$246,622	\$320,580	\$13,665
Benefits	93,935	98,497	98,497	126,042	27,545
<b>Subtotal Personnel Expenditures*</b>	<b>\$385,795</b>	<b>\$405,412</b>	<b>\$345,119</b>	<b>\$446,622</b>	<b>\$41,210</b>
Services	\$3,203	\$6,860	\$67,153	\$6,860	\$0
Commodities	3,571	4,400	4,400	4,400	0
Capital Outlay	9,781	4,760	4,760	6,029	1,269
<b>Subtotal Operating Expenditures</b>	<b>\$16,555</b>	<b>\$16,020</b>	<b>\$76,313</b>	<b>\$17,289</b>	<b>\$1,269</b>
<b>Total Expenditures</b>	<b>\$402,350</b>	<b>\$421,432</b>	<b>\$421,432</b>	<b>\$463,911</b>	<b>\$42,479</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



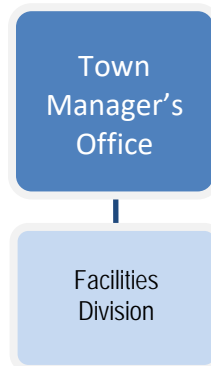
## FY 2022-2023 Expenditure Statements

10117001	Building & Zoning		2020-2021	2021-2022	2021-2022	2022-2023	Percent
			Actual	Adopted	Projected	Proposed	Change
10117001	511001	Full-Time Employees	\$205,708	\$256,689	\$196,396	\$268,137	4.46%
10117001	511002	Part-Time Salaries	34,306	48,883	48,883	50,064	2.42%
10117001	511004	Overtime	4,753	300	300	300	0.00%
10117001	511005	Retirement/Vacation Reimb.	44,647	0	0	0	0.00%
10117001	511006	Longevity	2,445	1,043	1,043	2,079	99.33%
<b>10117001</b>		<b>Subtotal Wages</b>	<b>\$291,860</b>	<b>\$306,915</b>	<b>\$246,622</b>	<b>\$320,580</b>	<b>4.45%</b>
10117001	522250	FICA	21,840	22,081	22,081	23,800	7.78%
10117001	522300	Municipal Employees Retirement	25,908	31,830	31,83	34,471	8.30%
10117001	522301	State Retirement Defined	1,899	2,573	2,573	2,69	4.82%
10117001	522818	Medical Insur-Active Employees	37,315	34,443	34,443	53,916	56.54%
10117001	522822	Dental Insur-Active Employees	3,425	2,892	2,892	4,152	43.57%
10117001	522840	Insurance Buyback	2,95	2,000	2,000	4,000	100.00
10117001	522850	Life Insurance	115	128	128	456	256.25
10117001	538014	Travel Expenses	0	1,850	1,850	1,850	0.00%
10117001	540038	Uniforms And Other Clothing	479	700	700	700	0.00%
<b>10117001</b>		<b>Subtotal Benefits</b>	<b>\$93,935</b>	<b>\$98,497</b>	<b>\$98,497</b>	<b>\$126,042</b>	<b>27.97%</b>
10117001	530066	Internet Access	1,448	2,016	2,016	2,52	25.00%
10117001	530111	Professional Services	275	2,740	62,740	2,740	0.00%
10117001	532000	Telephone	0	504	504	0	-
10117001	534010	Motor Vehicles Maintenance	57	0	0	0	0.00%
10117001	534014	Office Equipment Maintenance	275	550	550	550	0.00%
10117001	534020	Maintenance of Buildings	0	0	293	0	0.00%
10117001	538012	Advertising	0	100	100	100	0.00%
10117001	538022	Printing Expenses	0	150	150	150	0.00%
10117001	538030	Licenses And Dues	1,149	800	800	800	0.00%
<b>10117001</b>		<b>Subtotal Services</b>	<b>\$3,203</b>	<b>\$6,860</b>	<b>\$67,153</b>	<b>\$6,860</b>	<b>0.00%</b>
10117001	540012	Office Materials & Supplies	283	400	400	400	0.00%
10117001	540020	Books And Publications	327	400	400	400	0.00%
10117001	540028	Motor Vehicle Materials & Supp	1,617	1,600	1,600	1,600	0.00%
10117001	540040	Fuels And Lubricants	1,344	2,000	2,000	2,000	0.00%
<b>10117001</b>		<b>Subtotal Commodities</b>	<b>\$3,571</b>	<b>\$4,400</b>	<b>\$4,400</b>	<b>\$4,400</b>	<b>0.00%</b>
10117001	530044	Non-Major Technology Reserve	9,781	4,260	4,260	5,529	29.79%
10117001	550004	Office Equipment	0	200	200	200	0.00%
10117001	550026	Furniture And Furnishings	0	300	300	300	0.00%
<b>10117001</b>		<b>Subtotal Capital Outlay</b>	<b>\$9,781</b>	<b>\$4,760</b>	<b>\$4,760</b>	<b>\$6,029</b>	<b>26.66%</b>
<b>10117001</b>		<b>Total Building &amp; Zoning</b>	<b>\$402,350</b>	<b>\$421,432</b>	<b>\$421,432</b>	<b>\$463,911</b>	<b>10.08%</b>



## Organizational Chart

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It is noted that in FY 2020-2021 Town officially moved from having municipal facilities and custodial staff being managed by individual departments, to a centralized facility maintenance service system supported by the Facilities Department. This migration to a formal Facilities Department had been occurring for the last several years, and was fully implemented as of July 1, 2021.

Beginning in FY 2020-2021, this account included the salaries and personnel costs for Facility Department employees that had previously been budgeted elsewhere within General Fund. In FY 2020-2021, facility maintenance costs, other than for Town Hall, remained allocated to other departments. In 2022-2023, those Facility Department employees whose salary and personnel costs are budgeted within Special Revenue Funds including Peace Dale Office Building, Senior Services, Neighborhood Guild, and the Community Recreation Center, as well as Enterprise Funds including Water, Wastewater, and Solid Waste will be included in the facilities budget. An account in each of the Special Revenue Funds has been created to chargeback the facility department salaries to the Special Revenue and Enterprise Funds.

## Mission Statement

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The Facilities Department maintains a diverse portfolio of municipal facilities, and in addition to providing custodial services, the Department is responsible for routine, preventative, and emergency maintenance, overseeing building construction and renovation projects, assisting with building security, as well as planning for the future integrity and sustainability of all municipal buildings. The Department also works to ensure compliance with laws and regulations set forth pertaining to safety, environment, health, fire, and energy efficiency, while providing a comfortable environment for all who use the buildings.



### Functions

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#### CUSTODIAL SERVICES

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

#### ROUTINE & PREVENTATIVE MAINTENANCE

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

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

#### LONG TERM PROACTIVE MAINTENANCE

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

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

#### SAFETY & CODE COMPLIANCE

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

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

## General Fund (101) Facilities (18001), *continued*



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Continue to provide for the routine maintenance and repair needs of all municipal buildings, both interior and exterior	FI / CP
Continue to provide for the daily cleaning needs of all municipal buildings	FI
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division as needed, and with contracted gardener to provide for aesthetically pleasing gardens and grounds	FI
Continue compiling a priority list for maintenance and repair of all municipal buildings	FI / SNR/ CP
Develop long term maintenance strategy and capital improvement plan for municipal buildings	FI
Develop a priority list for maintenance and repair of the aging roof conditions on all municipal buildings	FI
Continue to maintain and update a master plan for energy efficiency and use reduction throughout municipal buildings	SNR
Continue to coordinate with Department and Division heads to identify unique facility needs based upon department specific uses	FI
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	TBF
Manage the electronic key fob access system for municipal buildings, and continue effort to convert the remaining buildings to this system	FI / PPS
Coordinate with the Fire Alarm & Communications Division to update and expand security panels within municipal buildings	FI / PPS
Provide critical cleaning to municipal buildings and vehicles during the COVID-19 pandemic, following necessary protocols, disinfection, and sanitization	FI / PPS
Research and procure necessary tools, equipment, and PPE related to COVID-19	FI / PPS
Coordinate purchasing of related equipment, materials, and supplies, creating consistency in product and resulting in cost savings through bulk purchases	FI / TBF
Improved safety, security, winter storm operations response, as well as quality, timeliness, and effectiveness of services provided to municipal departments through centralized Facilities Division	FI / PPS
Develop and input data into the Asset Management system for use in logging work orders and recording all Town building assets	FI
Continue to convert municipal buildings from florescent lighting to LED, increasing energy efficiency and reducing future labor and equipment maintenance costs; Worked with the School Department to convert the Administration and Maintenance buildings	FI / SNR
Manage the electric vehicle (EV) charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use); converted to point of sale purchase to cover provision of electricity and cost of administration and maintenance	FI / SNR / TBF
Lead South Road School facility and maintenance needs, and coordinate with organizations leading the COVID-19 testing and vaccination efforts using the space on facility needs	FI / PPS
Continue to provide staff support to the Sustainability Committee on related initiatives	SNR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	FI / PPS

## General Fund (101) Facilities (18001), *continued*



### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Complete the implementation of Town-wide Facility Division, overseeing for the care and maintenance of all municipal buildings, working in collaboration with Division Heads and Department Heads to identify unique facility needs based upon department specific uses	FI
Continue to provide for the daily cleaning, routine maintenance, and repair needs of all municipal buildings, both interior and exterior	FI
Oversee the maintenance and care of grounds around municipal buildings, coordinating with Parks Division and with contracted gardener on landscape and garden bed beautification efforts at municipal buildings; work to identify and expand the number of garden beds maintained	FI
Commence municipal building audit to develop a Facility Condition Index (FCI), compile a priority list for maintenance and repair of all municipal buildings; and develop long term maintenance strategy and capital improvement plan for municipal buildings	FI / TBF
Continue to develop a master plan for energy efficiency and use reduction throughout municipal buildings	FI / SNR
Manage the electronic key fob access system for municipal buildings, continuing to convert remaining buildings	FI / PPS
Manage the electric vehicle (EV) charging stations at Town Hall (municipal use only) and at the Main Street Comfort Station public parking lot (for public use)	FI / SNR / TBF
Continue to monitor and secure the South Road School building	FI
Continue to provide staff support to the Sustainability Committee on related initiatives; coordinate with other municipal departments as appropriate, to assist the Sustainability Committee in their effort proposing initiatives to the Town Council	SNR
Coordinate with the Highway Division and the Parks Division to provide Winter Storm Operations support for municipal buildings, parking lots, and sidewalks	FI / PPS
Expand training program for Facilities Division employees	ET
Continue to work with the Town's Safety Committee and municipal departments to update the emergency egress and safety plans	FI / ET
Continue to manage the Town's surplus disposal needs, utilizing the Town's online auction site to sell obsolete and surplus items, creating a revenue source from disposal of items	TBF

### Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Number of buildings maintained	10	16	18	FI
Avg # of service requests per month	100	120	140	FI
State required safety inspections	57	57	57	FI
COVID-19 related Building Ionize Disinfections sprays per week	31	31	15	FI
Parking lots: crack filled and sealed	3	3	3	FI
Surplus/Obsolete items auctioned	79	87	50	TBF
Total FOB access points	38	38	46	FI
Sustainability Committee meetings	12	12	12	SNR

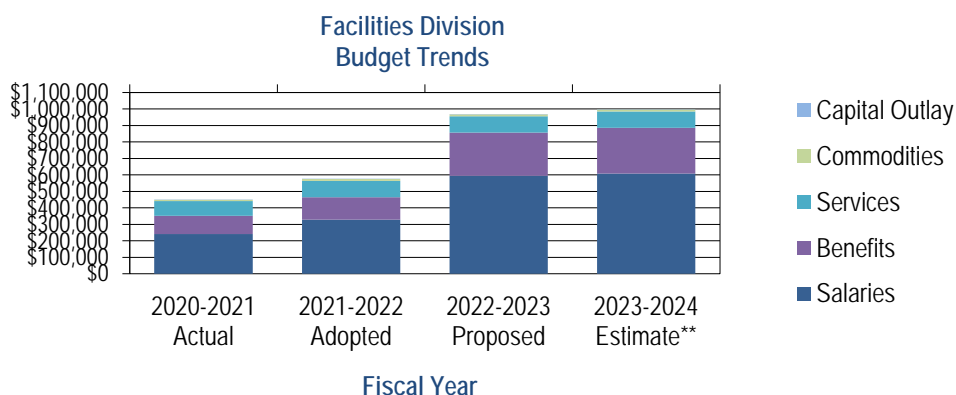


## General Fund (101) Facilities (18001), *continued*

### FY 2022-2023 Funding Comparison

Facilities	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE	10.7	10.7	10.7	11.7	1.0
Salaries	\$241,832	\$328,867	\$328,867	\$595,311	\$266,444
Benefits	109,501	136,380	138,680	262,028	125,648
<b>Subtotal Personnel Expenditures</b>	<b>\$351,333</b>	<b>\$465,247</b>	<b>\$467,547</b>	<b>\$857,339</b>	<b>\$392,092</b>
Services	\$89,234	\$98,600	\$96,300	\$98,775	\$175
Commodities	8,706	11,250	11,250	11,250	0
Capital Outlay	388	1,874	1,874	1,842	(32)
<b>Subtotal Operating Expenditures</b>	<b>\$98,328</b>	<b>\$111,724</b>	<b>\$109,424</b>	<b>\$111,867</b>	<b>\$143</b>
<b>Total Expenditures</b>	<b>\$449,660</b>	<b>\$576,971</b>	<b>\$576,971</b>	<b>\$969,206</b>	<b>\$392,235</b>

*\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts. Fiscal year 2022-2023 reflects an increase in personnel expenditures, resulting from a reallocation of salary and benefit expenditures for Facilities Division personnel to this account from special revenue funds. Facility Department employees whose salary and personnel costs were budgeted within Special Revenue Funds including Peace Dale Office Building, Senior Services, Neighborhood Guild, and the Community Recreation Center, as well as Enterprise Funds including Water, Wastewater, and Solid Waste are now included in the facilities budget. An account in each of the Special Revenue Funds has been created to chargeback the facility department salaries to the Special Revenue and Enterprise Funds.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

# General Fund (101) Facilities (18001), *continued*



## FY 2022-2023 Expenditure Statement

10118001	Facilities	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10118001	511001 Full-Time Employees	\$214,350	\$295,087	\$295,087	\$513,419	73.99%
10118001	511002 Part-Time Salaries	17,563	21,885	21,885	58,272	166.26%
10118001	511004 Overtime	873	2,000	2,000	3,000	50.00%
10118001	511006 Longevity	9,046	9,895	9,895	20,620	108.39%
<b>10118001</b>	<b>Subtotal Wages</b>	<b>\$241,832</b>	<b>\$328,867</b>	<b>\$328,867</b>	<b>\$595,311</b>	<b>81.02%</b>
10118001	522250 FICA	17,325	24,246	24,246	44,130	82.01%
10118001	522300 Municipal Employees Retirement	30,041	40,435	40,435	75,696	87.20%
10118001	522301 State Retirement Defined	2,861	3,766	3,766	6,219	65.14%
10118001	522818 Medical Insur-Active Employees	54,305	58,119	58,119	114,119	96.35%
10118001	522822 Dental Insur-Active Employees	3,121	3,399	3,399	7,560	122.42%
10118001	522840 Insurance	0	4,250	4,250	8,250	94.12%
10118001	522850 Life Insurance	123	165	165	1,254	660.00%
10118001	538014 Travel Expenses	0	0	1,300	1,300	0.00%
10118001	538016 Educational Expenses	0	0	1,000	500	0.00%
10118001	540038 Uniforms And Other Clothing	1,724	2,000	2,000	3,000	50.00%
<b>10118001</b>	<b>Subtotal Benefits</b>	<b>\$109,501</b>	<b>\$136,380</b>	<b>\$138,680</b>	<b>\$262,028</b>	<b>92.13%</b>
10118001	530014 Refuse Disposal	1,247	1,350	1,350	1,300	-3.70%
10118001	530064 Copy Machine Services	10,138	9,500	9,500	9,500	0.00%
10118001	530111 Professional Services	0	0	0	500	0.00%
10118001	532000 Telephone	3,272	6,550	6,550	5,550	-15.27%
10118001	532002 Fuel - Oil	1,179	1,000	1,000	1,500	50.00%
10118001	532004 Electricity	22,903	21,500	21,500	21,500	0.00%
10118001	532008 Natural Gas	9,060	11,000	11,000	11,000	0.00%
10118001	532010 Wastewater Fees	472	600	600	500	-16.67%
10118001	532012 Water Fees	691	1,000	1,000	1,000	0.00%
10118001	534014 Office Equipment Maintenance	0	200	200	200	0.00%
10118001	534016 Computer/Software Maintenance	0	375	375	4,500	1100.00
10118001	534020 Maintenance Of Buildings	14,658	18,425	16,125	14,625	-20.62%
10118001	538012 Advertising	83	100	100	100	0.00%
10118001	538020 Postage	25,532	27,000	27,000	27,000	0.00%
<b>10118001</b>	<b>Subtotal Services</b>	<b>\$89,234</b>	<b>\$98,600</b>	<b>\$96,300</b>	<b>\$98,775</b>	<b>0.18%</b>
10118001	540012 Office Materials & Supplies	1,634	1,700	1,700	1,700	0.00%
10118001	540014 Janitorial Materials & Supp	2,001	2,300	2,300	2,200	-4.35%
10118001	540018 Elect Materials & Supplies	151	250	250	250	0.00%
10118001	540022 Agri Materials & Supplies	180	300	300	300	0.00%
10118001	540024 Chemicals And Gases	0	0	0	100	0.00%
10118001	540026 Bldg & Const Materials & Supp	251	500	500	500	0.00%
10118001	540028 Motor Vehicle Materials & Supp	1,206	1,600	1,600	1,600	0.00%
10118001	540032 General Hardware & Tools	616	600	600	600	0.00%
10118001	540040 Fuels And Lubricants	1,580	2,400	2,400	2,400	0.00%
10118001	540050 HVAC Materials & Supplies	395	600	600	600	0.00%
10118001	580100 Miscellaneous Expenses	691	1,000	1,000	1,000	0.00%
<b>10118001</b>	<b>Subtotal Commodities</b>	<b>\$8,706</b>	<b>\$11,250</b>	<b>\$11,250</b>	<b>\$11,250</b>	<b>0.00%</b>
10118001	530044 Non-Major Technology Reserve	0	924	924	1,342	45.24%
10118001	550002 Computer Equipment	388	450	450	0	-100.00%
10118001	550016 Janitorial Equipment	0	500	500	500	0.00%
<b>10118001</b>	<b>Subtotal Capital Outlay</b>	<b>\$388</b>	<b>\$1,874</b>	<b>\$1,874</b>	<b>\$1,842</b>	<b>-1.71%</b>
<b>10118001</b>	<b>Total Facilities Division</b>	<b>\$449,660</b>	<b>\$576,971</b>	<b>\$576,971</b>	<b>\$969,206</b>	<b>67.98%</b>



**TAB 7  
PUBLIC SAFETY**

Police..... 7 - 1  
Animal Welfare ..... 7 - 10  
Fire Alarm & Communications..... 7 - 16  
Emergency Medical Services..... 7 - 22

**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

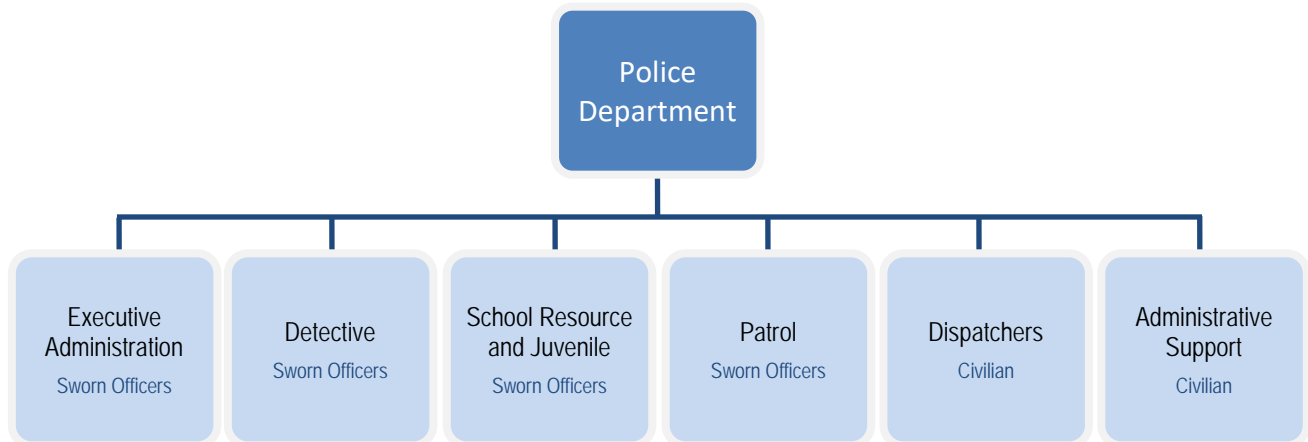
## General Fund (101) Police



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

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

### Organizational Chart



### Mission Statement

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

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

### Functions

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

The Police Department also oversees the Animal Welfare Division, which is detailed separately.



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

- Identifying, reporting, and removing a variety of public safety hazards and to provide assistance to ensure citizen safety at every opportunity;
- Investigating and prosecuting all known criminal offenses;
- Providing assistance and counseling for a wide range of services from simple street directions to referrals of services of other agencies not provided by police;
- Addressing traffic safety issues in the community by:
  - Promoting traffic safety initiatives through education and enforcement
  - Administering traffic detail program for road projects, etc.
- Providing public safety dispatch for Police, EMS, and Fire;
- Interacting 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;
- Working in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; assist in coordinating with other Town Departments in the implementation of emergency evacuation shelters as needed;
- Recruiting and training police officers;
- Providing training and professional development to all department personnel;
- Reviewing and analyzing the needs for police service and the efficiency of departmental operations; promoting enhanced administrative, technical and operational police practices;
- Developing and submitting recommended annual operating budget and six-year capital improvement plan to the Town Manager;
- Preparing the Police Department Annual Report by calendar year to provide transparent reporting of departmental statistics to the public.

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Obj's
Maintain departmental accreditation through the RI Police Accreditation Commission (RIPAC); review existing policies and/or create new policies as directed by RIPAC standards; review reports, training and other activities to ensure compliance set forth in RIPAC standards	PPS
Negotiate the newly created position of Deputy Chief into the IBPO collective bargaining agreement to solidify operational efficiency at the command staff level; maintain active list for the ranks of Captain, Lieutenant and Sergeant; promptly fill vacancies as they occur	PPS / TBF
Conduct police recruitment drive, supplemented by lateral transfer hiring program, to recruit certified police officers; hire and train replacement officers to promptly fill vacancies in the Patrol Division as they occur	PPS
Utilize centralized online employment application submission process through PoliceApp.com, to create efficiencies during the recruitment and hiring process for both applicants and the training officer, and allow for ease in tracking and communication during the various recruitment stages	PPS
Maintain School Resource Officer (SRO) program; supported through partnership with School Department	PPS / ET / TBF
Assign a veteran officer to the newly created position of Community Resource Officer (CRO); develop and initiate community-based outreach programs that offer community members the opportunity to regularly engage police officers and departmental leaders	PPS / VUR
Work collaboratively with Washington County Crisis Intervention Team (CIT) to support the joint relationship established between police and mental health clinicians to provide services to individuals experiencing a mental health crisis; continue fostering the CIT program by leveraging the use of crisis intervention teams consisting of specially trained police officers working alongside mental health professionals to assist those in need of mental health services	PPS / VUR
Activate Bicycle Patrol Unit for the summer and fall months	PPS
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	PPS / TBF
Continue assignment of officer in DEA Multi-jurisdictional Task Force	PPS
Detective Division will continue efforts to identify/manage sexual offenders in the community	PPS / VUR
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	PPS / TBF
Work collaboratively with the Town's IT Department to improve network security and operational efficiency; leverage the use of new police scheduling software to improve the processes of routine scheduling, time-off requests, and filling overtime and traffic details	FI / PPS
Continue working cooperatively with URI Police on public safety matters and strategic planning	PPS / URI
Participate in meetings with South County Hospital on mutual security concerns	PPS / SCH
Work with Town Departments, UFD, KFD, and RIEMA to maintain state of readiness for emergency preparedness response; provide staffing and resources relating to the COVID-19 pandemic, including serving as a host community for the testing and vaccination site for Washington County	PPS / VUR
Work collaboratively with SK Communications Consortium (SKCC) to review and resolve interoperability issues by implementing a 400 MHz town-wide radio communications system that will meet the needs of each Town agency individually and all agencies collectively while maintaining state-wide interoperability through the 800 MHz system	PPS / TBF
Continue moving forward with the gradual transition from 'made to measure' to 'off the rack' uniforms, including the phased outfitting of the Honor Guard with uniforms to match the new design and color scheme	TBF



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

Utilize grant funding to support operational costs for the newly established K-9 program, continue with specialty training for the K-9 Team (handler and dog)	PPS / TBF
Work collaboratively with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2021-2022	TBF
Complete facilities improvements planned in FY 2021-2022; projects include replacement of the boiler, radio room A/C unit, two HVAC variable speed drives, and sidewalk repairs	FI / SNR
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	PPS / CEPP
Prepare and submit FY 2022-2023 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	TBF
Authorized to increase the sworn compliment of officers from 55 to 56 officers (plus two temporary to total 58); the approval to advance backfill for two anticipated non-returning officers is a pro-active measure to maintain staffing requirements and to help reduce overtime exposure once newly hired officers are trained and deployed in the field	PPS / TBF

## FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Maintain departmental accreditation through the RI Police Accreditation Commission (RIPAC); review existing policies and/or create new policies as directed by RIPAC standards; review reports, training and other activities to ensure compliance set forth in RIPAC standards	PPS
Maintain existing programs and services for the delivery of the highest level of police professionalism to the community	PPS
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	PPS
Continue emphasis on employee training and professional development for sworn and civilian personnel	PPS
Increase the active sworn compliment of officers from 56 to 58 officers (including the Police Chief) through the FY 2022-2023 budget process; this will allow expansion of the CRO Program in FY 23 by assigning a 2 <sup>nd</sup> veteran officer to the position of CRO; funding for the two new recruits will be derived from the American Rescue Plan Act (ARPA); continue to analyze the future needs of the department, taking into consideration best utilization of police resources	PPS / TBF
Recruit and train new police recruits to promptly fill vacancies; analyze utilizing lateral transfer hiring program as an additional resource to attract qualified candidates; strive to attain diversified applicant pool	PPS
Utilize grant funding to support operational costs for the K-9 program, continue with specialty training for the K-9 Team (handler and dog)	PPS / TBF
Foster the multiple partnerships formed with community/institutional groups and State and Federal law enforcement agencies to insure quality of life for all citizens <ul style="list-style-type: none"> <li>Continue emphasis on mental health as a core element of public safety programs and initiatives; to include support for the CIT program</li> <li>Complete an anonymous survey of Town residents to gauge their satisfaction with the Police Department</li> <li>Promote civic engagement and public participation; conduct at least five (5) community engagement activities coordinated by the CRO Division</li> </ul>	PPS / URI / SCH / VUR / CEPP
Continue to improve upon the timely release of information; leverage the use of social media outlets to keep the public informed about department news and activities	CEPP / VUR



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

Participate in new statewide body worn camera program funded by a federal grant for a period of five (5) years; outfit uniformed officers with body worn cameras to be worn during the execution of their duties	PPS / VUR / TBF
Continue to participate in multi-jurisdictional task force operations	PPS
Promote traffic safety initiatives; participate in Operation Blue Riptide grant program	PPS / TBF / TTS
Take advantage of available State and Federal grant opportunities to reduce operational costs	TBF
Complete the gradual transition to 'off the rack' duty uniforms	TBF
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CEPP
Prepare and submit FY 2023-2024 Capital Improvement and Operating Budget recommendations for Town Manager review/consideration in accordance with proposed activities and work program for the ensuing year	TBF

## Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Total Number of Sworn Officers	54	55	56	58	PPS
Sworn Officers – Patrol / School Resource Officer (SRO)	2	2	2	2	PPS / ET
Sworn Officers – Patrol / Community Resource Officer (CRO)	0	0	1	2	PPS / VUR
Sworn Officers – Detective	7	7	7	7	PPS
Sworn Officers – Administrative	8	8	8	8	PPS
Dispatchers	8.4	8.4	8.4	8.4	PPS
Civilian Admin Support Staff	7	7	7	7	PPS
Calls for Service	53,098	48,853	50,000	50,000	PPS
Calls Handled by SRO	79	62	65	65	PPS / ET
SRO Dedicated Hours	2,880	2,880	2,880	2,880	PPS / ET
Total Number of Auto Accidents	926	786	900	900	PPS
Auto Accidents with Injury	163	131	160	160	PPS
UCR* offenses – all offenses within Major Crime Classifications	344	266	275	275	PPS
UCR* offenses – DUI Arrest	73	62	70	70	PPS
UCR* offenses – Adult Arrest	347	385	400	400	PPS
UCR* offenses – Juvenile Arrest	34	25	25	25	PPS

\*Uniform Crime Report Statistics

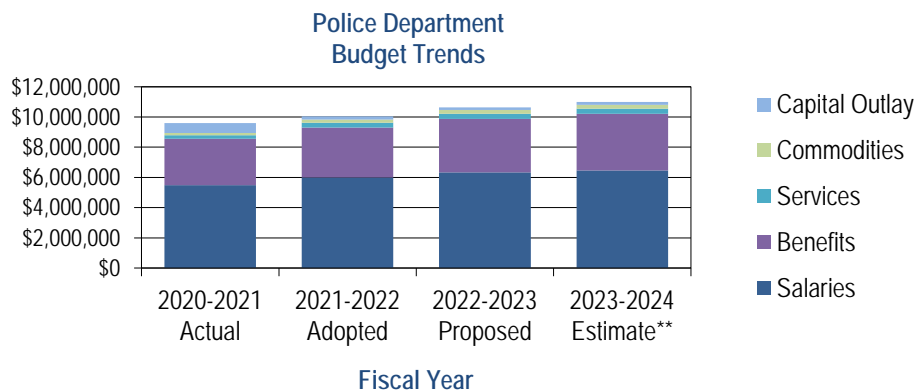
# General Fund (101) Police, *continued*



## FY 2022-2023 Funding Comparison

Police Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Sworn Officers	55	56	56	58	2
Civilian Staff	9.00	9.00	9.00	7.00	(2.00)
Dispatchers	8.40	8.40	8.40	8.40	8.40
<b>Personnel FTE*</b>	<b>71.40</b>	<b>71.40</b>	<b>71.40</b>	<b>70.40</b>	<b>0.00</b>
Salaries	\$5,478,692	\$5,992,240	\$5,944,068	\$6,335,545	\$343,305
Benefits	3,082,175	3,305,817	3,286,047	3,546,899	241,082
<b>Subtotal Personnel Expenditures*</b>	<b>\$8,560,867</b>	<b>\$9,298,057</b>	<b>\$9,230,115</b>	<b>\$9,882,444</b>	<b>\$584,387</b>
Services	\$222,559	\$311,605	\$309,858	\$329,666	\$18,061
Commodities	158,967	222,995	215,995	246,680	23,685
Capital Outlay	653,985	215,935	215,935	184,606	(31,329)
<b>Subtotal Operating Expenditures</b>	<b>\$1,035,511</b>	<b>\$750,535</b>	<b>\$741,788</b>	<b>\$760,952</b>	<b>\$10,417</b>
<b>Total Expenditures</b>	<b>\$9,596,378</b>	<b>\$10,048,592</b>	<b>\$9,971,903</b>	<b>\$10,643,396</b>	<b>\$594,804</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. It is proposed to increase the Sworn Officer FTE by 2.0 FTE effective July 1, 2023 from 56 to 57 (inclusive of the Chief). This increase this will allow expansion of the CRO Program in FY 23 by assigning a 2nd veteran officer to the position of CRO; funding for the two new recruits will be derived from the American Rescue Plan Act (ARPA).



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries. Please note that the current Collective Bargaining Agreement with the IBPO Local 489 will expire on June 30, 2022. The Town will be entering into contract negotiations which will determine future salary adjustments.

# General Fund (101) Police, *continued*



## FY 2022-2023 Expenditure Statement

10120001	Police Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120001	511001 Full-Time Employees	\$3,696,468	\$4,132,619	\$4,121,142	\$4,411,899	6.76%
10120001	511004 Overtime	492,368	621,000	645,000	640,000	3.06%
10120001	511005 Retirement/Vacation Reimb.	151,338	50,000	0	50,000	0.00%
10120001	511006 Longevity	188,650	219,370	207,033	233,891	6.62%
<b>10120001</b>	<b>Subtotal Wages</b>	<b>\$4,528,824</b>	<b>\$5,022,989</b>	<b>\$4,973,175</b>	<b>\$5,335,790</b>	<b>6.23%</b>
10120001	522250 FICA	326,866	368,586	368,586	390,762	6.02%
10120001	522302 Police Retirement	1,084,233	1,136,738	1,136,738	1,278,522	12.47%
10120001	522818 Medical Insur-Active Employees	698,913	737,555	737,555	819,818	11.15%
10120001	522820 Medical Insur-Retirees	356,598	358,700	358,833	374,519	4.41%
10120001	522822 Dental Insur-Active Employees	43,151	46,506	46,506	46,011	-1.06%
10120001	522824 Dental Insur-Retirees	5,013	5,238	4,874	5,094	-2.75%
10120001	522840 Insurance Buyback	19,784	21,500	21,500	18,500	-13.95%
10120001	522850 Life Insurance	4,115	4,536	4,536	6,612	45.77%
10120001	538014 Travel Expenses	50	200	175	175	-12.50%
10120001	538016 Educational Expenses	52,016	103,100	85,000	102,600	-0.48%
10120001	540038 Uniforms And Other Clothing	57,721	62,300	62,300	62,300	0.00%
<b>10120001</b>	<b>Subtotal Benefits</b>	<b>\$2,648,461</b>	<b>\$2,844,959</b>	<b>\$2,826,603</b>	<b>\$3,104,913</b>	<b>9.14%</b>
10120001	530012 Cleaning Services	6,524	10,500	10,000	10,000	-4.76%
10120001	530014 Refuse Disposal	2,743	2,887	2,975	2,975	3.05%
10120001	530024 Medical Services	591	750	750	750	0.00%
10120001	530064 Copy Machine Services	2,872	3,344	3,344	3,344	0.00%
10120001	530066 Internet Access	1,014	2,112	2,112	4,636	119.51%
10120001	530111 Professional Services	17,027	35,500	35,500	35,500	0.00%
10120001	532000 Telephone	21,382	23,300	23,300	25,345	8.78%
10120001	532004 Electricity	62,704	59,840	60,060	62,480	4.41%
10120001	532008 Natural Gas	6,737	14,784	14,784	14,784	0.00%
10120001	532010 Wastewater Fees	672	717	785	792	10.46%
10120001	532012 Water Fees	2,448	2,816	2,552	2,816	0.00%
10120001	534010 Motor Vehicles Maintenance	20,399	26,500	25,000	25,000	-5.66%
10120001	534012 Commun Equip. Maintenance	1,645	6,235	5,160	5,160	-17.24%
10120001	534014 Office Equipment Maintenance	4,740	7,654	7,654	10,406	35.96%
10120001	534016 Computer/Software Maintenance	27,311	64,096	64,096	71,917	12.20%
10120001	534020 Maintenance Of Buildings	18,818	16,720	18,040	18,040	7.89%
10120001	538012 Advertising	75	150	125	125	-16.67%
10120001	538020 Postage	1,117	1,800	1,800	1,800	0.00%
10120001	538022 Printing Expenses	805	2,024	2,024	1,848	-8.70%
10120001	538028 Rents	156	156	156	156	0.00%
10120001	538030 Licenses And Dues	1,917	2,050	2,050	2,000	-2.44%
<b>10120001</b>	<b>Subtotal Services</b>	<b>\$201,696</b>	<b>\$283,935</b>	<b>\$282,267</b>	<b>\$299,874</b>	<b>5.61%</b>
10120001	540012 Office Materials & Supplies	1,856	2,904	2,552	2,552	-12.12%
10120001	540014 Janitorial Materials & Supp	4,982	5,808	5,808	5,808	0.00%
10120001	540018 Elect Materials & Supplies	615	1,408	1,320	1,320	-6.25%
10120001	540020 Books And Publications	2,642	3,500	3,000	3,200	-8.57%
10120001	540024 Chemicals And Gases	2,586	4,500	4,500	4,500	0.00%
10120001	540026 Bldg & Const Materials & Supp	1,314	1,478	1,478	1,478	0.00%

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



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

10120001	Police Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120001	540028 Motor Vehicle Materials & Supp	31,583	34,750	34,750	34,750	0.00%
10120001	540030 Medical & Lab Materials & Supp	1,274	1,800	1,800	1,800	0.00%
10120001	540032 General Hardware & Tools	166	440	440	440	0.00%
10120001	540040 Fuels And Lubricants	79,501	120,300	114,300	135,200	12.39%
10120001	540052 Photographic Materials & Supp	280	575	575	575	0.00%
10120001	540058 Safety Related Mat & Supp	24,670	31,475	31,475	31,475	0.00%
10120001	580100 Miscellaneous Expenses	6,280	12,415	12,415	22,000	77.20%
<b>10120001</b>	<b>Subtotal Commodities</b>	<b>\$157,749</b>	<b>\$221,353</b>	<b>\$214,413</b>	<b>\$245,098</b>	<b>10.73%</b>
10120001	530044 Non-Major Technology Reserve	39,234	46,125	46,125	57,671	25.03%
10120001	550012 Motor Vehicles	219,577	156,160	156,160	115,000	-26.36%
10120001	550014 Medical And Laboratory Equip	0	3,000	3,000	0	-100.00%
10120001	550016 Janitorial Equipment	390	400	400	400	0.00%
10120001	550024 Safety Related Equipment	6,436	5,750	5,750	5,750	0.00%
10120001	550026 Furniture And Furnishings	2,727	2,000	2,000	1,500	-25.00%
10120001	590999 Transfer To Other Funds	380,000	0	0	0	0.00%
<b>10120001</b>	<b>Subtotal Capital Outlay</b>	<b>\$648,364</b>	<b>\$213,435</b>	<b>\$213,435</b>	<b>\$180,321</b>	<b>-15.51%</b>
<b>10120001</b>	<b>Total Police Department</b>	<b>\$8,185,093</b>	<b>\$8,586,671</b>	<b>\$8,509,893</b>	<b>\$9,165,996</b>	<b>6.75%</b>

10120002	Police Civilian Personnel	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120002	511001 Full-Time Employees	\$367,890	\$371,814	\$372,916	\$382,238	2.80%
10120002	511004 Overtime	872	2,000	2,000	2,000	0.00%
10120002	511006 Longevity	21,276	22,168	22,914	24,001	8.27%
<b>10120002</b>	<b>Subtotal Wages</b>	<b>\$390,038</b>	<b>\$395,982</b>	<b>\$397,830</b>	<b>\$408,239</b>	<b>3.10%</b>
10120002	522250 FICA	27,818	28,310	28,310	29,223	3.23%
10120002	522300 Municipal Employees Retirement	48,518	48,737	48,737	51,916	6.52%
10120002	522301 State Retirement Defined Ctrbn	3,452	3,493	3,493	3,604	3.18%
10120002	522818 Medical Insur-Active Employees	98,468	100,573	100,573	105,092	4.49%
10120002	522822 Dental Insur-Active Employees	5,342	5,528	5,528	5,229	-5.41%
10120002	522850 Life Insurance	215	224	224	798	256.25%
<b>10120002</b>	<b>Subtotal Benefits</b>	<b>\$183,812</b>	<b>\$186,865</b>	<b>\$186,865</b>	<b>\$195,862</b>	<b>4.81%</b>
<b>10120002</b>	<b>Total Police Civilian Personnel</b>	<b>\$573,850</b>	<b>\$582,847</b>	<b>\$584,695</b>	<b>\$604,101</b>	<b>3.65%</b>

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



10120050	Police Dispatchers	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120050	511001 Full-Time Employees	\$398,307	\$419,843	\$417,466	\$431,600	2.80%
10120050	511002 Part-Time Salaries	7,170	20,350	20,410	21,550	5.90%
10120050	511004 Overtime	119,603	120,000	123,000	125,000	4.17%
10120050	511005 Retirement/Vacation Reimb.	9,354	0	0	0	0.00%
10120050	511006 Longevity	15,397	13,076	12,187	13,366	2.22%
<b>10120050</b>	<b>Subtotal Wages</b>	<b>\$559,830</b>	<b>\$573,269</b>	<b>\$573,063</b>	<b>\$591,516</b>	<b>3.18%</b>
10120050	522250 FICA	40,603	41,112	41,112	43,805	6.55%
10120050	522300 Municipal Employees Retirement	51,582	52,853	52,853	56,653	7.19%
10120050	522301 State Retirement Defined Ctrbn	4,832	4,822	4,822	5,006	3.82%
10120050	522818 Medical Insur-Active Employees	104,437	117,289	117,289	95,784	-18.34%
10120050	522820 Medical Insur-Retirees	38,090	44,729	43,340	32,340	-27.70%
10120050	522822 Dental Insur-Active Employees	5,039	5,882	5,882	4,467	-24.06%
10120050	522850 Life Insurance	236	256	256	544	112.50%
10120050	538014 Travel Expenses	0	50	25	25	-50.00%
10120050	538016 Educational Expenses	1,866	3,000	3,000	3,500	16.67%
10120050	540038 Uniforms And Other Clothing	3,216	4,000	4,000	4,000	0.00%
<b>10120050</b>	<b>Subtotal Benefits</b>	<b>\$249,902</b>	<b>\$273,993</b>	<b>\$272,579</b>	<b>\$246,124</b>	<b>-10.17%</b>
10120050	530012 Cleaning Services	1,062	600	500	500	-16.67%
10120050	530014 Refuse Disposal	374	394	406	406	3.05%
10120050	530064 Copy Machine Services	392	456	456	456	0.00%
10120050	530066 Internet Access	138	288	288	633	119.79%
10120050	532000 Telephone	1,762	1,880	1,880	1,880	0.00%
10120050	532004 Electricity	8,551	8,160	8,190	8,520	4.41%
10120050	532008 Natural Gas	919	2,016	2,016	2,016	0.00%
10120050	532010 Wastewater Fees	92	98	108	108	10.20%
10120050	532012 Water Fees	334	384	348	384	0.00%
10120050	534012 Commun Equip. Maintenance	268	1,015	840	840	-17.24%
10120050	534014 Office Equipment Maintenance	772	1,246	1,246	1,694	35.96%
10120050	534016 Computer/Software Maintenance	3,538	8,577	8,577	9,643	12.43%
10120050	534020 Maintenance Of Buildings	2,554	2,280	2,460	2,460	7.89%
10120050	538022 Printing Expenses	110	276	276	252	-8.70%
<b>10120050</b>	<b>Subtotal Services</b>	<b>\$20,863</b>	<b>\$27,670</b>	<b>\$27,591</b>	<b>\$29,792</b>	<b>7.67%</b>
10120050	540012 Office Materials & Supplies	253	396	348	348	-12.12%
10120050	540014 Janitorial Materials & Supp	679	792	792	792	0.00%
10120050	540018 Elect Materials & Supplies	84	192	180	180	-6.25%
10120050	540026 Bldg & Const Materials & Supp	179	202	202	202	0.00%
10120050	540032 General Hardware & Tools	23	60	60	60	0.00%
<b>10120050</b>	<b>Subtotal Commodities</b>	<b>\$1,218</b>	<b>\$1,642</b>	<b>\$1,582</b>	<b>\$1,582</b>	<b>-3.65%</b>
10120050	530044 Non-Major Technology Reserve	2,404	2,500	2,500	4,285	71.40%
10120050	550026 Furniture And Furnishings	3,218	0	0	0	0.00%
<b>10120050</b>	<b>Subtotal Capital Outlay</b>	<b>\$5,622</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$4,285</b>	<b>71.40%</b>
<b>10120050</b>	<b>Total Police Dispatchers</b>	<b>\$837,435</b>	<b>\$879,074</b>	<b>\$877,315</b>	<b>\$873,299</b>	<b>-0.66%</b>

	Total Police Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120001	Subtotal Police Department	\$8,185,093	\$8,586,671	\$8,509,893	\$9,165,996	6.75%
10120002	Subtotal Police Civilian Personnel	573,850	582,847	584,695	604,101	3.65%
10120050	Subtotal Police Dispatchers	837,435	879,074	877,315	873,299	-0.66%
	<b>Total Police Program</b>	<b>\$9,596,378</b>	<b>\$10,048,59</b>	<b>\$9,971,903</b>	<b>\$10,643,39</b>	<b>5.92%</b>



## General Fund (101) Animal Welfare

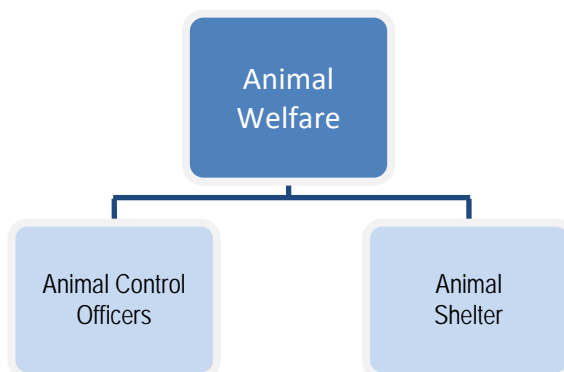
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Please note, this section incorporates multiple accounts, each of which fall under the purview of the Animal Welfare, and include the following:

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

### Organizational Chart

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### Mission Statement

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The mission of the Animal Welfare Division, under the direction of the Police Department, is to enforce all animal related Town Ordinances and State laws, investigate animal-related concerns and complaints, accept neglected, abandoned, or stray animals from the Towns of South Kingstown and Narragansett, provide for the care of animals housed at the Shelter, create awareness with the public regarding animals at the Shelter, find forever homes for animals, return lost animals to their owners, and provide education and awareness to the general public in regard to responsible ownership, and the proper treatment and care of animals. The Animal Welfare Division consists of the Animal Shelter and the Animal Control programs.

### Functions

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Principal functions of the Animal Welfare Division, include, but are not limited to the following.

#### ANIMAL CONTROL

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

#### ANIMAL SHELTER

- Accept neglected, abandoned, and/or stray dogs, cats, and other domestic animals from South Kingstown and Narragansett, as the Shelter is regional shelter serving both communities;

## General Fund (101) Animal Welfare, *continued*



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

### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Continue to serve the stray animal population, for the Town of South Kingstown and the Town of Narragansett, through a shared services agreement with Narragansett	FI / TBF
Continue to create and update facility procedures to ensure the Animal Shelter meets necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	FI
Find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	FI / CEPP
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	FI / CEPP
As the Shelter is unable to accept animals from outside South Kingstown and Narragansett, assist residents of other communities identify local shelters and/or resources available to them	FI / CEPP
Maintain operational readiness as a Regional Emergency Animal Shelter in the event of a declared State of Emergency	FI / PPS
Implement a software program for use by the Division to track information relative to animal intake, animals housed at the Shelter, including but not limited to type of animal, intake date, medical and other care needs, and date of adoption	FI / TBF
Begin the integration of the Animal Shelter and Animal Control programs to become a unified division	FI / TBF

## General Fund (101) Animal Welfare, *continued*



### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to create and update procedures to ensure the Animal Welfare programs meet necessary standards, state law, and local ordinances, and to improve operational efficiency, effectiveness, and safety	FI
Maximize the use of a new software program to track information relative to animal intake, and animals housed at the Shelter	FI / TBF
Continue the integration of the Animal Shelter and Animal Control programs for the purpose of creating a unified division	FI / TBF
Provide for the care of animals housed at the facility, and coordinate with local veterinary providers for necessary treatment	FI
Create awareness with the public regarding animals at the facility available for adoption; find forever homes for animals surrendered to the Town and stray animals, and return lost animals surrendered to the Town to their owners	FI / CEPP
Continue educating the public regarding the humane treatment of animals, the importance of pro-active care, the benefits of spaying/neutering, and rabies awareness	FI / CEPP
Continue to create awareness of the Town's low cost spay/neuter assistance program for the eligible residents	FI / CEPP
Continue the shared services agreement with the Town of Narragansett	TBF
Continue serving and maintaining readiness as Regional Emergency Animal Shelter in the event of a declared State of Emergency	FI / PPS
Provide employee training and professional development regarding animal care and safety	ET
Pro-actively maintain facility infrastructure and equipment to ensure maximum useful life	FI / TBF

### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Animal Complaints Received	898	905	950	950	FI / PPS
Summons Issued	0	7	8	8	FI
Shelter Impoundments - Canine	108	121	125	125	FI
Shelter Impoundments - Feline	109	106	115	115	FI
Shelter Impoundments - Other	35	26	35	35	FI
Shelter Impoundments - DOA	13	11	15	15	FI
Total Impoundments	265	264	290	290	FI
South Kingstown Impoundments	185	210	225	225	FI
Narragansett Impoundments	80	54	65	65	FI
Animals Returned to Owner	100	142	145	145	FI / CEPP
Animals Euthanized or Died	21	14	10	10	FI
Animals Adopted to New Homes	117	86	95	95	FI / CEPP
Animals Quarantined at Shelter	10	22	25	25	FI / PPS

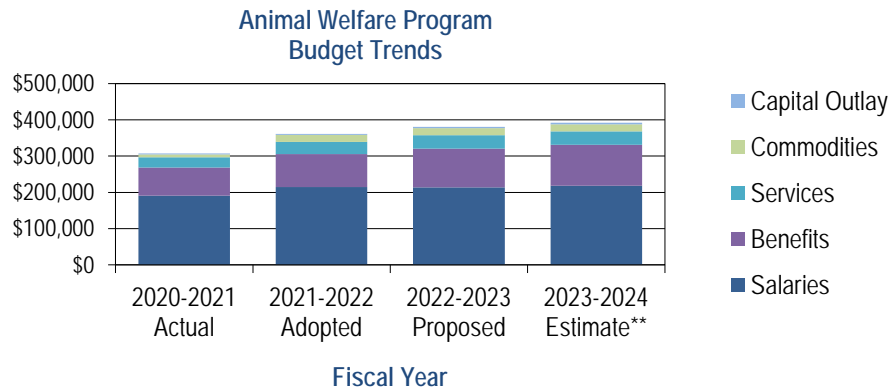
# General Fund (101) Animal Welfare, *continued*



## FY 2022-2023 Funding Comparison

Animal Welfare	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	4.4	4.4	4.4	4.4	0
Salaries	\$190,357	\$214,444	\$205,168	\$213,891	(\$553)
Benefits	77,788	91,383	89,264	106,925	15,542
<b>Subtotal Personnel Expenditures*</b>	<b>\$268,145</b>	<b>\$305,827</b>	<b>\$294,432</b>	<b>\$320,816</b>	<b>\$14,989</b>
Services	\$28,645	\$33,716	\$34,937	\$36,787	\$3,071
Commodities	8,128	18,930	18,530	19,115	185
Capital Outlay	2,720	2,720	2,720	3,717	997
<b>Subtotal Operating Expenditures</b>	<b>\$39,493</b>	<b>\$55,366</b>	<b>\$56,187</b>	<b>\$59,619</b>	<b>\$4,253</b>
<b>Total Expenditures</b>	<b>\$307,638</b>	<b>\$361,193</b>	<b>\$350,619</b>	<b>\$380,435</b>	<b>\$19,242</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

# General Fund (101) Animal Welfare, *continued*



## FY 2022-2023 Expenditure Statements

1012007	Animal Control Road	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1012007	51100 Full-Time Employees	\$47,666	\$48,242	\$42,800	\$47,900	-0.71%
1012007	51100 Part-Time Salaries	17,833	18,975	14,000	19,025	0.26%
1012007	51100 Overtime	159	550	1,000	850	54.55%
1012007	51100 Retirement/Vacation Reimbursement	0	0	0	0	0.00%
1012007	51100 Longevity	4,521	4,644	4,980	0	-
<b>1012007</b>	<b>Subtotal Wages</b>	<b>\$70,179</b>	<b>\$72,411</b>	<b>\$62,780</b>	<b>\$67,775</b>	<b>-6.40%</b>
1012007	52225 FICA	5,233	5,397	5,397	4,881	-9.56%
1012007	52230 Municipal Employees Retirement	6,506	6,542	6,542	6,185	-5.46%
1012007	52230 State Retirement Defined Cont.	0	0	167	484	0.00%
1012007	52281 Medical Insur-Active Employees	7,076	7,238	7,238	18,448	154.88%
1012007	52282 Medical Insur-Retirees	0	7,774	5,438	7,684	-1.16%
1012007	52282 Dental Insur-Active Employees	341	354	354	924	161.02%
1012007	52285 Life Insurance	31	32	32	68	112.50%
1012007	53801 Educational Expenses	0	500	650	1,000	100.00%
1012007	54003 Uniforms And Other Clothing	306	700	650	650	-7.14%
<b>1012007</b>	<b>Subtotal Benefits</b>	<b>\$19,492</b>	<b>\$28,537</b>	<b>\$26,468</b>	<b>\$40,324</b>	<b>41.30%</b>
1012007	53001 Cleaning Services	0	500	500	500	0.00%
1012007	53200 Telephone	774	810	810	810	0.00%
1012007	53401 Motor Vehicles Maintenance	635	500	500	500	0.00%
1012007	53802 Printing Expenses	410	500	450	450	-10.00%
1012007	53803 Licenses And Dues	7	50	50	50	0.00%
<b>1012007</b>	<b>Subtotal Services</b>	<b>\$1,826</b>	<b>\$2,360</b>	<b>\$2,310</b>	<b>\$2,310</b>	<b>-2.12%</b>
1012007	54002 Motor Vehicle Materials & Supp	1,445	1,500	1,500	1,500	0.00%
1012007	54003 General Hardware & Tools	15	55	55	55	0.00%
1012007	54004 Fuels And Lubricants	2,887	4,400	4,000	4,785	8.75%
1012007	54005 Safety Related Mat & Supp	126	350	350	350	0.00%
1012007	58010 Miscellaneous Expenses	909	1,450	1,450	1,250	-13.79%
<b>1012007</b>	<b>Subtotal Commodities</b>	<b>\$5,383</b>	<b>\$7,755</b>	<b>\$7,355</b>	<b>\$7,940</b>	<b>2.39%</b>
1012007	53004 Non-Major Technology Reserve	1,638	1,638	1,638	1,885	15.08%
<b>1012007</b>	<b>Subtotal Capital Outlay</b>	<b>\$1,638</b>	<b>\$1,638</b>	<b>\$1,638</b>	<b>\$1,885</b>	<b>15.08%</b>
<b>1012007</b>	<b>Total Animal Control Road</b>	<b>\$98,518</b>	<b>\$112,701</b>	<b>\$100,551</b>	<b>\$120,234</b>	<b>6.68%</b>

# General Fund (101) Animal Welfare, *continued*



## FY 2022-2023 Expenditure Statements

1012007	Animal Shelter	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1012007	51100 Full-Time Employees	\$97,668	\$98,753	\$99,045	\$101,522	2.80%
1012007	51100 Part-Time Salaries	16,305	35,470	35,470	36,460	2.79%
1012007	51100 Overtime	1,439	2,800	2,500	2,500	-10.71%
1012007	51100 Longevity	4,766	5,010	5,373	5,634	12.46%
<b>1012007</b>	<b>Subtotal Wages</b>	<b>\$120,178</b>	<b>\$142,033</b>	<b>\$142,388</b>	<b>\$146,116</b>	<b>2.87%</b>
1012007	52225 FICA	8,537	10,188	10,188	10,569	3.74%
1012007	52230 Municipal Employees Retirement	12,771	12,836	12,836	13,823	7.69%
1012007	52230 State Retirement Defined	454	459	459	479	4.36%
1012007	52281 Medical Insur-Active Employees	33,525	34,271	34,271	36,896	7.66%
1012007	52282 Dental Insur-Active Employees	1,860	1,928	1,928	1,848	-4.15%
1012007	52285 Life Insurance	61	64	64	136	112.50%
1012007	53801 Travel Expenses	0	100	50	50	-50.00%
1012007	53801 Educational Expenses	250	1,500	1,500	1,500	0.00%
1012007	54003 Uniforms And Other Clothing	837	1,500	1,500	1,300	-13.33%
<b>1012007</b>	<b>Subtotal Benefits</b>	<b>\$58,296</b>	<b>\$62,846</b>	<b>\$62,796</b>	<b>\$66,601</b>	<b>5.97%</b>
1012007	53001 Refuse Disposal	624	656	702	702	7.01%
1012007	53011 Professional Services	5,353	6,500	6,500	6,500	0.00%
1012007	53200 Telephone	172	225	50	-	-
1012007	53200 Fuel - Oil	5,058	7,150	7,150	9,000	25.87%
1012007	53200 Electricity	7,422	8,100	9,600	9,600	18.52%
1012007	53201 Water Fees	1,472	1,650	1,650	1,700	3.03%
1012007	53401 Computer/Software Maintenance	-	500	500	500	0.00%
1012007	53402 Maintenance Of Buildings	6,287	6,000	6,000	6,000	0.00%
1012007	53801 Advertising	150	25	25	25	0.00%
1012007	53802 Postage	200	200	200	200	0.00%
1012007	53802 Printing Expenses	82	350	250	250	-28.57%
<b>1012007</b>	<b>Subtotal Services</b>	<b>\$26,820</b>	<b>\$31,356</b>	<b>\$32,627</b>	<b>\$34,477</b>	<b>9.95%</b>
1012007	54001 Office Materials & Supplies	37	425	425	425	0.00%
1012007	54001 Janitorial Materials & Supp	722	2,300	2,300	2,300	0.00%
1012007	54001 Elect Materials & Supplies	0	50	50	50	0.00%
1012007	54002 Books & Publications	0	100	100	100	0.00%
1012007	54002 Agri Materials & Supplies	826	2,100	2,100	2,100	0.00%
1012007	54002 Bldg & Const Materials & Supp	596	3,000	3,000	3,000	0.00%
1012007	54003 General Hardware & Tools	0	200	200	200	0.00%
1012007	54004 Pet Food	411	2,400	2,400	2,400	0.00%
1012007	54005 HVAC Materials & Supplies	153	400	400	400	0.00%
1012007	54005 Safety Related Mat & Supp	0	200	200	200	0.00%
<b>1012007</b>	<b>Subtotal Commodities</b>	<b>\$2,745</b>	<b>\$11,175</b>	<b>\$11,175</b>	<b>\$11,175</b>	<b>0.00%</b>
1012007	53004 Non-Major Technology Reserve	1,082	1,082	1,082	1,832	69.32%
<b>1012007</b>	<b>Subtotal Capital Outlay</b>	<b>\$1,082</b>	<b>\$1,082</b>	<b>\$1,082</b>	<b>\$1,832</b>	<b>69.32%</b>
<b>1012007</b>	<b>Total Animal Shelter</b>	<b>\$209,121</b>	<b>\$248,492</b>	<b>\$250,068</b>	<b>\$260,201</b>	<b>4.71%</b>

	Total	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10120071	Subtotal Animal Control Road	\$98,518	\$112,701	\$100,551	\$120,234	6.68%
10120073	Subtotal Animal Shelter	209,121	248,492	250,068	260,201	4.71%
	<b>Total Animal Control Program</b>	<b>\$307,638</b>	<b>\$361,193</b>	<b>\$350,619</b>	<b>\$380,435</b>	<b>5.33%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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### COMMUNICATIONS

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

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

### MUNICIPAL CABLE PLANT

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

- Municipally connected Fire Alarm systems consisting of 10 box circuits and 9 alarm circuits connecting over 200 call boxes;
- Conversion of existing master boxes to radio box system;
- Implementing a Town wide radio system;
- Municipal Wastewater Treatment Facility monitoring;
- Municipal Burglar Alarm monitoring.

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

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



## RI FIRE SAFETY CODE

The Department is responsible for the following:

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

## FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Begin to implement the new Town Wide UHF radio system	FI / PPS
Convert existing master boxes on commercial buildings to radio boxes	FI / PPS
Coordinate with local businesses with information regarding, and formally notifying them via letter, about the need to convert to radio boxes	FI / PPS / ES
Continue the removal of on-street master boxes	FI / PPS
Continue the removal of old cable off poles	FI / PPS
Convert West side of 138 bridge businesses to radio box, as the bridge is being replaced and cable will not be reused	FI / PPS
Continue to work on master plan for cable plant usage and decommissioning, to include the use of fiber optic and incorporating radio boxes into department functions	FI / PPS
Update security panels within municipal buildings	FI / PPS
Coordinate with the Public Safety divisions and the School Department to ensure School radio licensing up to date, equipment audit, and ensure interoperability	FI / PPS / ET
Implement a new Town-wide 400 radio system for all appropriate municipal departments	FI / PPS
Conduct pole transfers for fiber and Fire Alarm cable	FI / PPS
Maintain and update IMC Run Cards for Public Safety response, including the addition of solar arrays	FI / PPS / SNR
Relocate circuits off failing cable plant to reduce the cost of purchasing cable	FI / PPS
Implement an enhanced inspection program to limit nuisance fire alarm activations for businesses	FI / PPS / ES
Collaborate with the IT Department to explore the implementation of a paperless plan submittal process	FI / PPS / ES
Continue the program allowing UFD to reset low occupancy building municipal fire alarms and provide additional training opportunities	FI / PPS / ET
Continue to develop and conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
Further reduce number of municipal Call Back responses and related overtime expenses, due to successful implementation of UFD alarm reset program	FI / PPS / TBF

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



## FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue the Radio Box Migration Project; work with local businesses on converting to radio boxes	FI / PPS
Continue the removal of on-street master boxes	FI / PPS
Continue the removal of old cable off poles	FI / PPS
Begin audit for the purpose of updating municipal buildings security alarm and fire alarm panels	FI / PPS
Continue to develop a decommissioning plan for the cable plant	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
Continue the enhanced inspection program to limit nuisance fire alarm activations for businesses	FI / PPS / ES
Continue to scan department historical documents and plans into digital files for paperless recordkeeping purposes	FI / PPS
Update fire pre-plan documentation to ensure current lock box and building information	FI / PPS
Update business building documentation to ensure current contact information on file for call out purposes	FI / PPS / ES
In collaboration with SKEMS, sub master lock boxes for EMS key entry in residential apartment buildings	FI / PPS
Relocate cable plant circuits to reduce storm damage and replacement cable cost	FI / PPS
Train UFD Battalion Chiefs on fire alarm reset procedures	FI / PPS / ET
Begin decommissioning of the municipal cable plant, due to the Radio Box migration program	FI / PPS
Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS / ET
In collaboration with Public Safety, the Building Official's Office, and UFD, add solar arrays to IMC Run Cards	FI / PPS / SNR
Update digitize and IMC information for Dispatchers	FI / PPS
Coordinate with the Safety Committee to hold fire drills within municipal buildings	FI / PPS / ET FI / PPS

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



### Specific Performance Measurements

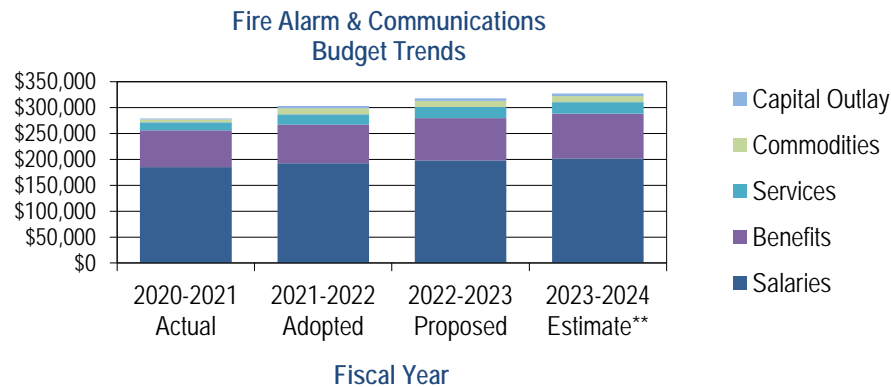
Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2021-2022 Anticipated	Town Council Goals & Obj's
Fire Alarm Radio Box installations	30	27	50	50	FI / PPS
Radio Box conversions	20	30	50	50	FI / PPS
Projects submitted for plan review	41	26	40	40	FI / PPS
Residential Fire Alarm Systems Approved		5	10	10	FI / PPS
Commercial Fire Alarm Systems Approved	36	21	20	20	FI / PPS
Alarm Response/Reset by Department - During Shift	76	90	100	100	FI / PPS
Alarm Response/Reset by Department - Total Call Backs	41	34	30	30	FI / PPS
Town Buildings (response required at all)	11	10	20	20	FI / PPS
In Union Fire District (response required for non-routine or designated buildings)	3	0	0	0	FI / PPS
In Kingston Fire District (response required at all)	18	14	20	20	FI / PPS
Alarm Response/Reset by UFD	74	73	100	100	FI / PPS / TBF
Total after hours Alarm Response/Resets	136	107	150	150	FI / PPS
% Reset by UFD personnel	70%	38%	60%	65%	FI / PPS / TBF

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



## FY 2022-2023 Funding Comparison

Fire Alarm & Communications	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	2.45	2.45	2.45	2.45	0.00
Salaries	\$185,053	\$192,596	\$192,596	\$197,906	\$5,310
Benefits	71,205	74,472	74,472	81,534	7,062
<b>Subtotal Personnel Expenditures*</b>	<b>\$256,258</b>	<b>\$267,068</b>	<b>\$267,068</b>	<b>\$279,440</b>	<b>\$12,372</b>
Services	\$15,170	\$19,895	\$19,895	\$21,795	\$1,900
Commodities	5,764	11,550	11,550	11,550	0
Capital Outlay	1,514	4,424	4,424	5,085	661
<b>Subtotal Operating Expenditures</b>	<b>\$22,447</b>	<b>\$35,869</b>	<b>\$35,869</b>	<b>\$38,430</b>	<b>\$2,561</b>
<b>Total Expenditures</b>	<b>\$278,706</b>	<b>\$302,937</b>	<b>\$302,937</b>	<b>\$317,870</b>	<b>\$14,933</b>



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



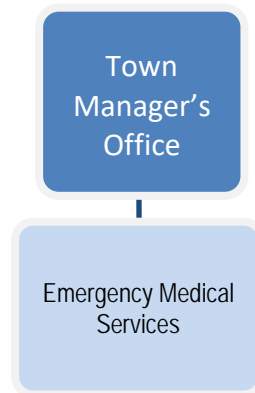
## FY 2022-2023 Expenditure Statement

1012100	Communications Department	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1012100	51100 Full-Time Employees	\$144,433	\$146,187	\$146,187	\$150,285	2.80%
1012100	51100 Part-Time Salaries	22,709	23,876	23,876	25,124	5.23%
1012100	51100 Overtime	11,691	16,000	16,000	16,000	0.00%
1012100	51100 Longevity	6,220	6,533	6,533	6,497	-0.55%
<b>1012100</b>	<b>Subtotal Wages</b>	<b>\$185,053</b>	<b>\$192,596</b>	<b>\$192,596</b>	<b>\$197,906</b>	<b>2.76%</b>
1012100	52225 FICA	13,514	14,056	14,056	14,453	2.82%
1012100	52230 Municipal Employees Retirement	18,721	18,824	18,824	23,248	23.50%
1012100	52230 State Retirement Defined	2,115	2,143	2,143	2,459	14.75%
1012100	52281 Medical Insur-Active Employees	33,588	34,357	34,357	35,932	4.58%
1012100	52282 Dental Insur-Active Employees	1,858	1,928	1,928	2,000	3.73%
1012100	52285 Life Insurance	61	64	64	342	434.38%
1012100	53801 Travel Expenses	0	100	100	100	0.00%
1012100	53801 Educational Expenses	0	1,000	1,000	1,000	0.00%
1012100	54003 Uniforms And Other Clothing	1,348	2,000	2,000	2,000	0.00%
<b>1012100</b>	<b>Subtotal Benefits</b>	<b>\$71,205</b>	<b>\$74,472</b>	<b>\$74,472</b>	<b>\$81,534</b>	<b>9.48%</b>
1012100	53006 Internet Access	482	500	500	500	0.00%
1012100	53011 Professional Services	8,266	10,100	10,100	12,000	18.81%
1012100	53200 Telephone	2,257	2,300	2,300	2,300	0.00%
1012100	53401 Motor Vehicles Maintenance	3,559	2,000	2,000	2,000	0.00%
1012100	53401 Computer/Software Maintenance	0	3,500	3,500	3,500	0.00%
1012100	53402 Maintenance Of Buildings	0	500	500	500	0.00%
1012100	53801 Advertising	0	25	25	25	0.00%
1012100	53802 Printing Expenses	396	500	500	500	0.00%
1012100	53803 Licenses And Dues	210	470	470	470	0.00%
<b>1012100</b>	<b>Subtotal Services</b>	<b>\$15,170</b>	<b>\$19,895</b>	<b>\$19,895</b>	<b>\$21,795</b>	<b>9.55%</b>
1012100	54001 Office Materials & Supplies	53	300	300	300	0.00%
1012100	54001 Elect Materials & Supplies	2,845	4,000	4,000	4,000	0.00%
1012100	54002 Books and Publications	0	0	0	120	0.00%
1012100	54002 Motor Vehicle Materials & Supp	597	1,750	1,750	1,750	0.00%
1012100	54003 General Hardware & Tools	0	250	250	250	0.00%
1012100	54004 Fuels And Lubricants	2,269	4,500	4,500	4,500	0.00%
1012100	54005 Safety Related Mat & Supp	0	250	250	250	0.00%
1012100	58010 Miscellaneous Expenses	0	500	500	380	-24.00%
<b>1012100</b>	<b>Subtotal Commodities</b>	<b>\$5,764</b>	<b>\$11,550</b>	<b>\$11,550</b>	<b>\$11,550</b>	<b>0.00%</b>
1012100	53004 Non-Major Technology Reserve	1,514	1,424	1,424	2,085	46.42%
1012100	55000 Communication Equipment	0	3,000	3,000	3,000	0.00%
<b>1012100</b>	<b>Subtotal Capital Outlay</b>	<b>\$1,514</b>	<b>\$4,424</b>	<b>\$4,424</b>	<b>\$5,085</b>	<b>14.94%</b>
<b>1012100</b>	<b>Fire Alarm Department</b>	<b>\$278,706</b>	<b>\$302,937</b>	<b>\$302,937</b>	<b>\$317,870</b>	<b>4.93%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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

The EMS Department, through the Chief of Emergency Medical Services, 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)



- 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;
- 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;
- Work in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; assist in coordinating with other Town Departments in the implementation of emergency evacuation shelters as needed;
- Provide public health clinics, administering vaccines such as COVID-19 to local residents and COVID-19 testing;
- 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 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Provide critical public health need during COVID-19 pandemic	FI / PPS / VUR
Stay current on RIDOH and CDC COVID-19 evolving guidance	FI / PPS / VUR
Implemented new COVID-19 related protocols when responding to requests for service and providing patient care	FI / PPS / VUR
Provide COVID-19 related PPE inventory for SKEMS personnel	FI / PPS
Implement enhanced infection control measures to reduce exposure to COVID-19	FI / PPS
Ensure that SKEMS personnel are educated, trained, and have practiced the appropriate use of PPE prior to providing patient care	FI / PPS / ET
Provide essential COVID-19 related information to members of the public, related to testing and vaccines	FI / PPS / CEPP
Provide COVID-19 testing to Public Safety, Town staff, schools and the public	FI / PPS/VUR
Coordinated COVID-19 vaccine distribution for South Kingstown, in cooperation with RIDOH, the Town’s Senior Services Division, and other municipalities in the region	FI / PPS / VUR
Provide promotional testing for EMS Lieutenants	PPS
Continue to provide EMS Captains with leadership training and conflict resolution skills	ET
Continue leadership training to Alternate Lieutenants for succession planning	ET
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	FI / PPS
Continue inventory management process for equipment and supplies	FI / PPS / TBF



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

Continue Community Risk Reduction program providing public AED & CPR training and identifying risks for mitigation within the community	CEPP/PPS
Provide CPR/AED/Stop Bleed training to School Department Staff	CEPP/PPS
Implement Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) to implement integrated behavioral and primary health care to the citizens of South Kingstown	SCH/VUR/PPS
Continue pediatric EMS medical training	PPS / ET
Conduct recruitment drive to fill vacancies	PPS / ET
Enhance community awareness through sharing PSAs and Department related information on the Town's social media	PPS / CEPP
Collaborate with the Washington County Behavioral Health on crisis response initiatives	PPS / VUR
Continue cyclic competency training for department personnel	ET/PPS

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue CPR training to members of the public and business community	PPS / ET / CEPP
Continue developing the Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) to implement integrated behavioral and primary health care to the citizens of South Kingstown	PPS / ET / CEPP
Continue cyclic competency training for department personnel	PPS / ET
Expand EMS operations with third transport ambulance	PPS/FI
Continue to provide professional development for staff such as communication skills and safety training	PPS / ET
Continue to conduct ongoing operational training programs with UFD, KFD, NFD, URI and CARS	PPS / ET / CEPP
Continue training with mutual aid partners, including neighboring communities and URI	PPS / ET / CEPP / URI
Continue medical data process improvement program	FI / PPS
Continue regional pediatric EMS training with RIDOH	PPS / ET

### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
COVID-19 Rapid/PCR Tests	na	na	1,100	200	PPS/VUR
COVID-19 Vaccine Doses Administered Regional POD	na	11,501	2,500	2,500	PPS / VUR
Paramedic Personnel (FTE)*	16	20	20	28*	FI / PPS
Administrative Staff Personnel(PTE)	na	na	na	1	FI/PPS
Public CPR/AED training	124	197	200	250	ET/PPS
Transport Vehicles in service 24 hours**	1	2	2	3**	FI / PPS
EMS calls for service	3,219	3,364	4,100	4,500	FI / PPS
EMS transports	2,271	2,431	2,900	3,300	FI / PPS
Mutual aid - provided	167	149	200	260	FI / PPS / TBF
Mutual aid - received	214	125	250	280	FI / PPS / TBF

\* Anticipating adding eight paramedic personnel in January of 2023

\*\*Anticipating adding third transport unit in January of 2023.

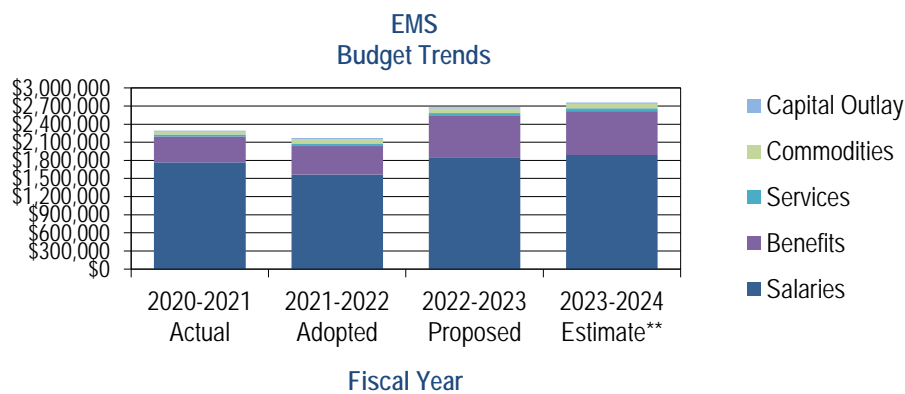
# General Fund (101) Emergency Medical Services (22001), *continued*



## FY 2022-2023 Funding Comparison

Emergency Medical Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	21	21	21	29.5	8.5
Salaries	\$1,769,434	\$1,564,292	\$1,765,792	\$1,852,815	\$288,523
Benefits	426,149	475,938	475,863	683,856	207,918
<b>Subtotal Personnel Expenditures*</b>	<b>\$2,195,583</b>	<b>\$2,040,230</b>	<b>\$2,241,655</b>	<b>\$2,536,671</b>	<b>\$496,441</b>
Services	\$33,046	\$39,826	\$40,495	\$46,355	\$6,529
Commodities	49,555	68,300	64,255	73,050	4,750
Capital Outlay	14,600	23,421	24,699	20,673	(2,748)
<b>Subtotal Operating Expenditures</b>	<b>\$97,200</b>	<b>\$131,547</b>	<b>\$129,449</b>	<b>\$140,078</b>	<b>\$8,531</b>
<b>Total Expenditures</b>	<b>\$2,292,783</b>	<b>\$2,171,777</b>	<b>\$2,371,104</b>	<b>\$2,676,749</b>	<b>\$504,972</b>

\*Please note the personnel FTE and expenditure figures shown above for FY 2022-2023 represent the first six (6) months of funding for eight (8) Paramedic positions to begin January of 2023. The remaining six (6) months of funding for these positions will be incorporated into the 2023-2024 budget. The addition of funding in FY2024 will fully fund the positions moving forward.



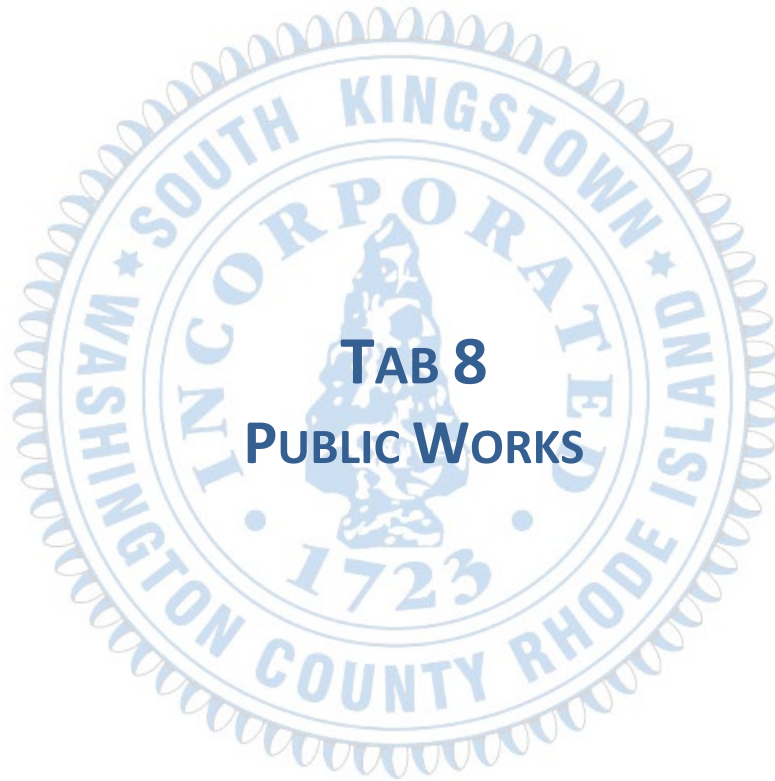
\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries. However, it does not reflect the additional six (6) months of capital required to fully fund the eight (8) paramedic positions introduced in the 2022-2023 budget.

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



## FY 2022-2023 Expenditure Statement

1012200	Emergency Medical Services Department		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1012200	51100	Full-Time Employees	\$1,056,644	\$1,228,120	\$1,228,120	\$1,526,310	24.28%
1012200	51100	Part-Time Salaries	53,352	90,000	51,500	90,000	0.00%
1012200	51100	Overtime	560,439	200,000	440,000	200,000	0.00%
1012200	51100	Retirement/Vacation Reimb.	69,862	0	0	0	0.00%
1012200	51100	Longevity	29,137	46,172	46,172	36,505	-20.94%
<b>1012200</b>		<b>Subtotal Wages</b>	<b>\$1,769,434</b>	<b>\$1,564,292</b>	<b>\$1,765,792</b>	<b>\$1,852,815</b>	<b>18.44%</b>
1012200	52225	FICA	126,147	116,255	116,255	138,733	19.34%
1012200	52230	Municipal Employees Retirement	0	0	0	3,973	0.00%
1012200	52230	State Retirement Defined Cont.	0	0	0	311	0.00%
1012200	52230	EMS Retirement	37,862	51,100	51,100	75,821	48.38%
1012200	52281	Medical Insur-Active Employees	224,264	258,174	258,174	393,775	52.52%
1012200	52282	Dental Insur-Active Employees	11,883	14,608	14,608	18,679	27.87%
1012200	52284	Insurance Buyback	6,085	6,000	6,000	4,000	-33.33%
1012200	52285	Life Insurance	1,440	1,701	1,701	2,964	74.25%
1012200	53801	Travel Expenses	0	100	25	100	0.00%
1012200	53801	Educational Expenses	13,982	18,500	18,500	23,500	27.03%
1012200	54003	Uniforms And Other Clothing	4,486	9,500	9,500	22,000	131.58%
<b>1012200</b>		<b>Subtotal Benefits</b>	<b>\$426,149</b>	<b>\$475,938</b>	<b>\$475,863</b>	<b>\$683,856</b>	<b>43.69%</b>
1012200	53001	Cleaning Services	2,239	1,800	2,240	2,400	33.33%
1012200	53002	Medical Services	1,091	1,000	1,000	1,500	50.00%
1012200	53011	Professional Services	5,974	2,300	4,900	5,000	117.39%
1012200	53200	Telephone	5,774	5,916	7,000	8,300	40.30%
1012200	53200	Fuel - Oil	0	200	200	200	0.00%
1012200	53201	Water Fees	1,032	1,080	1,080	1,080	0.00%
1012200	53401	Motor Vehicles Maintenance	3,421	6,000	4,500	6,000	0.00%
1012200	53401	Commun Equip. Maintenance	150	1,800	2,000	1,800	0.00%
1012200	53401	Computer/Software Maintenance	6,549	9,700	9,000	10,000	3.09%
1012200	53401	Maintenance Of General Equip	3,769	6,000	6,000	6,000	0.00%
1012200	53402	Maintenance Of Buildings	1,017	2,500	1,000	2,500	0.00%
1012200	53801	Advertising	16	250	250	250	0.00%
1012200	53802	Postage	81	200	200	200	0.00%
1012200	53802	Printing Expenses	1,927	600	600	600	0.00%
1012200	53803	Licenses And Dues	7	480	525	525	9.38%
<b>1012200</b>		<b>Subtotal Services</b>	<b>\$33,046</b>	<b>\$39,826</b>	<b>\$40,495</b>	<b>\$46,355</b>	<b>16.39%</b>
1012200	54001	Office Materials & Supplies	314	600	300	400	-33.33%
1012200	54001	Janitorial Materials & Supp	1,867	400	400	400	0.00%
1012200	54001	Elect Materials & Supplies	0	100	100	100	0.00%
1012200	54002	Books And Publications	0	500	500	250	-50.00%
1012200	54002	Chemicals And Gases	1,308	2,200	2,200	2,200	0.00%
1012200	54002	Motor Vehicle Materials & Supp	5,967	7,500	7,500	7,500	0.00%
1012200	54003	Medical & Lab Materials & Supp	20,312	24,000	24,000	24,000	0.00%
1012200	54003	General Hardware & Tools	141	200	200	200	0.00%
1012200	54004	Fuels And Lubricants	19,601	32,000	28,255	37,900	18.44%
1012200	54005	Safety Related Mat & Supp	0	100	100	100	0.00%
1012200	58010	Miscellaneous Expenses	44	700	700	0	-
<b>1012200</b>		<b>Subtotal Commodities</b>	<b>\$49,555</b>	<b>\$68,300</b>	<b>\$64,255</b>	<b>\$73,050</b>	<b>6.95%</b>
1012200	53004	Non-Major Technology Reserve	6,396	7,421	7,421	10,173	37.08%
1012200	55000	Computer Equipment	0	0	0	0	0.00%
1012200	55000	Communication Equipment	1,000	7,000	8,278	4,000	-42.86%
1012200	55001	Medical And Laboratory Equip	4,767	5,000	5,000	5,000	0.00%
1012200	55002	Safety Related Equipment	1,710	3,000	3,000	1,500	-50.00%
1012200	55002	Furniture And Furnishings	727	1,000	1,000	0	-
<b>1012200</b>		<b>Subtotal Capital Outlay</b>	<b>\$14,600</b>	<b>\$23,421</b>	<b>\$24,699</b>	<b>\$20,673</b>	<b>-11.73%</b>
<b>1012200</b>		<b>Total Emergency Medical Services</b>	<b>\$2,292,783</b>	<b>\$2,171,777</b>	<b>\$2,371,104</b>	<b>\$2,676,749</b>	<b>23.25%</b>



**TAB 8  
PUBLIC WORKS**

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

**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## General Fund (101) Public Services

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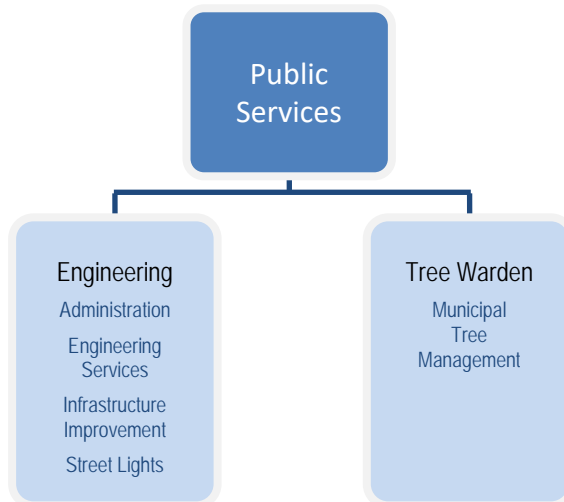


Please note, this section incorporates multiple accounts, each of which fall under the purview of Public Services, and include the following:

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

### Organizational Chart

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### Mission Statement

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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

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

#### ENGINEERING DIVISION

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

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



## General Fund (101) Public Services

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- Municipal stormwater management program & MS4 reporting;
- Municipal bridge management program;
- Municipal dam management program;
- Municipal building support services;
- Town right-of-way (ROW) permitting and enforcement;
- Preparation of Departmental bid specifications and procurement services ;
- Private land development engineering design review and construction oversight services;
- Coordination with State of RI DOT projects within the Town;
- Technical and construction support services for other Town departments.

### TREE WARDEN

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

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

### STREET LIGHTS

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

The Town took ownership of all streetlights in Town as of September 25, 2020, whereby the Town's LED street lighting contractor (SIEMENS) completed all utility pole streetlight conversions to LED as of January 2022. All converted streetlights on State roads are anticipated to be conveyed to the RI Department of Transportation (RIDOT) in the late winter of 2022 for ownership and maintenance. State road streetlights comprise approximately 30% of the total Town street lighting inventory.

Duties include, but are not limited to:

- Responsible for maintenance of streetlights on Town owned roads;
- Coordinate the repair of ornamental lighting in Downtown Wakefield and municipal parking lot lighting by the Highway Division on an as needed basis.

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



### FY 2021-2022 Priorities

Priorities – Engineering Division	Town Council Goals & Obj's
Old North Road – pavement overlay	FI / TTS
Moonstone Beach Road (Mill Pond Rd to Route 1) – pavement overlay	FI / TTS
Frank Ave – Mill & overlay	FI / TTS
Coordinate pavement overlay bidding for FY 2021-2022	FI / TTS
Coordinate 3 <sup>rd</sup> party catch basin cleaning	FI / SNR
Coordinate 3 <sup>rd</sup> party non-emergency tree/stump removal	FI
Complete street lighting retrofit to LED technology for downtown decorative lights	FI / SNR
Coordinate Green Hill Pond stormwater BMP study & design	FI / SNR
Manage existing Town-owned BMPs for inspection and maintenance	FI / SNR
Commence Matunuck Beach Road Phase 2 seawall construction	FI / SNR

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

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Worden's Pond Road (Phase 2 of 2 – East End) – pavement overlay	FI / TTS
Green Hill Beach Road - (Mat. Schoolhouse to Post Rd) – pavement overlay	FI / TTS
Complete Matunuck Beach Road Phase 2 seawall construction	FI / SNR
Complete Green Hill Pond stormwater BMP design, secure permits & bid work	FI / SNR
Evaluate and review trees scheduled for non-emergency removal	FI / SNR
Complete the construction of the Matunuck Beach Road Protection Project – Phase 2	FI / SNR

### Specific Performance Measurements

Description	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	Town Council Goals & Obj's
	Actual	Actual	Projected	Anticipated	
Physical alteration permits issued	78	94	90	90	FI
Utility permits issued	72	34	70	70	FI
Private road house #s assigned	21	11	20	20	FI
# of licensed ROW contractors	65	52	65	65	FI
Soil erosion permits	96	108	100	100	FI / SNR
Contracts bid	10	8	9	10	FI
Land development Inspections	190	200	240	240	FI / LU
Tree permit applications	5	3	6	7	FI / SNR
Emergency tree removal/pruning	62	42	60	60	FI / SNR
Non-emergency tree/stump/limb removal/pruning	124	115	126	80	FI / SNR
# of 50W HPS (28W LED)	1,210	1,210	1,210	932	FI
# of 100W HPS (51W LED)	131	131	131	45	FI
# of 250W (190 W LED)	39	39	39	3	FI
# of Other Street Lights	33	33	33	33	FI
Total Street Lights	1,414	1,414	1,414	1,013	FI

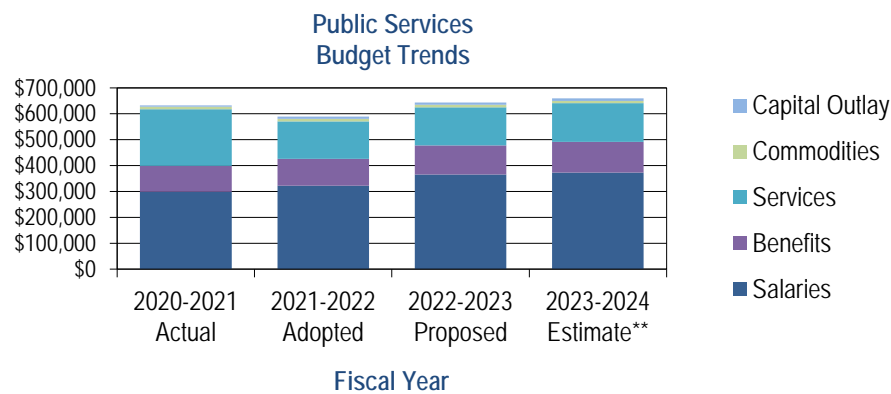
# General Fund (101) Public Services, *continued*



## FY 2022-2023 Funding Comparison

Public Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	6.60	6.60	6.60	6.60	0
Salaries	\$298,085	\$322,058	\$305,954	\$365,418	\$43,360
Benefits	100,260	104,532	102,542	112,001	7,469
<b>Subtotal Personnel Expenditures*</b>	<b>\$398,345</b>	<b>\$426,590</b>	<b>\$408,496</b>	<b>\$477,419</b>	<b>\$50,829</b>
Services	\$218,878	\$144,578	\$208,972	\$147,756	\$3,178
Commodities	9,825	9,300	7,940	9,300	0
Capital Outlay	5,235	8,392	8,292	9,351	959
<b>Subtotal Operating Expenditures</b>	<b>\$233,937</b>	<b>\$162,270</b>	<b>\$225,204</b>	<b>\$166,407</b>	<b>\$4,137</b>
<b>Total Expenditures</b>	<b>\$632,282</b>	<b>\$588,860</b>	<b>\$633,700</b>	<b>\$643,826</b>	<b>\$54,966</b>

*\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts. In addition, some roles were allocated to this in FY 2019-2020 and prior, and have now been consolidated to the Facilities Division.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

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



## FY 2022-2023 Expenditure Statements

1013000	Public Services Administration	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1013000	511001 Full-Time Employees	\$281,368	\$287,333	\$287,333	\$295,445	2.82%
1013000	511004 Overtime	1,067	900	2,500	1,100	22.22%
1013000	511005 Retirement/Vacation Reimb.	0	17,704	0	51,500	190.89%
1013000	511006 Longevity	7,115	7,484	7,484	8,493	13.48%
<b>1013000</b>	<b>Subtotal Wages</b>	<b>\$289,550</b>	<b>\$313,421</b>	<b>\$297,317</b>	<b>\$356,538</b>	<b>13.76%</b>
1013000	522250 FICA	21,783	22,149	22,149	22,994	3.82%
1013000	522300 Municipal Employees Retirement	35,964	36,466	36,466	38,844	6.52%
1013000	522301 State Retirement Defined	2,145	2,174	2,174	2,243	3.17%
1013000	522818 Medical Insur-Active Employees	31,947	32,678	32,678	34,153	4.51%
1013000	522822 Dental Insur-Active Employees	2,694	2,795	2,795	3,047	9.02%
1013000	522840 Insurance Buyback	4,417	4,400	4,400	6,550	48.86%
1013000	522850 Life Insurance	107	119	119	400	236.13%
1013000	538014 Travel Expenses	0	2,000	200	2,000	0.00%
1013000	538016 Educational Expenses	0	300	200	300	0.00%
1013000	540038 Uniforms And Other Clothing	551	790	700	790	0.00%
<b>1013000</b>	<b>Subtotal Benefits</b>	<b>\$99,607</b>	<b>\$103,871</b>	<b>\$101,881</b>	<b>\$111,321</b>	<b>7.17%</b>
1013000	530014 Refuse Disposal	933	1,092	1,092	1,846	69.05%
1013000	530064 Copy Machine Services	1,308	1,797	1,797	1,420	-20.97%
1013000	530111 Professional Services	733	4,275	3,000	4,275	0.00%
1013000	532000 Telephone	706	1,373	1,373	1,157	-15.73%
1013000	532004 Electricity	8,968	6,000	6,000	9,452	57.53%
1013000	532008 Natural Gas	3,098	3,480	3,400	3,660	5.17%
1013000	532010 Wastewater Fees	180	180	180	210	16.67%
1013000	532012 Water Fees	422	431	400	431	0.00%
1013000	534010 Motor Vehicles Maintenance	442	300	300	355	18.33%
1013000	534014 Office Equipment Maintenance	243	2,450	2,000	2,750	12.24%
1013000	534016 Computer/Software Maintenance	514	6,000	6,000	800	-86.67%
1013000	534020 Maintenance Of Buildings	1,933	3,300	3,000	3,300	0.00%
1013000	538012 Advertising	214	300	300	300	0.00%
1013000	538022 Printing Expenses	0	300	280	300	0.00%
1013000	538030 Licenses And Dues	1,264	1,300	1,300	1,500	15.38%
<b>1013000</b>	<b>Subtotal Services</b>	<b>\$20,957</b>	<b>\$32,578</b>	<b>\$30,422</b>	<b>\$31,756</b>	<b>-2.52%</b>
1013000	540012 Office Materials & Supplies	1,261	2,000	2,000	2,000	0.00%
1013000	540020 Books And Publications	158	300	250	300	0.00%
1013000	540026 Bldg & Const Materials & Supp	130	200	200	200	0.00%
1013000	540028 Motor Vehicle Materials & Supp	555	900	700	900	0.00%
1013000	540030 Medical & Lab Materials & Supp	0	300	290	300	0.00%
1013000	540032 General Hardware & Tools	83	500	400	500	0.00%
1013000	540040 Fuels And Lubricants	5,230	1,400	1,400	1,400	0.00%
1013000	580100 Miscellaneous Expenses	83	200	200	200	0.00%
<b>1013000</b>	<b>Subtotal Commodities</b>	<b>\$7,500</b>	<b>\$5,800</b>	<b>\$5,440</b>	<b>\$5,800</b>	<b>0.00%</b>
1013000	530044 Non-Major Technology Reserve	5,235	7,792	7,792	8,751	12.31%
1013000	550004 Office Equipment	0	600	500	600	0.00%
<b>1013000</b>	<b>Subtotal Capital Outlay</b>	<b>\$5,235</b>	<b>\$8,392</b>	<b>\$8,292</b>	<b>\$9,351</b>	<b>11.43%</b>
<b>1013000</b>	<b>Total Public Services - Admin</b>	<b>\$422,849</b>	<b>\$464,062</b>	<b>\$443,352</b>	<b>\$514,766</b>	<b>10.93%</b>

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



10130005	Tree Management	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10130005 511002	Part-Time Salaries	\$8,535	\$8,637	\$8,637	\$8,880	2.81%
<b>10130005</b>	<b>Subtotal Wages</b>	<b>\$8,535</b>	<b>\$8,637</b>	<b>\$8,637</b>	<b>\$8,880</b>	<b>2.81%</b>
10130005 522250	FICA	653	661	661	680	2.87%
<b>10130005</b>	<b>Subtotal Benefits</b>	<b>\$653</b>	<b>\$661</b>	<b>\$661</b>	<b>\$680</b>	<b>2.87%</b>
10130005 530076	Arborist Services	36,657	20,000	38,550	20,000	0.00%
10130005 530111	Professional Services	15,404	25,000	55,000	25,000	0.00%
<b>10130005</b>	<b>Subtotal Services</b>	<b>\$52,061</b>	<b>\$45,000</b>	<b>\$93,550</b>	<b>\$45,000</b>	<b>0.00%</b>
10130005 540022	Agri Materials & Supplies	2,325	3,500	2,500	3,500	0.00%
<b>10130005</b>	<b>Subtotal Commodities</b>	<b>\$2,325</b>	<b>\$3,500</b>	<b>\$2,500</b>	<b>\$3,500</b>	<b>0.00%</b>
<b>10130005</b>	<b>Total Tree Management</b>	<b>\$63,574</b>	<b>\$57,798</b>	<b>\$105,348</b>	<b>\$58,060</b>	<b>0.45%</b>

10130007	Street Lighting	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10130007 532006	Street Lighting	\$145,859	\$52,000	\$75,000	\$56,000	7.69%
10130007 534000	Street Light Maintenance	0	15,000	10,000	15,000	0.00%
<b>10130007</b>	<b>Subtotal Services</b>	<b>\$145,859</b>	<b>\$67,000</b>	<b>\$85,000</b>	<b>\$71,000</b>	<b>5.97%</b>
<b>10130007</b>	<b>Total Street Lighting</b>	<b>\$145,859</b>	<b>\$67,000</b>	<b>\$85,000</b>	<b>\$71,000</b>	<b>5.97%</b>

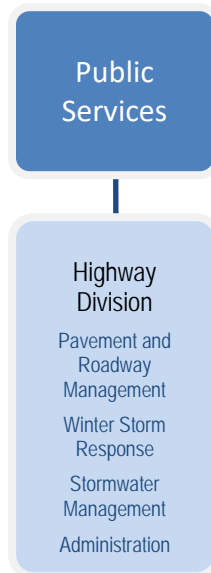
  

	Total Public Services Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10130001	Subtotal Public Services	\$422,849	\$464,062	\$443,352	\$514,766	10.93%
10130005	Subtotal Tree Management	63,574	57,798	105,348	58,060	0.45%
10130007	Subtotal Street Lighting	145,859	67,000	85,000	71,000	5.97%
	<b>Total Public Services Program</b>	<b>\$632,282</b>	<b>\$588,860</b>	<b>\$633,700</b>	<b>\$643,826</b>	<b>9.33%</b>



## Organizational Chart

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## Mission Statement

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

## Functions

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

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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Continue re-skinning of municipal regulatory street signs with high prismatic material, which meets Federal retro-reflectivity standards	FI / TTS
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town roads, municipal parking lots, and clearing snow from sidewalks adjacent to municipal properties	FI / PPS / TTS
Perform all expected department functions as outlined in annual goals and objectives	FI
Prepare roads in advance of pavement management (ex: stone sealing & microsurfacing)	FI / TTS
Mow and maintain Rose Hill landfill perimeter, bulky waste area, and West Kingstown Town dump perimeter	FI / SNR
Mow all Town earthen dam impoundments	FI / SNR
Continue GPS inventory of all regulatory street signs	FI / TTS
Provide employee training on stormwater management, construction methods, safety, and materials	FI / SNR
Construction of miscellaneous municipal stormwater drainage projects, with emphasis on eliminating closed piping systems and constructing infiltration systems to minimize or eliminate point stormwater discharges	FI / SNR
Perform stormwater outfall inspections and sampling	FI / SNR
Implement a municipal arborist program, procure arborist truck and provide bucket truck safety training for all division employees	FI / SNR
Maintain Town vehicle and rolling stock fleet	FI / SNR
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Perform winter storm management responsibilities, including sanding, salting, and plowing of Town Roads, municipal parking lots, and sidewalks adjacent to municipal properties	FI / PPS / TTS
Construct stormwater improvements on an as-needed basis	FI / SNR
Repair potholes and other roadway deficiencies on municipal roads on an as-needed basis	FI / TTS
Repair sidewalk deficiencies on municipal and state roads on an as-needed basis	FI / TTS
Sweep all Town streets at least once per year to comply with DEM requirements	FI / SNR / TTS
Perform grading to municipal gravel roads scheduled for maintenance	FI / TTS
Perform repairs to municipal paved roads scheduled for pavement preservation (ex: stone sealing)	FI / TTS
Perform roadside shoulder mowing on Town roads during growing season	FI / TTS
Perform road striping and pavement parking on municipal roads and municipal parking lots scheduled for maintenance on an as-needed basis	FI / TTS
Replace or repair damaged street and traffic control signs on Town roads	FI / TTS
Mow all earthen Town dams at least once per year	FI / SNR
Mow Rose Hill landfill & West Kingstown Town dump perimeters and drainage swales in the fall of each year	FI / SNR
Perform routine maintenance and repairs to all Town vehicles and equipment to ensure safe and operable vehicles and equipment in support of Town operations	FI / TBF
Assist other Town Departments on an as needed basis with projects that require light and/or heavy equipment operations	FI / TBF
Provide and coordinate safety training to Highway Division staff on an as needed basis	ET
Conduct cost-benefit analysis of including winter brine solution as part of winter storm operations	TBF

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



Proposed Priorities, <i>continued</i>	Town Council Goals & Objs
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS
Work with the Town of Narragansett to conduct a winter storm salt brine pretreatment pilot program	TBF
Develop an in-house tree trimming program, to leverage newly acquired arborist truck and new arborist personnel	FI / SNR

### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Catch basins cleaned	318	321	325	330	FI / SNR
Catch basins inspected	2,712	2,712	2,725	2,730	FI / SNR
Number of drainage outfalls cleaned	27	32	35	35	FI / SNR
Number of drainage outfalls marked	4	3	4	4	FI / SNR
Municipal Road Miles	149	149	149	149	FI / TTS
Private Road Miles	75	75	75	75	FI / TTS
Road miles swept	145	145	145	145	FI / TTS
School Dept properties (parking lots and driveways) swept	8	8	8	8	FI / TTS / ET
Tons of sweeping spoils disposed	754	753	1,000	1,200	FI / TTS
Town road miles graded	4.4	4.4	4.4	4.4	FI / TTS
Private road miles graded*	9.8	9.8	9.8	9.8	FI / TTS
Road miles crack sealed	0	8	9	10	FI / TTS
Road miles stone sealed and microsurfaced	0	9	9	9	FI / TTS
Road miles restriped	33	33	33	33	FI / TTS
Callback Events - General	35	43	34	35	FI / TTS / PPS
Callback Events - Winter Storm Operations	9	19	12	15	FI / TTS / PPS
Road miles salted/sanded	149	149	149	149	FI / TTS / PPS
Road miles plowed*	163	163	164	164	FI / TTS / PPS
Dedicated Sand/Salt Routes	11	11	11	11	FI / TTS / PPS
Dedicated Plow Routes	22	22	22	22	FI / TTS / PPS
Winter Storm Operation Overtime Hrs	809	1,478	2,000	2,100	FI / TTS / PPS
Tons of Deicing Sand	777	441	700	1,600	FI / TTS / PPS
Tons of Road Salt	1,599	831	1,500	1,900	FI / TTS / PPS
Resident Concerns – general	362	252	250	260	FI / TTS / CEPP
Resident Concerns – tree	153	193	150	120	FI / TTS / CEPP

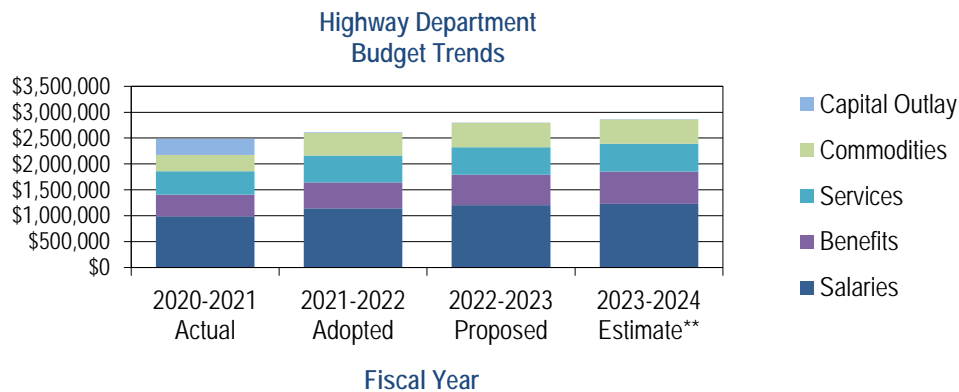
\*Of the 75 miles of private roads in Town, a limited number receive plowing and seasonal grading by tradition

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



## FY 2022-2023 Funding Comparison

Highway	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	19	19	19	19	0
Salaries	\$990,810	\$1,143,582	\$1,128,582	\$1,202,482	\$58,900
Benefits	416,640	500,297	511,511	589,311	89,014
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,407,451</b>	<b>\$1,643,879</b>	<b>\$1,640,093</b>	<b>\$1,791,793</b>	<b>\$147,914</b>
Services	\$451,738	\$521,060	\$505,039	\$532,296	\$11,236
Commodities	315,670	439,440	438,302	466,050	26,610
Capital Outlay	306,520	8,970	8,690	9,742	772
<b>Subtotal Operating Expenditures</b>	<b>\$1,073,928</b>	<b>\$969,470</b>	<b>\$952,031</b>	<b>\$1,008,088</b>	<b>\$38,618</b>
<b>Total Expenditures</b>	<b>\$2,481,379</b>	<b>\$2,613,349</b>	<b>\$2,592,124</b>	<b>\$2,799,881</b>	<b>\$186,532</b>



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

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



## FY 2022-2023 Expenditure Statement

10130003	Highway Division	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10130003	511001 Full-Time Employees	\$873,237	\$1,039,471	\$1,039,471	\$1,052,077	1.21%
10130003	511002 Part-Time Salaries	0	0	0	6,200	0.00%
10130003	511003 Seasonal Salaries	1,852	0	0	0	0.00%
10130003	511004 Overtime	43,638	75,000	60,000	75,000	0.00%
10130003	511005 Retirement/Vacation Reimb.	41,273	0	0	48,000	0.00%
10130003	511006 Longevity	30,811	29,111	29,111	21,205	-27.16%
<b>10130003</b>	<b>Subtotal Wages</b>	<b>\$990,810</b>	<b>\$1,143,582</b>	<b>\$1,128,582</b>	<b>\$1,202,482</b>	<b>5.15%</b>
10130003	522250 FICA	72,450	84,388	84,388	91,042	7.89%
10130003	522300 Municipal Employees	112,706	126,231	126,231	138,35	9.57%
10130003	522301 State Retirement Defined	8,745	10,118	10,118	11,968	18.28%
10130003	522818 Medical Insur-Active	162,999	213,189	213,189	259,544	21.74%
10130003	522820 Medical Insur-Retirees	38,901	39,991	54,505	59,305	48.30%
10130003	522822 Dental Insur-Active Employees	9,582	12,472	12,472	14,385	15.34%
10130003	522840 Insurance Buyback	4,910	4,000	4,000	4,000	0.00%
10130003	522850 Life Insurance	517	608	608	1,452	138.82%
10130003	538014 Travel Expenses	0	2,100	500	2,100	0.00%
10130003	538016 Educational Expenses	0	800	500	800	0.00%
10130003	540038 Uniforms And Other Clothing	5,830	6,400	5,000	6,400	0.00%
<b>10130003</b>	<b>Subtotal Benefits</b>	<b>\$416,640</b>	<b>\$500,297</b>	<b>\$511,511</b>	<b>\$589,311</b>	<b>17.79%</b>
10130003	530012 Cleaning Services	6,350	7,456	7,456	7,565	1.46%
10130003	530014 Refuse Disposal	2,852	3,633	3,633	5,408	48.86%
10130003	530066 Internet Access	2,000	1,500	1,500	1,500	0.00%
10130003	530111 Professional Services	377,606	411,021	400,000	410,571	-0.11%
10130003	532000 Telephone	2,687	3,372	3,200	3,372	0.00%
10130003	532002 Fuel - Oil	12,304	15,060	15,000	19,200	27.49%
10130003	532004 Electricity	12,669	15,491	15,100	14,776	-4.62%
10130003	532012 Water Fees	1,268	1,435	1,300	1,435	0.00%
10130003	532014 Propane	5,877	7,854	7,500	9,270	18.03%
10130003	534010 Motor Vehicles Maintenance	12,758	20,000	23,000	20,000	0.00%
10130003	534016 Computer/Software	4,840	4,950	5,100	3,200	-35.35%
10130003	534017 Asset Management Software	0	2,250	0	9,000	300.00%
10130003	534018 Maintenance Of General Equip	5,039	15,000	13,000	15,000	0.00%
10130003	534020 Maintenance Of Buildings	2,409	7,500	5,500	7,500	0.00%
10130003	538012 Advertising	102	200	300	200	0.00%
10130003	538022 Printing Expenses	0	200	150	200	0.00%
10130003	538028 Rents	1,500	2,000	1,500	2,000	0.00%
10130003	538030 Licenses And Dues	1,479	2,138	1,800	2,099	-1.82%
<b>10130003</b>	<b>Subtotal Services</b>	<b>\$451,738</b>	<b>\$521,060</b>	<b>\$505,039</b>	<b>\$532,296</b>	<b>2.16%</b>
10130003	540012 Office Materials & Supplies	970	1,400	1,200	1,400	0.00%
10130003	540014 Janitorial Materials & Supp	488	1,200	1,200	1,200	0.00%
10130003	540018 Elect Materials & Supplies	477	850	700	850	0.00%
10130003	540020 Books And Publications	0	150	100	150	0.00%

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

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



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

10130003	Highway Division	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022- Proposed	Percent Change
10130003	540022 Agri Materials & Supplies	1,428	2,000	2,500	2,000	0.00%
10130003	540023 Road Salt	81,381	118,974	115,107	145,350	22.17%
10130003	540024 Chemicals And Gases	3,148	3,766	3,700	3,500	-7.06%
10130003	540025 Road Sand	11,427	30,000	13,140	30,000	0.00%
10130003	540026 Bldg & Const Materials & Supp	60,439	81,000	70,000	81,000	0.00%
10130003	540028 Motor Vehicle Materials & Supp	46,298	60,000	70,000	60,000	0.00%
10130003	540030 Medical & Lab Materials &	0	200	175	200	0.00%
10130003	540032 General Hardware & Tools	6,003	8,500	9,200	8,500	0.00%
10130003	540034 Signage Materials & Supplies	8,441	19,000	19,000	19,000	0.00%
10130003	540036 Equipment & Machine Parts	33,144	39,000	39,000	39,500	1.28%
10130003	540040 Fuels And Lubricants	50,275	70,000	90,000	70,000	0.00%
10130003	540050 HVAC Materials & Supplies	0	200	180	200	0.00%
10130003	540052 Photographic Materials & Supp	0	200	100	200	0.00%
10130003	540058 Safety Related Mat & Supp	11,752	3,000	3,000	3,000	0.00%
<b>10130003</b>	<b>Subtotal Commodities</b>	<b>\$315,670</b>	<b>\$439,440</b>	<b>\$438,302</b>	<b>\$466,050</b>	<b>6.06%</b>
10130003	530044 Non-Major Technology	1,920	3,620	3,620	4,372	20.77%
10130003	550004 Office Equipment	350	350	370	370	5.71%
10130003	550006 General Equipment &	0	2,000	2,000	2,000	0.00%
10130003	550010 Construction Equipment	0	2,500	2,500	2,500	0.00%
10130003	550024 Safety Related Equipment	4,250	0	0	0	0.00%
10130003	550026 Furniture And Furnishings	0	500	200	500	0.00%
10130003	590999 Transfer To Other Funds	300,000	0	0	0	0.00%
<b>10130003</b>	<b>Subtotal Capital Outlay</b>	<b>306,520</b>	<b>8,970</b>	<b>8,690</b>	<b>9,742</b>	<b>8.61%</b>
<b>10130003</b>	<b>Total Streets &amp; Highway</b>	<b>\$2,481,379</b>	<b>\$2,613,349</b>	<b>\$2,592,124</b>	<b>\$2,799,881</b>	<b>7.14%</b>



**TAB 9  
PARKS & RECREATION**

Parks & Recreation..... 9 – 1  
Harbor Patrol/ Natural Resources ..... 9 – 12

**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

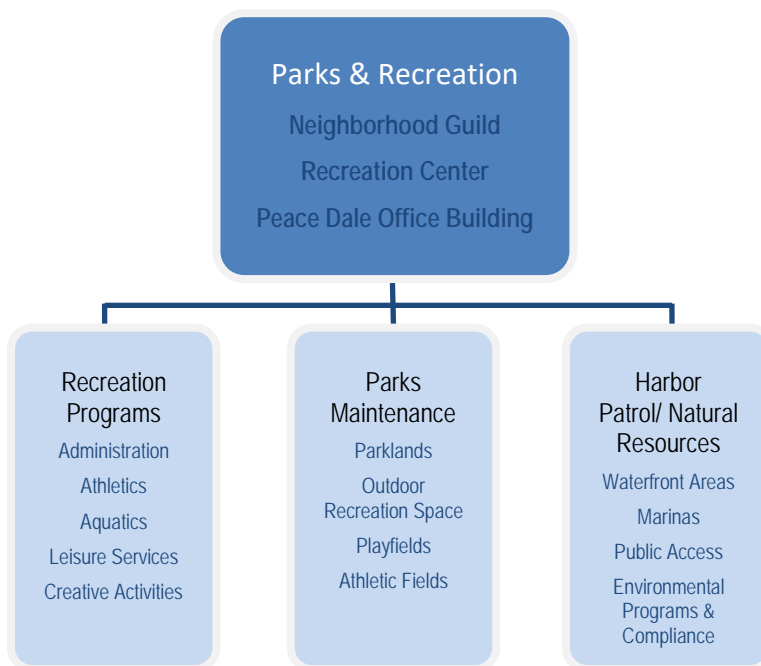
# General Fund (101) Parks & Recreation



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

Acct Number	Acct Description
40001	Recreation Department - Admin
40003	Park Maintenance
40005	Athletics
40007	Aquatics
40009	Leisure Services
40013	Creative Activities
40090	Harbor Patrol/ Natural Resources

## Organizational Chart



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

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

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



## Mission Statement

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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.

## Functions

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

### ADMINISTRATION

- Oversee administration and management of the Parks and Recreation Department for year-round public recreation and enrichment programs and facilities for all ages;
- Oversee and manage long and short term fiscal operations of the department including annual operating budget, day to day accounts receivable/payable, deposits, and accounts reconciliation;
- Recruit and hire part time and seasonal employees for athletics, aquatics, day camp, and community wide programs;
- Utilize recreation management software for program and facility tracking, registration, and rentals;
- Develop annual Capital Improvement Program in conjunction with the Town Manager's Office;
- Manage a staff of 19 full time employees and approximately 200 part time and seasonal employees.

### PARK MAINTENANCE

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

- Maintain 13 baseball/softball fields and 8 rectangular fields (football, soccer, lacrosse, and field hockey) for use by youth and adult leagues and the high school interscholastic sports program;
- Operate and maintain 18 public parks and the William C. O'Neill, and South County Commons Bike Paths;
- Inspect and maintain 13 children's playgrounds;
- Mow over 250 acres of lawn area each week mid-April to late October;



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

### ATHLETICS

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

### AQUATICS

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

### LEISURE SERVICES

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

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



### CREATIVE ACTIVITIES

- Manage Stepping Stone Preschool, licensed by the RI Department of Children Youth and Families;
- Offer daily instruction and activity for children ages 3 to 5 year-olds;
- Plan and administer programs for pre-school aged children including Safety First.

### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Implement necessary changes in operational hours, as well as protocol and processes to departmental operations and programming in response to the COVID-19 pandemic	FI / PPS
Adjust programming - halting, modifying, and creating new - in response to the COVID-19 pandemic	FI / PPS
Promote recreational services during the COVID-19 pandemic by offering programming on social media and our website, as well as self-directed programs and encouraging outdoor recreation when possible, while social distancing	FI / PPS / CEPP
Promote community wellness through use of Parks – trails, playgrounds, athletic facilities; Market specific parks through seasonal brochure, social media, and special programs	FI / CEPP
Continue collaboration with community groups for program partnerships; i.e. Main Street Oktoberfest, Bike to Work Day, Earth Day Litter Cleanup, Memorial Day and Veterans Day Parades	FI / CEPP
Complete planned CIP work on park rehabilitation projects	FI / TBF
Continue and expand promotion of the department's youth scholarship program through outreach to the School Department and Housing Authority	VUR
Establish three new sponsorships or new 3 <sup>rd</sup> party funding for ongoing programs and facility enhancements	TBF
Provide care and maintenance of all athletic fields and outdoor recreational facilities consistent with or exceeding previous year's performance	FI
Operate the Town Beach facility within budgeted operational costs	FI / TBF
Coordinate with local youth leagues and athletic organizations to ensure equity in facility usage	FI / CEPP
Increase facility rental fees to align with industry standards, and leverage revenue to offset increased operational costs	TBF
Continue to administer Adult Recreational Softball and Tennis Leagues with a goal of increased participation where maximum capacity is not met	FI / CEPP
Provide two position-specific training and development opportunities to department staff	ET
Increase participation in Discovery Camp Program by 10%	FI / CEPP / TBF
Maintain maximum student enrollment at Stepping Stone Preschool	FI / CEPP / TBF
Increase productivity and efficiency of the Parks Division operations utilizing new equipment and adding work order management technology	FI / TBF

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



### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Develop Master Plan for Old Mountain Field with a focus on restroom/concession building replacement, parking and traffic flow, and ADA pathways	VUR
Complete planned CIP work on Marina Park Boat Ramp project	FI / TBF / SNR
Develop new fee structure for youth recreation programs to meet the needs of all residents	TBF
Create a sponsorship policy with the goal of securing a minimum of \$3000 in sponsorships and 3 <sup>rd</sup> party funding for ongoing programs and facility enhancements	TBF
Provide care and maintenance of all athletic fields and outdoor recreational facilities consistent with or exceeding previous year's performance	FI
Continue to improve visitor experience at the Town Beach through daily grooming of shoreline and exceptional customer service	FI / SNR
Coordinate with local youth leagues and athletic organizations to ensure equity in facility usage	FI / CEPP
Increase outdoor facility rental fees to align with industry standards, and leverage revenue to offset increased operational costs	TBF
Continue to administer Adult Recreational Softball, Pickle Ball, and Tennis Leagues with a goal of increased participation where maximum capacity is not met	FI / CEPP
Provide position-specific training and development opportunities to department staff	ET
Maximize participation in Discovery Camp Program	FI / CEPP / TBF
Maintain maximum student enrollment at Stepping Stone Preschool	FI / CEPP / TBF
Increase productivity and efficiency of the Parks Division operations utilizing new equipment and adding work order management technology	FI / TBF FI / TBF
Complete planned CIP work on Saugatucket Park pathway, fencing, and hardcourt replacement	FI / TBF
Expand park wide recycling program with the addition of 24 new recycling barrels.	FI / TBF
Continue to document and catalog park assets into the new asset management software program.	FI / TBF
Development of a master plan for the St Dominic/Recreation Center property	FI / TBF

### Specific Performance Measurements

Recreation Division: Description	FY 2018-2019 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	338	168	274	300	FI / CEPP
Total Program Participants	12,072	2,543	8132	8200	FI / CEPP
New Classes Offered	55	32	46	50	FI / CEPP
% of Classes Completed	68%	85%	70%	75%	FI / CEPP
Beach Cottage Passes Sold	84	101	95	98	FI / TBF
Resident Seasonal Passes Sold	1,282	1,174	1274	1250	FI / TBF
Non-Resident Seasonal Passes Sold	133	26	78	80	FI / TBF

Parks Division: Description	FY 2018-2019 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Total Park Acreage	423.5	672	672	672	FI
Park Acreage/Full Time Park Staff	60.5:1	84:4	84:4	84:4	FI
Acreage of Turf Maintained	102	102	102	102	FI / SNR
Mowing/Landscaping - avg wkly man hrs	200	225	225	235	FI
Avg Maintenance Cost Per Acre	\$2,051	\$2,145	\$1,400	\$1,400	FI

*Continued on following page*

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



*Continued from previous page*

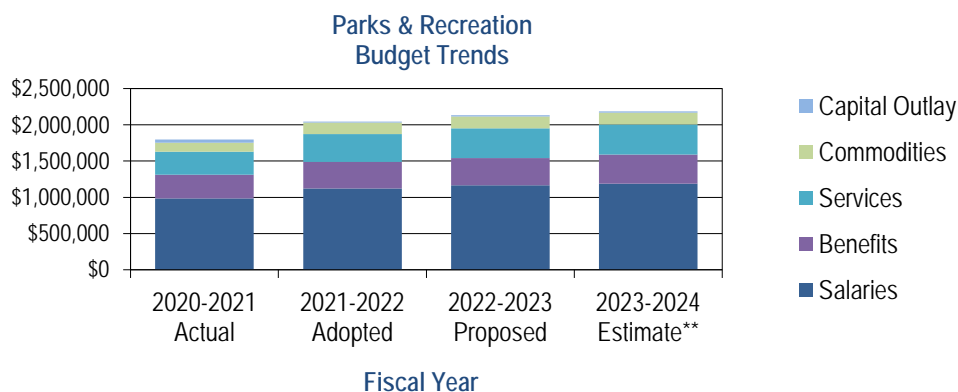
Parks Division: Description	FY 2018-2019 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Obj's
Litter Removal - avg wkly man hrs	39	40	42	45	FI / SNR
Painted Athletic Fields - # of times	440	350	400	450	FI
Softball/Baseball Field Prep - # of times	175	175	175	180	FI
Park Facility Reservations	6,181	3,775	5,936	6,500	FI / CEPP
Park Usage Head Count	171,284	90,118	124,383	130,000	FI / CEPP
Total Hours Reserved or Rented	23,638	11,116	18,077	21,000	FI / CEPP
Mutt Mitt Dispensers Maintained	45	45	48	50	FI / SNR

*\*Noyes Farm added 248 acres, to total 671.5 acres*

## FY 2022-2023 Funding Comparison

Parks & Recreation	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	19.63	19.63	19.63	19.63	0.00
Salaries	\$985,808	\$1,119,409	\$1,120,381	\$1,166,143	\$46,734
Benefits	326,967	369,903	369,903	376,349	6,446
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,312,774</b>	<b>\$1,489,312</b>	<b>\$1,490,284</b>	<b>\$1,542,492</b>	<b>\$53,180</b>
Services	\$315,200	\$380,944	\$390,860	\$410,548	\$29,604
Commodities	126,400	160,701	157,603	161,635	934
Capital Outlay	41,034	15,342	16,728	18,505	3,163
<b>Subtotal Operating Expenditures</b>	<b>\$482,634</b>	<b>\$556,987</b>	<b>\$565,191</b>	<b>\$590,688</b>	<b>\$33,701</b>
<b>Total Expenditures</b>	<b>\$1,795,409</b>	<b>\$2,046,299</b>	<b>\$2,055,475</b>	<b>\$2,133,180</b>	<b>\$86,881</b>

*\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts. In addition, some roles were allocated to this in FY 2019-2020 and prior, and have now been consolidated to the Facilities Division.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

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



## FY 2022-2023 Expenditure Statements

10140001	Recreation		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Department Administration		Actual	Adopted	Projected	Proposed	Change
10140001	511001	Full-Time Employees	\$154,187	\$185,266	\$185,266	\$199,327	7.59%
10140001	511004	Overtime	2	300	300	300	0.00%
10140001	511005	Retirement/Vacation Reimb.	2,061	0	0	0	0.00%
10140001	511006	Longevity	4,070	1,383	1,383	1,955	41.36%
<b>10140001</b>		<b>Subtotal Wages</b>	<b>\$160,321</b>	<b>\$186,949</b>	<b>\$186,949</b>	<b>\$201,582</b>	<b>7.83%</b>
10140001	522250	FICA	11,873	13,909	13,909	15,251	9.65%
10140001	522300	Municipal Employees Retirement	19,674	23,090	23,090	25,722	11.40%
10140001	522301	State Retirement Defined	1,497	1,687	1,687	2,280	35.15%
10140001	522818	Medical Insur-Active Employees	20,924	26,094	26,094	23,758	-8.95%
10140001	522820	Medical Insur-Retirees	2,500	2,083	2,083	0	-
10140001	522822	Dental Insur-Active Employees	1,553	1,879	1,879	1,908	1.54%
10140001	522840	Insurance Buyback	1,004	1,000	1,000	4,000	300.00%
10140001	522850	Life Insurance	71	92	92	331	259.78%
10140001	538014	Travel Expenses	595	800	800	600	-25.00%
10140001	538016	Educational Expenses	370	1,000	1,000	700	-30.00%
10140001	540038	Uniforms And Other Clothing	428	400	400	200	-50.00%
<b>10140001</b>		<b>Subtotal Benefits</b>	<b>\$60,488</b>	<b>\$72,034</b>	<b>\$72,034</b>	<b>\$74,750</b>	<b>3.77%</b>
10140001	530064	Copy Machine Services	797	1,900	1,100	1,500	-21.05%
10140001	530111	Professional Services	1,434	3,529	3,529	3,529	0.00%
10140001	532000	Telephone	162	162	162	162	0.00%
10140001	534016	Computer/Software Maintenance	0	2,813	2,813	2,863	1.78%
10140001	538012	Advertising	152	600	400	400	-33.33%
10140001	538020	Postage	0	2,575	1,000	1,250	-51.46%
10140001	538022	Printing Expenses	3,473	5,000	3,000	5,000	0.00%
10140001	538030	Licenses And Dues	2,393	2,905	2,800	2,905	0.00%
<b>10140001</b>		<b>Subtotal Services</b>	<b>\$8,411</b>	<b>\$19,484</b>	<b>\$14,804</b>	<b>\$17,609</b>	<b>-9.62%</b>
10140001	540012	Office Materials & Supplies	617	1,900	1,500	1,700	-10.53%
10140001	540016	Rec Materials & Supplies	0	100	100	100	0.00%
10140001	580100	Miscellaneous Expenses	1,516	3,250	1,000	1,000	-69.23%
<b>10140001</b>		<b>Subtotal Commodities</b>	<b>\$2,133</b>	<b>\$5,250</b>	<b>\$2,600</b>	<b>\$2,800</b>	<b>-46.67%</b>
10140001	530044	Non-Major Technology Reserve	7,736	7,142	7,142	8,555	19.78%
10140001	550004	Office Equipment	255	1,000	800	1,000	0.00%
<b>10140001</b>		<b>Subtotal Capital Outlay</b>	<b>\$7,991</b>	<b>\$8,142</b>	<b>\$7,942</b>	<b>\$9,555</b>	<b>17.35%</b>
<b>10140001</b>		<b>Total Recreation Dept.</b>	<b>\$239,344</b>	<b>\$291,859</b>	<b>\$284,329</b>	<b>\$306,296</b>	<b>4.95%</b>

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



10140003	Park Maintenance	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140003	511001 Full-Time Employees	\$454,546	\$500,382	\$500,382	\$508,344	1.59%
10140003	511003 Seasonal Salaries	71,926	92,320	92,320	95,694	3.65%
10140003	511004 Overtime	8,393	7,528	8,500	7,761	3.10%
10140003	511005 Retirement/Vacation Reimb.	0	0	0	0	0.00%
10140003	511006 Longevity	13,857	15,206	15,206	14,129	-7.08%
<b>10140003</b>	<b>Subtotal Wages</b>	<b>\$548,722</b>	<b>\$615,436</b>	<b>\$616,408</b>	<b>\$625,928</b>	<b>1.70%</b>
10140003	522250 FICA	40,000	45,057	45,057	46,095	2.30%
10140003	522300 Municipal Employees Retirement	58,272	63,777	63,777	67,220	5.40%
10140003	522301 State Retirement Defined	5,452	5,986	5,986	5,983	-0.05%
10140003	522818 Medical Insur-Active Employees	108,193	117,289	117,289	126,364	7.74%
10140003	522822 Dental Insur-Active Employees	6,181	6,797	6,797	7,099	4.44%
10140003	522840 Insurance Buyback	3,815	3,800	3,800	3,800	0.00%
10140003	522850 Life Insurance	263	287	287	699	143.55%
10140003	540038 Uniforms And Other Clothing	1,161	4,705	4,705	4,365	-7.23%
<b>10140003</b>	<b>Subtotal Benefits</b>	<b>\$223,338</b>	<b>\$247,698</b>	<b>\$247,698</b>	<b>\$261,625</b>	<b>5.62%</b>
10140003	530012 Cleaning Services	2,400	2,527	2,200	2,527	0.00%
10140003	530014 Refuse Disposal	4,585	5,596	5,400	4,376	-21.80%
10140003	530078 Agricultural Services	3,078	3,080	3,080	2,500	-18.83%
10140003	530111 Professional Services	1,356	1,775	1,775	1,775	0.00%
10140003	532000 Telephone	1,079	1,176	1,512	1,620	37.76%
10140003	532004 Electricity	42,534	46,975	46,639	47,575	1.28%
10140003	532010 Wastewater Fees	900	2,100	2,100	2,100	0.00%
10140003	532012 Water Fees	12,102	18,065	15,000	17,714	-1.94%
10140003	534010 Motor Vehicles Maintenance	3,895	5,000	5,500	5,500	10.00%
10140003	534018 Maintenance Of General Equip	5,712	6,100	5,900	6,100	0.00%
10140003	534020 Maintenance Of Buildings	25,408	29,500	32,000	31,100	5.42%
10140003	538028 Rents	4,844	4,614	4,614	7,000	51.71%
<b>10140003</b>	<b>Subtotal Services</b>	<b>\$107,893</b>	<b>\$126,508</b>	<b>\$125,720</b>	<b>\$129,887</b>	<b>2.67%</b>
10140003	540014 Janitorial Materials & Supp	7,942	8,948	8,500	8,723	-2.51%
10140003	540016 Rec Materials & Supplies	4,630	6,905	6,905	6,937	0.46%
10140003	540018 Elect Materials & Supplies	1,501	3,500	3,500	3,500	0.00%
10140003	540022 Agri Materials & Supplies	44,348	47,620	47,620	47,620	0.00%
10140003	540024 Chemicals And Gases	477	490	490	490	0.00%
10140003	540026 Bldg & Const Materials & Supp	3,964	5,200	5,200	5,200	0.00%
10140003	540028 Motor Vehicle Materials & Supp	6,053	5,200	5,200	5,300	1.92%
10140003	540030 Medical & Lab Materials & Supp	83	200	200	300	50.00%
10140003	540032 General Hardware & Tools	1,113	1,400	1,400	1,400	0.00%
10140003	540034 Signage Materials & Supplies	7,209	7,839	7,839	7,624	-2.74%
10140003	540036 Equipment & Machine Parts	2,555	3,500	3,500	3,500	0.00%
10140003	540040 Fuels And Lubricants	24,644	31,900	31,900	35,692	11.89%
10140003	540050 HVAC Materials & Supplies	2,396	4,040	4,040	4,140	2.48%
<b>10140003</b>	<b>Subtotal Commodities</b>	<b>\$106,915</b>	<b>\$126,742</b>	<b>\$126,294</b>	<b>\$130,426</b>	<b>2.91%</b>
10140003	550006 General Equipment & Machinery	2,222	5,100	5,100	5,350	4.90%
10140003	590999 Transfer To Other Funds	30,000	0	0	0	0.00%
<b>10140003</b>	<b>Subtotal Capital Outlay</b>	<b>\$32,222</b>	<b>\$5,100</b>	<b>\$5,100</b>	<b>\$5,350</b>	<b>4.90%</b>
<b>10140003</b>	<b>Total Park Maintenance</b>	<b>\$1,019,090</b>	<b>\$1,121,484</b>	<b>\$1,121,220</b>	<b>\$1,153,216</b>	<b>2.83%</b>

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



10140005	Athletics Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140005	511001	Full-Time Employees	\$20,069	\$27,853	\$27,853	\$24,544	-11.88%
10140005	511003	Seasonal Salaries	5,555	6,510	6,510	6,510	0.00%
10140005	511004	Overtime	53	700	700	700	0.00%
10140005	511006	Longevity	229	351	351	0	-
<b>10140005</b>		<b>Subtotal Wages</b>	<b>\$25,906</b>	<b>\$35,414</b>	<b>\$35,414</b>	<b>\$31,754</b>	<b>-10.33%</b>
10140005	522250	FICA	1,853	2,538	2,538	2,259	-10.99%
10140005	522300	Municipal Employees Retirement	2,531	3,489	3,489	3,137	-10.09%
10140005	522301	State Retirement Defined	203	282	282	246	-12.77%
10140005	522818	Medical Insur-Active Employees	6,724	8,611	8,611	8,992	4.42%
10140005	522822	Dental Insur-Active Employees	370	482	482	538	11.62%
10140005	522850	Life Insurance	12	16	16	57	256.25%
<b>10140005</b>		<b>Subtotal Benefits</b>	<b>\$11,694</b>	<b>\$15,418</b>	<b>\$15,418</b>	<b>\$15,229</b>	<b>-1.23%</b>
10140005	530111	Professional Services	103,701	102,715	102,715	104,055	1.30%
10140005	538022	Printing Expenses	0	200	200	200	0.00%
<b>10140005</b>		<b>Subtotal Services</b>	<b>\$103,701</b>	<b>\$102,915</b>	<b>\$102,915</b>	<b>\$104,255</b>	<b>1.30%</b>
10140005	540016	Rec Materials & Supplies	10,531	15,470	15,470	15,470	0.00%
<b>10140005</b>		<b>Subtotal Commodities</b>	<b>\$10,531</b>	<b>\$15,470</b>	<b>\$15,470</b>	<b>\$15,470</b>	<b>0.00%</b>
<b>10140005</b>		<b>Total Athletics Program</b>	<b>\$151,833</b>	<b>\$169,217</b>	<b>\$169,217</b>	<b>\$166,708</b>	<b>-1.48%</b>

10140007	Aquatics Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140007	511003	Seasonal Salaries	\$163,691	\$170,622	\$170,622	\$188,701	10.60%
10140007	511004	Overtime	11,137	16,161	16,161	16,161	0.00%
<b>10140007</b>		<b>Subtotal Wages</b>	<b>\$174,829</b>	<b>\$186,783</b>	<b>\$186,783</b>	<b>\$204,862</b>	<b>9.68%</b>
10140007	522250	FICA	13,374	14,288	14,288	15,672	9.69%
10140007	540038	Uniforms And Other Clothing	581	500	500	500	0.00%
<b>10140007</b>		<b>Subtotal Benefits</b>	<b>\$13,955</b>	<b>\$14,788</b>	<b>\$14,788</b>	<b>\$16,172</b>	<b>9.36%</b>
10140007	530014	Refuse Disposal	1,933	1,890	1,890	1,890	0.00%
10140007	530111	Professional Services	50,393	46,220	61,604	68,080	47.30%
10140007	532000	Telephone	414	500	500	500	0.00%
10140007	532004	Electricity	679	900	900	900	0.00%
10140007	532012	Water Fees	654	1,000	1,000	1,000	0.00%
10140007	534020	Maintenance Of Buildings	1,423	1,800	1,800	1,800	0.00%
10140007	538022	Printing Expenses	1,312	1,700	1,700	1,700	0.00%
10140007	538028	Rents	1,130	812	812	1,212	49.26%
<b>10140007</b>		<b>Subtotal Services</b>	<b>\$57,938</b>	<b>\$54,822</b>	<b>\$70,206</b>	<b>\$77,082</b>	<b>40.60%</b>
10140007	540014	Janitorial Materials & Supp	2,619	3,175	3,175	3,175	0.00%
10140007	540016	Rec Materials & Supplies	198	700	700	700	0.00%
10140007	540026	Bldg & Const Materials & Supp	1,760	2,294	2,294	2,294	0.00%
10140007	540032	General Hardware & Tools	0	200	200	200	0.00%
10140007	540034	Signage Materials & Supplies	0	1,020	1,020	1,020	0.00%
<b>10140007</b>		<b>Subtotal Commodities</b>	<b>\$4,578</b>	<b>\$7,389</b>	<b>\$7,389</b>	<b>\$7,389</b>	<b>0.00%</b>
10140007	550018	Recreational Equipment	422	800	800	-	-
10140007	550024	Safety Related Equipment	399	0	1,586	2,300	0.00%
<b>10140007</b>		<b>Subtotal Capital Outlay</b>	<b>\$821</b>	<b>\$800</b>	<b>\$2,386</b>	<b>\$2,300</b>	<b>187.50%</b>
<b>10140007</b>		<b>Total Aquatics Program</b>	<b>\$252,121</b>	<b>\$264,582</b>	<b>\$281,552</b>	<b>\$307,805</b>	<b>16.34%</b>

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



10140009	Leisure Services Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140009	511003	Seasonal Salaries	\$26,515	\$37,626	\$37,626	\$45,972	22.18%
10140009	511004	Overtime	0	0	0	0	0.00%
<b>10140009</b>		<b>Subtotal Wages</b>	<b>\$26,515</b>	<b>\$37,626</b>	<b>\$37,626</b>	<b>\$45,972</b>	<b>22.18%</b>
10140009	522250	FICA	2,028	2,878	2,878	3,486	21.13%
10140009	540038	Uniforms And Other Clothing	771	800	800	800	0.00%
<b>10140009</b>		<b>Subtotal Benefits</b>	<b>\$2,799</b>	<b>\$3,678</b>	<b>\$3,678</b>	<b>\$4,286</b>	<b>16.53%</b>
10140009	530111	Professional Services	26,854	60,275	60,275	64,350	6.76%
10140009	532004	Electricity	705	1,250	1,250	1,250	0.00%
10140009	532012	Water Fees	155	270	270	270	0.00%
10140009	532014	Propane	726	1,000	1,000	1,000	0.00%
10140009	534020	Maintenance Of Buildings	491	550	550	550	0.00%
10140009	538028	Rents	0	6,376	6,376	6,376	0.00%
<b>10140009</b>		<b>Subtotal Services</b>	<b>\$28,931</b>	<b>\$69,721</b>	<b>\$69,721</b>	<b>\$73,796</b>	<b>5.84%</b>
10140009	540014	Janitorial Materials & Supp	0	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	1,401	4,300	4,300	4,050	-5.81%
<b>10140009</b>		<b>Subtotal Commodities</b>	<b>\$1,401</b>	<b>\$4,600</b>	<b>\$4,600</b>	<b>\$4,350</b>	<b>-5.43%</b>
10140009	550018	Recreational Equipment	0	200	200	200	0.00%
<b>10140009</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>	<b>0.00%</b>
<b>10140009</b>		<b>Total Leisure Services Program</b>	<b>\$59,646</b>	<b>\$115,825</b>	<b>\$115,825</b>	<b>\$128,604</b>	<b>11.03%</b>

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



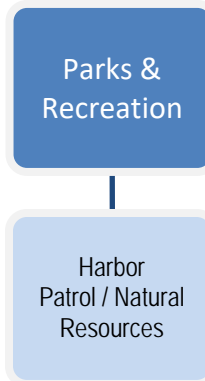
10140013		Creative Activities Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140013	511002	Part-Time Salaries	\$49,514	\$57,201	\$57,201	\$56,045	-2.02%
<b>10140013</b>		<b>Subtotal Wages</b>	<b>\$49,514</b>	<b>\$57,201</b>	<b>\$57,201</b>	<b>\$56,045</b>	<b>-2.02%</b>
10140013	522250	FICA	3,419	4,406	4,406	4,287	-2.70%
10140013	522300	Municipal Employees	5,694	6,519	6,519	0	-
10140013	522301	State Retirement Defined	457	527	527	0	-
10140013	522818	Medical Insur-Active Employees	4,547	4,266	4,266	0	-
10140013	522822	Dental Insur-Active Employees	175	169	169	0	-
10140013	522840	Insurance Buyback	401	400	400	0	-
<b>10140013</b>		<b>Subtotal Benefits</b>	<b>\$14,693</b>	<b>\$16,287</b>	<b>\$16,287</b>	<b>\$4,287</b>	<b>-73.68%</b>
10140013	530014	Refuse Disposal	310	0	0	325	0.00%
10140013	530066	Internet Access	828	840	840	840	0.00%
10140013	530111	Professional Services	367	400	400	500	25.00%
10140013	532000	Telephone	277	576	576	576	0.00%
10140013	532002	Fuel - Oil	3,483	3,132	3,132	3,132	0.00%
10140013	532004	Electricity	1,223	1,000	1,000	1,000	0.00%
10140013	532010	Wastewater Fees	300	300	300	300	0.00%
10140013	532012	Water Fees	273	246	246	246	0.00%
10140013	534020	Maintenance Of Buildings	1,267	800	800	800	0.00%
10140013	538028	Rents	0	200	200	200	0.00%
<b>10140013</b>		<b>Subtotal Services</b>	<b>\$8,327</b>	<b>\$7,494</b>	<b>\$7,494</b>	<b>\$7,919</b>	<b>5.67%</b>
10140013	540014	Janitorial Materials & Supp	256	550	550	500	-9.09%
10140013	540016	Rec Materials & Supplies	585	700	700	700	0.00%
<b>10140013</b>		<b>Subtotal Commodities</b>	<b>\$842</b>	<b>\$1,250</b>	<b>\$1,250</b>	<b>\$1,200</b>	<b>-4.00%</b>
10140013	550018	Recreational Equipment	0	200	200	200	0.00%
10140013	570004	Building Improvements	0	900	900	900	0.00%
<b>10140013</b>		<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>0.00%</b>
<b>10140013</b>		<b>Total Creative Activities</b>	<b>\$73,375</b>	<b>\$83,332</b>	<b>\$83,332</b>	<b>\$70,551</b>	<b>-15.34%</b>

	Total Parks & Recreation Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140001	Subtotal Recreation Dept	\$239,344	\$291,859	\$284,329	\$306,296	4.95%
10140003	Subtotal Park Maintenance	1,019,090	1,121,484	1,121,220	1,153,216	2.83%
10140005	Subtotal Athletics	151,833	169,217	169,217	166,708	-1.48%
10140007	Subtotal Aquatics	252,121	264,582	281,552	307,805	16.34%
10140009	Subtotal Leisure Services	59,646	115,825	115,825	128,604	11.03%
10140013	Subtotal Creative Activities	73,375	83,332	83,332	70,551	-15.34%
	<b>Total Parks &amp; Recreation</b>	<b>\$1,795,409</b>	<b>\$2,046,299</b>	<b>\$2,055,475</b>	<b>\$2,133,180</b>	<b>4.25%</b>



## Organizational Chart

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## Mission Statement

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The mission of the Harbor Patrol/Natural Resources Department, under the direction of the Director of Leisure Services in coordination with the Chief of Police and Director of Public Services, is to provide for the safety, security and well-being of citizens utilizing the Town's natural resources and waterways; always working to enhance the user experience of these areas. The division provides enforcement of State and/or Local Ordinances pertaining to natural resources, rights of way and the operation of boats in South Kingstown waters. The division protects, preserves, promotes and manages the natural resources, waters and wildlife resources within the Town and ensures public safety for residents and visitors.

## Functions

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Principal functions of the Harbor Patrol / Natural Resource Department include, but are not limited to:

- Provide for the safety of the boating public on South Kingstown waterways, 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 and waterways;
- Responsible for oversight and management of the mooring program for the Town;
- Perform boating safety checks, issue warnings and citations for boating violations;
- Respond to mariners and others in distress on waterways;
- Develop, revise and implement the Town's Harbor Management Plan;
- Establish and administer contracts and leases for Marina Park waterfront property;
- Monitor and inspect municipal public access inventory; develop plan for implementing recommendations as established in Public Access Inventory;
- Promote public access to waterways and encourage responsible use of all waterways, marinas, mooring fields and boat ramps;
- Respond to public inquires related to waterfront issues and public access;
- Serve as the Town staff liaison to the Waterfront Advisory Commission;
- Master planning for future recreation use and development of Town parklands;
- Prepare and administer state and federal grant applications and programs to support development and improvements to municipal natural resources, public access points, open space, and park properties;

## General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



- Enforce Soil Erosion, Run Off and Sediment Control (SERSC) Ordinance and Rights of Way Ordinance
- Develop and facilitate environmental, outdoor recreation and boating education programs

### FY 2021-2022 Priorities

Priorities	Town Council Goals & Obj's
Conduct boating vessel and equipment safety checks to promote and educate the public on safe boating practices	PPS / CEPP
Patrol the Town's waterways 7 days per week, for the duration of the 15 week summer season. Work collaboratively with the Narragansett Harbormaster where possible to maximize patrol resources	PPS / TBF
Continue to work collaboratively with the Town Clerk's Office to efficiently manage the Town's mooring fields	PPS / TBF
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	PPS / TBF
Recruit, hire, and train qualified seasonal staff to support the Harbor Patrol program	PPS / ET

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Continue educational efforts with the boating public to promote safe boating practices. Conduct vessel and equipment safety checks.	PPS / FI
Provide full time patrol of the town waterways during peak boating periods.	PPS / FI
Continue to work collaboratively with the Town Clerk's Office to efficiently manage the Town's mooring fields	TBF / PPS
Continue efforts to fill all of the Town's mooring spaces, in order to realize all available revenue potential	TBF / PPS
In conjunction with the Planning Department, complete work on update to Harbor Management Plan to send to CRMC for approval.	LU / SNR
Complete planned CIP work on Marina Park Boat Ramp.	FI / TBF / SNR
Administer lease contracts and leases for Marina Park waterfront property	FI / TBF / SNR
Conduct complete audit of all municipal public access. Provide recommendations to respective departments to ensure public access to the shore is clearly identified, well maintained and information on locations are easily obtainable to the public.	LU / SNR
Collaborate with other departments on master planning for future recreation use, expansion and development of Town parks.	LU / FI
Provide additional waterway access and dedicated paddle sports water access at Marina Park	LU / FI
Update signage at Marina Park to provide accurate, clear and concise information clearly to users	FI / CEPP
Work with Department of Public Services on enforcement of Soil Erosion, Run Off and Sediment Control (SERSC) ordinance and Rights-of-Way Ordinance	FI / SNR
Work to update department webpage to provide more information that is easily obtainable to the public such as the mooring application process and public access information.	CEPP
Work to obtain Clean Vessel Act grant funding to replace the aging town owned marine pump out facility at Marina Park located at Ram Point Marina.	FI / SNR
Work to obtain grant funding to support development and improvement to municipal natural resources, public access points, open space and park properties.	FI / TBF
Assist with management and oversight of park capital improvement projects.	FI / TBF
Build out Harbor Patrol / Natural Resources webpage to provide more current and relevant information.	CEPP

# General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



## Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Boating Safety Checks	35*	27*	50	80	PPS / CEPP
Warnings issued	2	0	15	25	PPS
Citations	0	0	1	2	PPS
Moorings	216	227	227	227	FI / TBF
Mooring Revenue Generated	\$38,818	\$40,877	\$36,000	\$38,000	TBF
Environmental Programs	-	-	2	6	CEPP
Grant Applications	-	-	1	1	TBF / FI / LU
Coastal Access Points Survey/Monument **	-	-	*	*	LU / SNR / CP
Enhancement/Improvements to Designated Town Owned Coastal Access Points	-	-	1	2	LU / SNR / CP

*\*Please note the COVID-19 pandemic limited the amount of boating safety checks in FY 2019-2020 due to requirement to follow social distancing guidelines. Staffing was significantly limited for the majority of FY 2020-2021 due to seasonal hiring difficulties similar to issues observed across industries during the COVID-19 pandemic.*

*\*\* To begin in 2023-2024 to coincide with CIP funding.*

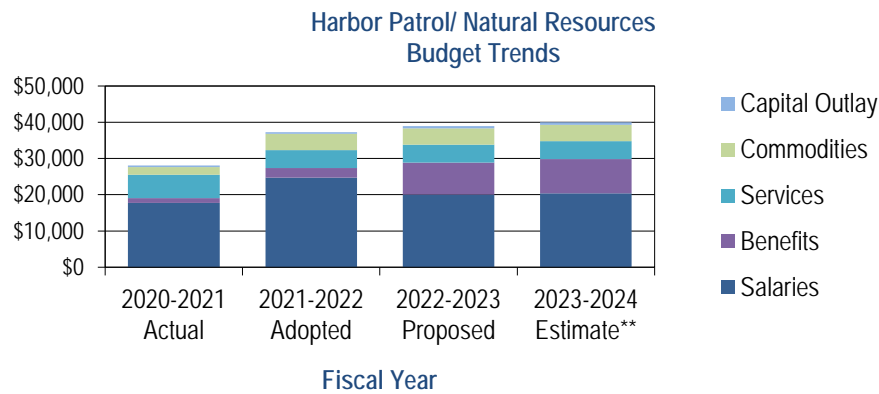
# General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



## FY 2022-2023 Funding Comparison

Natural Resources Officer & Harbor Master	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	0.50	0.50	1.00	1.00	0.00
Salaries	\$17,753	\$24,750	\$18,616	\$20,018	(\$4,732)
Benefits	1,358	2,594	8,179	8,856	6,262
<b>Subtotal Personnel Expenditures*</b>	<b>\$19,111</b>	<b>\$27,344</b>	<b>\$26,795</b>	<b>\$28,874</b>	<b>\$1,530</b>
Services	\$6,367	\$4,965	\$4,865	\$4,915	(\$50)
Commodities	2,172	4,500	4,500	4,500	0
Capital Outlay	429	462	462	682	220
<b>Subtotal Operating Expenditures</b>	<b>\$8,967</b>	<b>\$9,927</b>	<b>\$9,827</b>	<b>\$10,097</b>	<b>\$170</b>
<b>Total Expenditures</b>	<b>\$28,078</b>	<b>\$37,271</b>	<b>\$36,622</b>	<b>\$38,971</b>	<b>\$1,700</b>

The NRO & HarborMaster position is funded by



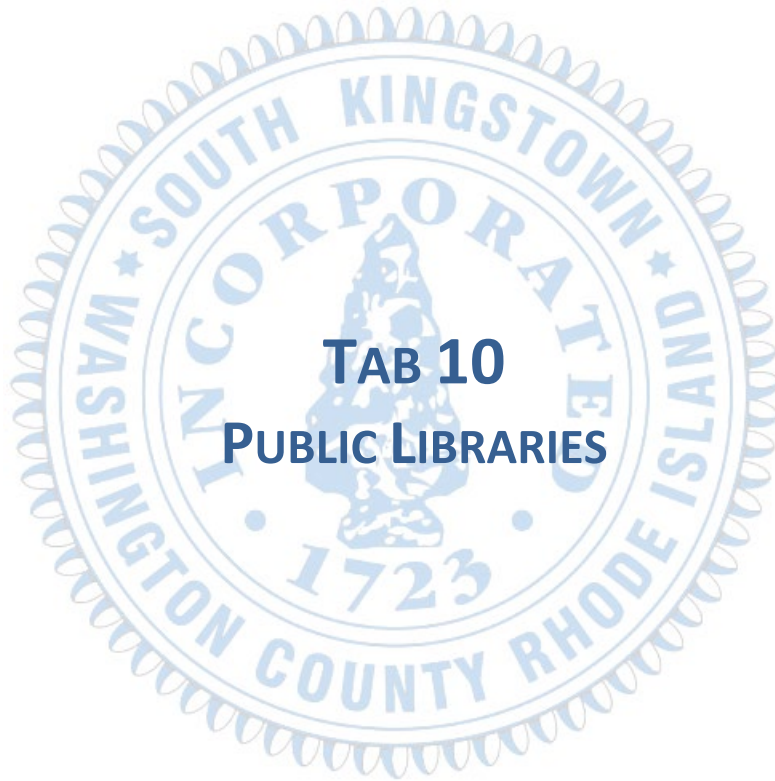
\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

# General Fund (101) Harbor Patrol/Natural Resources (40090), *continued*



## FY 2022-2023 Expenditure Statement

10140090	Natural Resources Officer	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10140090	51100 Full-Time Employees	\$0	\$0	\$18,616	\$19,896	0.00%
10140090	51100 Seasonal Salaries	17,753	24,750	0	0	-
10140090	51100 Longevity	0	0	0	122	0.00%
<b>10140090</b>	<b>Subtotal Wages</b>	<b>\$17,753</b>	<b>\$24,750</b>	<b>\$18,616</b>	<b>\$20,018</b>	<b>-19.12%</b>
10140090	52225 FICA	1,358	1,894	1,349	1,531	-19.17%
10140090	52230 State Retirement Defined Bene	0	0	2,303	2,558	0.00%
10140090	52230 State Retirement Defined Cont.	0	0	186	200	0.00%
10140090	52281 Medical Insur-Active Employees	0	0	3,947	4,128	0.00%
10140090	52282 Dental Insur-Active Employees	0	0	172	213	0.00%
10140090	52285 Life Insurance	0	0	23	26	0.00%
10140090	54003 Uniforms And Other Clothing	0	700	200	200	-71.43%
<b>10140090</b>	<b>Subtotal Benefits</b>	<b>\$1,358</b>	<b>\$2,594</b>	<b>\$8,179</b>	<b>\$8,856</b>	<b>241.40%</b>
10140090	53011 Professional Services	376	500	500	500	0.00%
10140090	53200 Telephone	500	540	540	540	0.00%
10140090	53401 Motor Vehicles Maintenance	887	500	500	500	0.00%
10140090	53401 Commun Equip. Maintenance	135	175	175	175	0.00%
10140090	53401 Maintenance Of General Equip	4,469	3,000	3,000	3,000	0.00%
10140090	53801 Advertising	0	50	0	0	-
10140090	53802 Printing Expenses	0	200	150	200	0.00%
<b>10140090</b>	<b>Subtotal Services</b>	<b>\$6,367</b>	<b>\$4,965</b>	<b>\$4,865</b>	<b>\$4,915</b>	<b>-1.01%</b>
10140090	54002 Motor Vehicle Materials & Supp	233	400	400	400	0.00%
10140090	54004 Fuels And Lubricants	1,359	3,500	3,500	3,500	0.00%
10140090	54005 Safety Related Mat & Supp	580	100	100	100	0.00%
10140090	58010 Miscellaneous Expenses	0	500	500	500	0.00%
<b>10140090</b>	<b>Subtotal Commodities</b>	<b>\$2,172</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>0.00%</b>
10140090	53004 Non-Major Technology Reserve	429	462	462	682	47.62%
<b>10140090</b>	<b>Subtotal Capital Outlay</b>	<b>\$429</b>	<b>\$462</b>	<b>\$462</b>	<b>\$682</b>	<b>47.62%</b>
<b>10140090</b>	<b>Total Natural Resources Officer</b>	<b>\$28,078</b>	<b>\$37,271</b>	<b>\$36,622</b>	<b>\$38,971</b>	<b>4.56%</b>



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

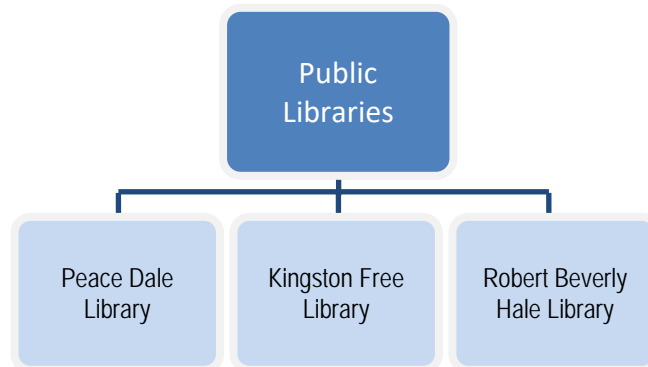
Public Libraries..... 10 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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

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

## Functions

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Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes;
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium;
- Provide educational, recreational, and cultural programs for all age groups;
- Provide on-site access to computers, offering access to the library system's online reference resources, Microsoft Office software, and the internet;
- Provide remote access to the library system's online reference resources via the internet;
- Provide indoor and outdoor 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 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Continue to follow all protocols and processes to departmental operations and programming in response to the COVID-19 pandemic	FI / PPS
Monitor programming - halting, modifying, and creating new - in response to the COVID-19 pandemic	FI / PPS
Promote library services during the COVID-19 pandemic by offering virtual programming, as well as self-directed programs, promoting digital content, and continued curbside pickup program	FI / PPS / CEPP
Complete the Champlin Foundation grant-funded project to replace condenser and install new EVR (fresh air handling) HVAC System at the Peace Dale Library	TBF / CP
Submit a new Champlin Foundation grant request that best supports the immediate capital needs of the Library	TBF / CP
Submit a RI Foundation grant request that best supports the immediate needs of the Library	TBF / CP
Complete the water service line replacement at Robert Beverly Hale Library	TBF / CP
Prepare and submit Annual Public Library Survey FY2022	CEPP
Prepare and submit Library of Rhode Island certification FY2022	FI

## FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue offering alternative library services in response to the COVID-19 pandemic, while focusing on returning to pre-pandemic programming and services whenever possible	FI / PPS / CEPP
Increase technology instruction to the public – consisting of 1-on-1 technology help by appointment, drop-in technology help days (6 per year), technology classes, workshops, and/or webinars (6 per year)	FI / CEPP
Provide diverse materials in a variety of formats both physical and virtual for persons of all ages that are relevant to our user's evolving needs and interests	FI / VUR
Be the 'go to' center for all members of the community for free, timely and accurate information in their pursuit of job-related, educational, and personal enrichment opportunities	FI / VUR
Assist residents inclusively in the pursuit of life-long learning by adapting and providing relevant equitable programs, services, and technologies	FI / VUR / ET
Provide a welcoming, safe, library environment that creates positive experiences and instills positive memories for children and young adults	FI / VUR / ET
Maintain buildings which are clean, comfortable, safe, and accessible to all visitors	FI / CP
Start R.F.P. process for a feasibility study for maximizing the unused space at the Peace Dale Library	TBF/CP
Raise community awareness and usage of library materials, programs, and services through outreach and community partnerships	CEPP CEPP
Incorporate remote card registration as a part of outreach whenever possible	
Submit request to host 1 URI Library Science graduate student for Professional Field Experience	URI

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



## Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Obj's
Print materials	77,964	77,041	74,500	FI
Print materials per capita	2.54	2.51	2.43	FI
E-books	184,374	228,582	300,000	FI
E-books per capita	6.01	7.46	9.79	FI
Total Items in Collection	271,772	312,588	214,000	FI
Total Items in Collection per Capita	8.87	10.20	6.98	FI
Library Card Holders	8,282	8,400	9,400	FI / CEPP
Library Card Holders per Capita	.27	.27	0.31	FI / CEPP
New Library Cards	465	600	900	FI / CEPP
Circulation	191,130	200,000	220,000	FI
Circulation per Capita	6.24	6.52	7.18	FI
E-book circulation	64,301	74,700	75,300	FI
E-book circulation per capita	2.09	2.44	2.46	FI
Library visits	18,774	65,000	75,000	FI / CEPP
Library visits per capita	.61	2.12	2.46	FI / CEPP
Programs offered	0	250	500	ET
Program attendance	0	8,000	10,000	ET / CEPP
Program attendance per capita	0	0.26	0.32	ET / CEPP
Virtual Program offered	50	100	50	ET / CEPP
Virtual Program attendance	700	1400	1000	ET / CEPP
Virtual Program attendance per capita	.02	.05	.03	ET
Reference Transactions	15,562	19,000	20,000	FI / CEPP
Reference transactions per capita	.51	.62	0.65	FI / CEPP
Public Internet Desktop	333	5,700	1,000	FI / CEPP
Public Internet Wireless	6,284	9,800	14,000	FI / CEPP
Total public Internet sessions	7,157	15,500	15,000	FI / CEPP
Public Internet session per capita	.23	.51	.49	FI / CEPP
Public Meeting Rooms	3	3	3	FI
Public Meeting Room Reservations	0	135	450	FI / CEPP

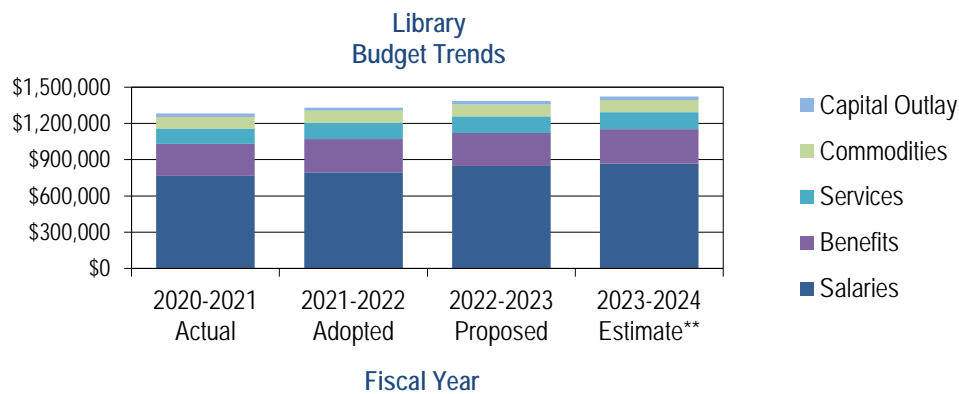
# General Fund (101) South Kingstown Public Libraries (50001), *continued*



## FY 2022-2023 Funding Comparison

Library	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	10.00	10.00	10.00	10.00	0
Salaries	\$765,196	\$794,487	\$794,487	\$848,968	\$54,481
Benefits	266,610	276,444	274,289	271,260	(5,184)
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,031,806</b>	<b>\$1,070,931</b>	<b>\$1,068,776</b>	<b>\$1,120,228</b>	<b>\$49,297</b>
Services	\$126,720	\$136,081	\$134,466	\$138,845	\$2,764
Commodities	95,528	100,000	100,110	97,891	(2,109)
Capital Outlay	29,283	22,452	22,452	28,477	6,025
<b>Subtotal Operating Expenditures</b>	<b>\$251,531</b>	<b>\$258,533</b>	<b>\$257,028</b>	<b>\$265,213</b>	<b>\$6,680</b>
<b>Total Expenditures</b>	<b>\$1,283,337</b>	<b>\$1,329,464</b>	<b>\$1,325,804</b>	<b>\$1,385,441</b>	<b>\$55,977</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles were allocated to this in FY 2019-2020 and prior, and have now been consolidated to the Facilities Division. The salaries and benefits costs shown above beginning FY 2020-2021 and FY 2021-2022 represent Library employees only. No loss in service was experienced by the library, as the Facilities Division continues to serve Library facilities.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



## FY 2022-2023 Expenditure Statement

1015000	Library Administration	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1015000	51100 Full-Time Employees	\$575,579	\$579,062	\$579,062	\$595,297	2.80%
1015000	51100 Part-Time Salaries	159,290	195,167	195,167	233,752	19.77%
1015000	51100 Retirement/Vacation Reimb.	11,880	0	0	0	0.00%
1015000	51100 Longevity	18,448	20,258	20,258	19,919	-1.67%
<b>1015000</b>	<b>Subtotal Wages</b>	<b>\$765,196</b>	<b>\$794,487</b>	<b>\$794,487</b>	<b>\$848,968</b>	<b>6.86%</b>
1015000	52225 FICA	56,410	58,963	58,963	63,789	8.18%
1015000	52230 Municipal Employees Retirement	79,651	79,635	79,635	80,978	1.69%
1015000	52230 State Retirement Defined	6,252	6,288	6,288	6,043	-3.90%
1015000	52281 Medical Insur-Active Employees	112,443	114,629	114,629	102,144	-10.89%
1015000	52282 Medical Insur-Retirees	250	5,000	3,000	3,000	-40.00%
1015000	52282 Dental Insur-Active Employees	6,003	6,236	6,236	5,052	-18.99%
1015000	52284 Insurance Buyback	4,273	4,250	4,250	8,500	100.00%
1015000	52285 Life Insurance	278	288	288	1,254	335.42%
1015000	53801 Travel Expenses	176	455	300	500	9.89%
1015000	54003 Uniforms And Other Clothing	874	700	700	0	-
<b>1015000</b>	<b>Subtotal Benefits</b>	<b>\$266,610</b>	<b>\$276,444</b>	<b>\$274,289</b>	<b>\$271,260</b>	<b>-1.88%</b>
1015000	53001 Refuse Disposal	3,429	3,600	2,875	3,000	-16.67%
1015000	53001 Outside Data Processing	58,374	60,368	60,368	60,378	0.02%
1015000	53006 Copy Machine Services	570	500	500	700	40.00%
1015000	53200 Telephone	615	540	460	504	-6.67%
1015000	53200 Electricity	19,551	21,000	21,000	21,000	0.00%
1015000	53200 Natural Gas	13,493	12,000	12,000	15,000	25.00%
1015000	53201 Wastewater Fees	764	800	600	630	-21.25%
1015000	53201 Water Fees	3,073	3,500	3,500	3,300	-5.71%
1015000	53201 Propane	1,336	1,700	1,700	2,680	57.65%
1015000	53401 Motor Vehicles Maintenance	15	0	0	0	0.00%
1015000	53401 Commun Equip. Maintenance	1,005	1,400	1,400	1,200	-14.29%
1015000	53401 Computer/Software Maintenance	5,331	10,000	10,000	10,000	0.00%
1015000	53402 Maintenance Of Buildings	18,767	20,000	19,390	20,000	0.00%
1015000	53801 Advertising	18	50	50	30	-40.00%
1015000	53802 Postage	297	300	300	300	0.00%
1015000	53802 Printing Expenses	0	200	200	0	-
1015000	53802 Rents	0	123	123	123	0.00%
1015000	53803 Licenses & Dues	80	0	0	0	0.00%

*\*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 previous page*

10150001	Library Administration	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10150001	<b>Subtotal Services</b>	<b>\$126,720</b>	<b>\$136,081</b>	<b>\$134,466</b>	<b>\$138,845</b>	<b>2.03%</b>
10150001	540012 Office Materials & Supplies	3,611	5,000	5,000	5,000	0.00%
10150001	540014 Janitorial Materials & Supp	2,515	2,100	2,100	2,100	0.00%
10150001	540018 Elect Materials & Supplies	0	500	610	500	0.00%
10150001	540020 Books And Publications	77,666	70,000	70,000	67,946	-2.93%
10150001	540021 Audio/Visual Materials	11,507	22,000	22,000	22,000	0.00%
10150001	540026 Bldg & Const Materials & Supp	0	400	400	345	-13.75%
10150001	540040 Fuels And Lubricants	229	0	0	0	0.00%
10150001	<b>Subtotal Commodities</b>	<b>\$95,528</b>	<b>\$100,000</b>	<b>\$100,110</b>	<b>\$97,891</b>	<b>-2.11%</b>
10150001	530044 Non-Major Technology Reserve	19,283	22,452	22,452	28,477	26.84%
10150001	590999 Transfer To Other Funds	10,000	0	0	0	0.00%
10150001	<b>Subtotal Capital Outlay</b>	<b>29,283</b>	<b>22,452</b>	<b>22,452</b>	<b>28,477</b>	<b>26.84%</b>
10150001	<b>Total Library Administration</b>	<b>\$1,283,337</b>	<b>\$1,329,464</b>	<b>\$1,325,804</b>	<b>\$1,385,441</b>	<b>4.21%</b>



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

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

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## General Fund (101) Insurance and Claims

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

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

### Functions

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#### MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and fire and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. The Town has been a member of the Rhode Island Inter-local Risk Management Trust for over thirty years, since 1988. This cooperative pool, with other Rhode Island cities and towns, allows the Town to take advantage of volume premium discounts. Insurance premiums for each municipality are based on actual claims experience. The Town maintains excess insurance coverage for general liability claims in the amount of \$5 million per occurrence, necessary to adequately protect the Town against claims for potential catastrophic losses. A General Fund appropriation in the amount of \$480,941, reflecting a 5.93% increase is proposed for the 2022-2023 fiscal year, due to claims experience

#### UNEMPLOYMENT INSURANCE

Rhode Island state law requires that State and local governments provide unemployment insurance for their employees; therefore the Town must appropriate money to fund unemployment claims filed. Funding of \$14,000 is proposed for FY 2022-2023. This represents a nominal increase of \$1,000 over the FY 2021-2022 amount of \$13,000. The Town experienced an increase in actual expenses during FY 2020-2021 related to COVID-19 including but not limited to employee layoffs that occurred as a result of the Adult Day Services program closure and School Crossing Guards as a result of school building closures, however the Town typically does not experience large employee turnover, and therefore does not pay excessive 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 2022-2023, a decrease from the current fiscal year appropriation of \$216,441 is proposed, to \$198,453. Although workers' compensation costs continue to fluctuate at significant rates due to heightened risk factors, higher cost of medical care, and increases in reinsurance premiums, the Town works closely with The Trust, Blue Cross, and employees for claims management.

#### FUND CONTINGENCY

This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there are not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be



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

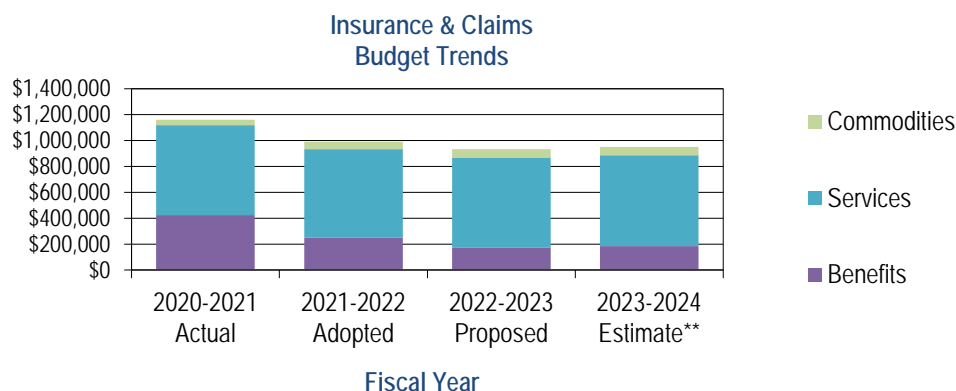
charged to this account. Funding in the amount of \$65,000 is proposed for FY 2022-2023, an increase of \$9,180 over the current fiscal year. Prudent financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between approximately \$136,000 (for about one-half percent), and \$272,000 (for about one percent) for contingency expenditures. Based on the present economic climate, the Town has opted to increase the contingency account to amount proposed and believes it can address any uncertainties that may arise on a case by case basis.

### OPEB & TOWN HEALTH CARE

This account provides municipal funding for the Annual Required Contribution (ARC) for Other Post-Employment Benefits (OPEB), as well as for contingency funding in case of adverse development within incurred costs. OPEB costs associated with post-employment benefits include the annual payments to meet all unfunded accrued liability associated with those current and retired General Fund employees entitled to some form of employer paid medical, dental, and/or life insurance benefits in retirement, and the current year cost associated with OPEB benefits current employees will earn in the 2021-2022 fiscal year. For FY 2022-2023, decreased funding to \$175,000 is proposed, which equates to \$100,000 for OPEB-related costs and a contingency appropriation of \$75,000 in case of adverse development with incurred costs. The reduction in cost is a result of the OPEB Plan obtaining a well-funded status at June 30, 2021. Due to the change in the status of the Plan, the Town is going to work with its actuaries, investment advisors, and the Trust to develop a funding strategy for the long-term.

### FY 2022-2023 Funding Comparison

Insurance & Claims	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Benefits	\$425,000	\$250,000	\$250,000	\$175,000	(\$75,000)
<b>Subtotal Personnel Expenditures</b>	<b>\$425,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$175,000</b>	<b>(\$75,000)</b>
Services	\$693,714	\$683,431	\$683,431	\$693,394	\$9,963
Commodities	42,579	55,820	58,120	65,000	9,180
<b>Subtotal Operating Expenditures</b>	<b>\$736,293</b>	<b>\$739,251</b>	<b>\$741,551</b>	<b>\$758,394</b>	<b>\$19,143</b>
<b>Total Expenditures</b>	<b>\$1,161,293</b>	<b>\$989,251</b>	<b>\$991,551</b>	<b>\$933,394</b>	<b>(\$55,857)</b>



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, and 6% increase in Benefits.

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



## FY 2022-2023 Expenditure Statements

1017010	Municipal Insurance	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017010 56001	Insurance	\$463,570	\$453,990	\$453,990	\$480,941	5.94%
1017010	Subtotal Services	\$463,570	\$453,990	\$453,990	\$480,941	5.94%
1017010	Total Municipal Insurance	\$463,570	\$453,990	\$453,990	\$480,941	5.94%
1017010	Unemployment Insurance	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017010 56001	Unemployment Insurance	\$40,790	\$13,000	\$13,000	\$14,000	7.69%
1017010	Subtotal Services	\$40,790	\$13,000	\$13,000	\$14,000	7.69%
1017010	Total Unemployment Insurance	\$40,790	\$13,000	\$13,000	\$14,000	7.69%
1017010	Worker's Compensation Insurance	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017010 56002	Worker's Compensation Ins	\$189,354	\$216,441	\$216,441	\$198,453	-8.31%
1017010	Subtotal Services	\$189,354	\$216,441	\$216,441	\$198,453	-8.31%
1017010	Total Workers' Compensation Ins	\$189,354	\$216,441	\$216,441	\$198,453	-8.31%
1017010	Fund Contingency	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017010 58010	Miscellaneous Expenses	\$42,579	\$55,820	\$58,120	\$65,000	16.45%
1017010	Subtotal Commodities	\$42,579	\$55,820	\$58,120	\$65,000	16.45%
1017010	Total Fund Contingency	\$42,579	\$55,820	\$58,120	\$65,000	16.45%
1017301	Town Health Care	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017301 52290	Contingency	\$75,000	\$75,000	\$75,000	\$75,000	0.00%
1017301 52311	OPEB	350,000	175,000	175,000	100,000	-42.86%
1017301	Subtotal Benefits	\$425,000	\$250,000	\$250,000	\$175,000	-30.00%
1017301	Total Town Health Care	\$425,000	\$250,000	\$250,000	\$175,000	-30.00%
Total Insurance & Claims Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
1017010	Subtotal Municipal Insurance	\$463,570	\$453,990	\$453,990	\$480,941	5.94%
1017010	Subtotal Unemployment Insurance	40,790	13,000	13,000	14,000	7.69%
1017010	Subtotal Worker's Compensation	189,354	216,441	216,441	198,453	-8.31%
1017010	Subtotal Fund Contingency	42,579	55,820	58,120	65,000	16.45%
1017301	Subtotal Town Health Care	425,000	250,000	250,000	175,000	-30.00%
	<b>Total Insurance &amp; Claims Program</b>	<b>\$1,161,293</b>	<b>\$989,251</b>	<b>\$991,551</b>	<b>\$933,394</b>	<b>-5.65%</b>



## General Fund (101) Human Service & Outside Agencies

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

Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies

### Functions

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

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

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

The availability of municipal grant funds is limited. Each year, the number of local organizations making requests to the Town increases, and the availability of funding is further stretched. The Town makes organizations aware that funding in prior years does not guarantee funding in the future.

Within the FY 2022-2023 Proposed Budget, for the majority of organizations, the Town Manager is including a proposed total amount of grant funding available for Human Service & Outside Agencies. The Town Council will review the application materials provided by the requesting organizations, and during budget deliberations the Council will consider which organizations will receive funding, and in what amount, as part of the FY 2022-2023 Adopted Budget.

Town appropriations are proposed for the 2022-2023 fiscal year to the following quasi-governmental organizations/activities, in a combined amount of \$52,567. It is noted that, given their status, the Town Council has historically not required these organizations to submit funding request applications.



### RI LEAGUE OF CITIES AND TOWNS

Funding is provided to pay the Town's membership dues. The League provides a number of services for Rhode Island cities and towns to represent municipal interests on both state and federal levels. It is noted that during the COVID-19 pandemic, the League has played a critical role in keeping Rhode Island's municipalities informed on the ever-evolving guidance, protocols, and requirements, as well as in direct communication with the Governor's Office, RIDOH, and each other, as we have navigated the unique challenges faced by municipal governments. The League also sponsors professional conferences and seminars for the benefit of municipal employees and elected officials, in addition to providing research and information gathering and dissemination. The League has also played a direct role in shaping State policy and legislation in the areas of collective bargaining, unfunded mandates, municipal and school aid programs, and affordable housing issues. During the current fiscal year, the RI League of Cities and Towns continues to promote municipal interests before the Rhode Island General Assembly and with the Governor's Office to define positions on programs affecting municipal government operations and local taxpayers. Lobbying efforts concentrate on the equitable distribution of general State aid to cities and towns and adequate support for local schools, as well as providing vigorous opposition to organized labor's continued efforts to provide for binding arbitration and never-ending contracts for public employee bargaining units. Funding of \$15,567 is proposed for the 2022-2023 fiscal year, a slight increase over the current fiscal year, reflecting an increase in the League's annual dues.

### CELEBRATIONS

Funding is provided each year for the conduct of three local parades in town. Increased funding in the amount of \$27,000 is proposed for the 2022-2023 fiscal year, with each parade receiving \$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 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. An additional \$20,000 is proposed for FY 2022-2023 to provide funding for programming and development related to the Town's year-long 300<sup>th</sup> anniversary celebration in 2023.

### UFD & KFD FIRE STATIONS

In FY 2021-2022, the Town provided funding to Union Fire and Kingston Fire Districts in the amount \$10,000. The appropriation provides the two Fire Districts the ability to fund a college scholarship program for volunteer firefighters and their immediate families. This initiative is being coordinated to support ongoing UFD and KFD recruitment and retention efforts. Level funding in the amount of \$10,000 is proposed for the 2022-2023 fiscal year in order to continue the scholarship initiative.

In addition to the \$52,567 proposed above for specific organizations, the Town Manager is proposing an uncommitted amount of municipal grant funding available for allocation consideration by the Town Council. During budget deliberations, the Town Council can consider the municipal grant funding requests received from these organizations as part of the adopted budget, and can consider providing funding allocations using this proposed amount. The uncommitted funding is proposed for FY 2022-2023 in the amount of \$134,950.



Funding requests were received for the 2022-2023 fiscal year from the following eligible Human Service and Outside Agencies:

### JONNYCAKE CENTER OF PEACE DALE

The Jonnycake Center of Peace Dale is a non-profit local organization, whose mission is to improve the quality of life for individuals and families by providing comprehensive assistance to those in need of food, clothing, and household items, and through individual and systemic advocacy for our clients. A funding request in the amount of \$30,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### BOYS & GIRLS CLUB OF NEWPORT COUNTY

The Boys & Girls Club of Newport County was founded in 1956 to provide a safe place for youth where they could find help with challenges and encouragement toward bright futures. For more than sixty (60) years the agency has continued to grow and evolve while staying true to its mission of inspiring and enabling all young people, especially those who need help most, to realize their full potential as productive, responsible and caring citizens. A funding request in the amount of \$20,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### EDUCATION EXCHANGE

The Education Exchange is a non-profit organization whose mission is to provide educational tools and opportunities that are informative, relevant, and responsive to the needs of individuals and businesses in Southern Rhode Island and beyond, and offers a wide range of programs at sites in South County. Programs include GED, adult literacy and math, English as a Second Language, Civics and Citizenship, as well as computer courses and other work-readiness initiatives. A funding request in the amount of \$15,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### CANE CHILD DEVELOPMENT CENTER

CANE Child Development Center is a non-profit educational preschool center, with a commitment to provide for the educational, social, emotional, physical, and nutritional needs of each child enrolled. CANE's mission to be welcoming of all children and families, providing a healthy, safe, learning environment, and providing the highest quality child care. A funding request in the amount of \$9,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### SOUTHERN RHODE ISLAND CHAMBER OF COMMERCE

The Chamber is a commerce/economic development organization and is a non-profit organization financed on a voluntary basis and established to advance the commercial, financial, industrial, and civic interests of the community. The Chamber supports and enhances the business community of Southern Rhode Island and creates opportunities for the growth and development of its member businesses. A funding request in the amount of \$9,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### VFW, POST 916

The VFW, Post 916 is a service organization consisting of former combat and conflict-era deployed veterans in South County. The VFW's mission is to foster camaraderie among United States veterans



of overseas conflicts; to serve our veterans, the military, and our communities; and to advocate on behalf of all veterans. A funding request in the amount of \$5,000 was received for the 2022-2023 fiscal year; a \$1000 reduction from what was provided in FY 2021-2022.

### DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCS is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCS provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. A funding request in the amount of \$5,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### WAKEFIELD VILLAGE ASSOCIATION

The WVA is a non-profit business and community organization made up of local merchants located primarily on or surrounding Main Street, as well as residents. The WVA focuses on outdoor seasonal street festivals and community initiatives that encourage pedestrian activities, streetscape beautification, and the continued economic vibrancy of the commercial downtown area. A funding request in the amount of \$5,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### NEIGHBORS HELPING NEIGHBORS

Neighbors Helping Neighbors is a non-profit organization offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. The organization is dedicated to helping families stay in their homes through a variety of ways, primarily by providing necessary home repairs and modifications. A funding request in the amount of \$4,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### SOUTHERN RHODE ISLAND VOLUNTEERS

SRIV's mission is to enhance lives by inspiring, creating, and supporting a lifelong culture of service throughout volunteer members and affiliates across Southern Rhode Island. SRIV, formerly known as Seniors Helping Others, is a non-profit offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. A funding request in the amount of \$2,000 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### NARROW RIVER PRESERVATION ASSOCIATION

The NRPA is a non-profit environmental citizen action organization, dedicated to protecting the environment of the Narrow River. Town funding supports the citizens' water quality monitoring program along the river. A funding request in the amount of \$1,950 was received for the 2022-2023 fiscal year; equivalent to what was provided in FY 2021-2022.

### SOUTH COUNTY HISTORY CENTER

The South County History Center was originally founded as the Pettaquamscutt Historical Society in 1958 by a group of local residents interested in history and historic preservation. Their goal is to



become a leading research and archival center dedicated to the preservation and promotion of South County’s rich and diverse history. A funding request in the amount of \$15,000 was received for the 2022-2023 fiscal year. SCHC was provided \$6,500 in FY 2020-2021. No funds were provided in the 2021-2022 fiscal year.

**CHRIS COLLIN’S FOUNDATION**

The Chris Collin’s Foundation was created in memory of South Kingstown resident and student Chris Collins who died by suicide March 29, 2018 after a 3-year battle with anxiety and depression. The goal of the organization is to heighten awareness and education about anxiety and depression, especially in schools, by encouraging openness and communication, and developing peer-to-peer support. The program is a student-led initiative where peer-leaders serve as positive role models that help shape social norms and attitudes regarding mental illness. A funding request in the amount of \$21,200 was received for the 2022-2023 fiscal year. This is an \$11,200 increase over what was provided to SK Wellness in FY 2021-2022. SK Wellness closed in May 2021 and petitioned to have their FY 2021-2022 allocation provided to the Chris Collins Foundation, which was approved by the Town Council.

**SOUTH KINGSTOWN HOUSING AUTHORITY**

The South Kingstown Housing Authority’s mission is to provide and maintain low income housing and housing for the elderly. Activities of the Housing Authority reflect the needs and goals identified in the Housing Element of the Comprehensive Plan. Members are appointed by the Town Council and their activities are coordinated through the Housing Authority Office. The Housing Authority serves as a forum for discussion of special housing needs, and for review of neighborhood impacts resulting from the siting of special housing facilities. A funding request in the amount of \$20,000 was received for the 2022-2023 fiscal year; a \$2,000 increase over what was provided in FY 2021-2022.

**Specific Performance Measurements**

For the 2022-2023 fiscal year, it is proposed the Town appropriate up to \$187,517, an increase of \$20,741 over the current year’s \$166,776, to support programming provided by community-based agencies that address important and diverse human service needs in our community. As discussed above, \$52,567 is proposed in committed funds for 3 organizations, and another \$134,950 is proposed as available in uncommitted funds for the Council to allocate to any of the organizations who submitted municipal grant funding requests.

Existing Organizations Requesting Increased Funding	FY 2021-2022 Received	FY 2022-2023 Request	Increase over Prior Year
The League	\$14,826	\$15,567	\$741
Celebration (3 Parades + 300 <sup>th</sup> Anniversary)	\$7,000	\$27,000	\$20,000
South County History Center	\$0	\$15,000	\$15,000

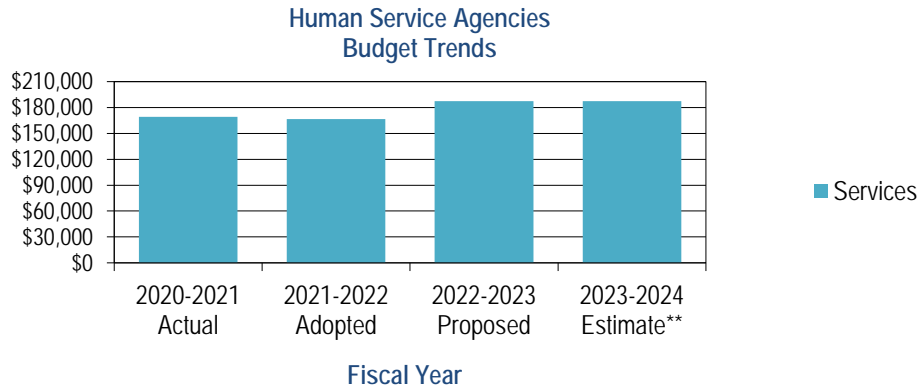
Two organizations funded last year, SK Wellness and the South Kingstown Housing Authority, did not apply for funding in FY 2022-2023.

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



## FY 2022-2023 Funding Comparison

Human Service & Outside Agencies	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Services	\$169,236	\$166,776	\$169,110	\$187,517	\$20,741
<b>Subtotal Operating Expenditures</b>	<b>\$169,236</b>	<b>\$166,776</b>	<b>\$169,110</b>	<b>\$187,517</b>	<b>\$20,741</b>
<b>Total Expenditures</b>	<b>\$169,236</b>	<b>\$166,776</b>	<b>\$169,110</b>	<b>\$187,517</b>	<b>\$20,741</b>



*\*\*FY 2023-2024 is estimated based on the following assumptions: level funding to Human Service & Outside Agencies with the exception of Celebrations and increased dues for the Rhode Island League of Cities and Towns.*

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



## FY 2022-2023 Expenditure Statement

10180000	Contributions to		2020-2021	2021-2022	2021-2022	2022-2023	Percent
10181000	Human Service & Outside		Actual	Adopted	Projected	Proposed	Change
10180000	589606	Jonnycake Center Of Peace Dale	\$30,000	30,000	\$30,000	\$30,000	0.00%
10180000	589607	Cane Child Development Center	9,000	9,000	9,000	9,000	0.00%
10180000	589609	Welcome House Of South County	20,000	0	0	0	0.00%
10180000	589610	Domestic Violence Resource	10,000	5,000	5,000	5,000	0.00%
10180000	589612	Education Exchange	15,000	15,000	15,000	15,000	0.00%
10180000	589614	Boys and Girls Club	20,000	20,000	20,000	20,000	0.00%
10181000	580104	League of Cities & Towns	14,120	14,826	14,826	15,567	5.00%
10181000	580106	Celebrations (Parades)	4,666	7,000	9,334	27,000	285.71%
10181000	580108	Fire Stations	10,000	10,000	10,000	10,000	0.00%
10181000	589701	Narrow River Preservation Assoc.	1,950	1,950	1,950	1,950	0.00%
10181000	589702	Southern RI Chamber Of Comm.	9,000	9,000	9,000	9,000	0.00%
10181000	589705	SK Partnership For Prevention	5,000	10,000	10,000	0	0.00%
10181000	589706	Wakefield Village Association	5,000	5,000	5,000	5,000	0.00%
10181000	589708	Neighbors Helping Neighbors	1,000	4,000	4,000	4,000	0.00%
10181000	589709	Southern Rhode Island Volunteers	2,000	2,000	2,000	2,000	0.00%
10181000	589710	VFW Auxiliary Post #916	6,000	6,000	6,000	5,000	0.00%
10181000	589711	South County History Center	6,500	0	0	15,000	0.00%
10181000	589712	South Kingstown Housing	0	18,000	18,000	0	0.00%
		Proposed for Disbursement	0	134,950	0	134,950	0.00%
10181000		<b>Subtotal Services</b>	<b>\$169,236</b>	<b>\$166,776</b>	<b>\$169,110</b>	<b>\$187,517</b>	<b>12.44%</b>
10181000		<b>Total Outside Agencies</b>	<b>\$169,236</b>	<b>\$166,776</b>	<b>\$169,110</b>	<b>\$187,517</b>	<b>12.44%</b>



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

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### Capital Budget

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This account provides for funding from the General Fund for FY 2022-2023 Capital Budget projects, and incorporated into the fiscal period 2022-2023 through 2027-2028 Capital Improvement Program. Additional funding for FY 2022-2023 Capital Budget projects may be provided through Special Revenue and/or Enterprise Funds. The Capital Budget is the first year spending program of the six year (CIP), also referred to as the 'Pay-As-You-Go' element of the CIP.

### Capital Improvement Program

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The full budget document for the fiscal period 2022-2023 through 2027-2028 Capital Improvement Program can be found on the Town of South Kingstown's website:

[www.southkingstownri.com/DocumentCenter/View/9262/TM-Proposed-CIP-FY-2022-2023-through-FY-2027-2028-FINAL](http://www.southkingstownri.com/DocumentCenter/View/9262/TM-Proposed-CIP-FY-2022-2023-through-FY-2027-2028-FINAL)

The full six year Capital Improvement Program is summarized in tab twenty-one of this document, with details provided for Capital Budget, or Pay-As-You-Go projects as proposed within the FY 2022-2023 budget.

### Capital Improvement Program Timeframe

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

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

The Capital Improvement Program for Fiscal Period 2022-2023 through 2027-2028 was presented to the Town Council in December 2021. The Town Council held work sessions to review the proposed CIP on January 5<sup>th</sup>, 2022 with municipal department directors, and on January 6<sup>th</sup>, with the School Committee. A public hearing was held during the Town Council's January 24<sup>th</sup>, 2022 regular session to hear from the public, and the Capital Improvement Program for Fiscal Period 2022-2023 through 2023-2027 was adopted that evening.

### Functions

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



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

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

### Planning Process

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

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

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



## FY 2022-2023 Expenditure Statement

10185000	Capital Budget	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
10185000	590326 Property Appraisal Reserve Fund	\$343,300	\$30,000	\$30,000	\$30,000	0.00%
10185000	590408 Capital Equip. & Replace. Fund	556,000	581,500	581,500	514,000	-11.61%
10185000	590410 Technology Reserve Fund	83,200	83,200	83,200	50,000	-39.90%
10185000	590412 Library Improvement Fund	15,000	35,000	35,000	45,000	28.57%
10185000	590414 Public Safety Reserve Fund	50,000	65,000	65,000	80,000	23.08%
10185000	590418 Public Works Improvement Fund	463,000	690,000	690,000	700,000	1.45%
10185000	590420 Rec Development & Restore Fund	472,990	278,000	278,000	278,000	0.00%
10185000	590426 Town Hall Improvement Fund	47,500	47,000	47,000	69,500	47.87%
	590999 Transfer to Other Funds	0	0	0	40,000	0.00%
<b>10185000</b>	<b>Subtotal Capital Outlay</b>	<b>\$2,030,990</b>	<b>\$1,809,700</b>	<b>\$1,809,700</b>	<b>\$1,806,500</b>	<b>-0.18%</b>
<b>10185000</b>	<b>Total Capital Improvement</b>	<b>\$2,030,990</b>	<b>\$1,809,700</b>	<b>\$1,809,700</b>	<b>\$1,806,500</b>	<b>-0.18%</b>



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

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

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details the operational budget for the Peace Dale Office Building.

## Mission Statement

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

## General Explanation and Work Program

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

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild facility, and allows the Department to offer select leisure programs including art and pottery classes. The ground floor is fully accessible; however, limited access to the second and third floor levels prevents the Department from expanding into that space for additional programs.

Occupancy of the available 6,123 square feet available for commercial lease within the PDOB is currently at 96% with one office vacancy. Fiscal year 2022-2023 projected rental revenue reflects a 7.1% increase as compared with the current fiscal year budget. The increase reflects renegotiated lease agreements and the addition of two new tenants in FY20-21. The ground floor level will continue to be at risk for flooding during extreme weather events, given the building’s location in a low lying area and close proximity to Indian Run Brook and the Saugatucket River. Short term safeguards are in place and have protected the ground floor

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



during 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 some recreational programs offered there year round;
- The Parks & Recreation Department manages the rentals and occupancy of commercial units within the PDOB;
- Both day to day and long term maintenance of the PDOB are managed by the Town's Facilities Division, leveraging rental income for operational costs and long term maintenance and preservation of the building.

### FY 2021-2022 Priorities

	Town Council Goals & Objs
Continue to evaluate commercial rental rates prior to all lease renewals to ensure market position is competitive and fair	TBF / ES
Market rent 3 <sup>rd</sup> floor studio hourly rental opportunities to maximize room rental revenue	TBF / ES
Establish lease renewal or new lease agreements for one unit with lease agreement scheduled to expire	TBF / ES
Maintain the Access to Art Pottery Program based on public demand	FI / CEPP
Fill vacant office space(s) with long term lease commitments	TBF / ES
Continue exterior and interior facility improvements in collaboration with Facilities Division	TBF / CR
Initiate research into options for infrastructure improvements to mitigate water intrusion due to river flooding	TBF / SNR

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Establish new lease agreements for one vacant office unit	TBF / ES
Grow the Access to Art Pottery Program based on public demand	FI / CEPP
Fill vacant office space(s) with long term lease commitments	TBF / ES
Continue exterior and interior facility improvements in collaboration with Facilities Division	TBF / CR
Initiate research into options for infrastructure improvements to mitigate water intrusion due to river flooding	TBF / SNR

### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2021-2022 Anticipated	Town Council Goals & Objs
Commercial Tenants	6	6	7	8	TBF / ES
Recreational Programs Offered	13	13	14	15	ET / CEPP
Self-Support Program Revenue	\$3,432	\$6,999	\$6,300	\$10,300	TBF
Rental Income	\$84,751	\$87,203	\$90,170	\$92,322	TBF / ES
Facility Usage: Participation Number*	3,228	2,755	3,000	3,500	TBF / CEPP
Facility Programming Hours	765	626	824	850	TBF / CEPP

\*participation numbers includes Pottery Studio classes; expenses and revenue for Pottery are allocated in the Neighborhood Guild Budget under the Arts cost center

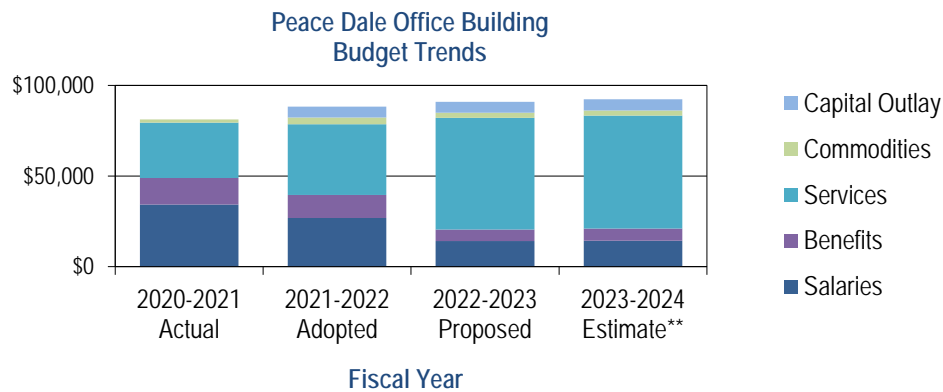
# Peace Dale Office Building Fund (0302), *continued*



## FY 2022-2023 Funding Comparison

Peace Dale Office Building	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	0.72	0.72	0.72	0.72	0.00
Salaries	\$34,191	\$26,770	\$26,770	\$14,046	(\$12,724)
Benefits	14,799	12,719	12,427	6,357	(6,362)
<b>Subtotal Personnel Expenditures*</b>	<b>\$48,989</b>	<b>\$39,489</b>	<b>\$39,197</b>	<b>\$20,403</b>	<b>(\$19,086)</b>
Services	\$30,433	\$39,174	\$35,873	\$61,736	\$22,562
Commodities	1,845	3,597	2,630	2,728	(869)
Capital Outlay	0	6,000	60,000	6,000	0
<b>Subtotal Operating Expenditures</b>	<b>\$32,278</b>	<b>\$48,771</b>	<b>\$98,503</b>	<b>\$70,464</b>	<b>\$21,693</b>
<b>Total Expenditures</b>	<b>\$81,267</b>	<b>\$88,260</b>	<b>\$137,700</b>	<b>\$90,867</b>	<b>\$2,607</b>

*\*Please note the salaries and benefits expenditure figures shown above represent the personnel expenditures allocated to this account. Some roles are allocated across multiple accounts. In addition, some roles were allocated to this in FY 2020-2021 and prior, and have been consolidated to the Facilities Division beginning July 1, 2021.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

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



**FY 2022-2023 Expenditure Statement**

30243010	Peace Dale Office Building	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30243010	511001 Full-Time Employees	\$32,055	\$24,704	\$24,704	\$13,791	-44.18%
30243010	511004 Overtime	132	0	0	0	0.00%
30243010	511006 Longevity	2,003	2,066	2,066	255	-87.66%
<b>30243010</b>	<b>Subtotal Wages</b>	<b>\$34,191</b>	<b>\$26,770</b>	<b>\$26,770</b>	<b>\$14,046</b>	<b>-47.53%</b>
30243010	522250 FICA	2,643	2,236	2,236	1,273	-43.07%
30243010	522300 Municipal Employees Retirement	4,243	3,312	3,312	1,796	-45.77%
30243010	522301 Retirement - Defined Contribution	244	172	172	184	6.98%
30243010	522818 Medical Insur-Active Employees	4,166	4,244	4,244	1,220	-71.25%
30243010	522820 Medical Insur-Retirees	550	0	0	0	0.00%
30243010	522822 Dental Insur-Active Employees	243	367	75	111	-69.75%
30243010	522840 Insurance Buyback	795	272	272	200	-26.47%
30243010	522850 Life Insurance	19	16	16	13	-18.75%
30243010	529900 Workers Compensation	1,895	2,100	2,100	1,560	-25.71%
<b>30243010</b>	<b>Subtotal Benefits</b>	<b>\$14,799</b>	<b>\$12,719</b>	<b>\$12,427</b>	<b>\$6,357</b>	<b>-50.02%</b>
30243010	530013 Custodial Services	0	0	0	20,836	0.00%
30243010	530014 Refuse Disposal	624	680	680	680	0.00%
30243010	530022 Course Instructors	218	210	210	1,200	471.43%
30243010	532004 Electricity	8,180	11,550	10,000	10,500	-9.09%
30243010	532008 Natural Gas	6,758	6,100	6,700	7,135	16.97%
30243010	532010 Wastewater Fees	1,200	1,200	1,200	1,200	0.00%
30243010	532012 Water Fees	447	480	480	480	0.00%
30243010	534016 Computer Maintenance	455	1,025	1,174	1,295	26.34%
30243010	534020 Maintenance Of Buildings	7,010	12,000	9,500	12,000	0.00%
30243010	560010 Insurance	5,541	5,929	5,929	6,410	8.11%
<b>30243010</b>	<b>Subtotal Services</b>	<b>\$30,433</b>	<b>\$39,174</b>	<b>\$35,873</b>	<b>\$61,736</b>	<b>57.59%</b>
30243010	540014 Janitorial Materials & Supp	1,361	2,867	1,900	2,017	-29.65%
30243010	540018 Elect Materials & Supplies	0	250	250	250	0.00%
30243010	540024 Chemicals And Gases	191	200	200	200	0.00%
30243010	580100 Miscellaneous Expenses	293	280	280	261	-6.79%
<b>30243010</b>	<b>Subtotal Commodities</b>	<b>\$1,845</b>	<b>\$3,597</b>	<b>\$2,630</b>	<b>\$2,728</b>	<b>-24.16%</b>
30243010	570002 Capital Improvements	0	6,000	60,000	6,000	0.00%
<b>30243010</b>	<b>Subtotal Capital Outlay</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$60,000</b>	<b>\$6,000</b>	<b>0.00%</b>
<b>30243010</b>	<b>Total Peace Dale Office Building</b>	<b>\$81,267</b>	<b>\$88,260</b>	<b>\$137,700</b>	<b>\$90,867</b>	<b>2.95%</b>

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



**FY 2022-2023 Revenue Statement**

302	Peace Dale Office Building	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30243000	418130 Interest On Delinquent	\$71	\$0	\$140	\$0	0.00%
30243000	431115 Rental Income	87,203	86,210	90,170	92,322	7.09%
30243000	440220 Recreation Self-Support	6,999	1,050	6,300	10,300	880.95%
30243000	460010 Investment Income	790	1,000	700	700	-30.00%
30243000	470020 NationalGrid Electricity	1,545	0	0	0	0.00%
30243000	499050 Net Assets Forward to Ops	0	0	59,617	0	0.00%
<b>302</b>	<b>Total PDOB Revenues</b>	<b>\$96,608</b>	<b>\$88,260</b>	<b>\$156,927</b>	<b>\$103,322</b>	<b>17.07%</b>
302	Total PDOB Expenditures	\$81,267	\$88,260	\$137,700	\$90,867	
<b>302</b>	<b>Income Over (Under)</b>	<b>\$15,341</b>	<b>\$0</b>	<b>\$19,227</b>	<b>\$12,455</b>	



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

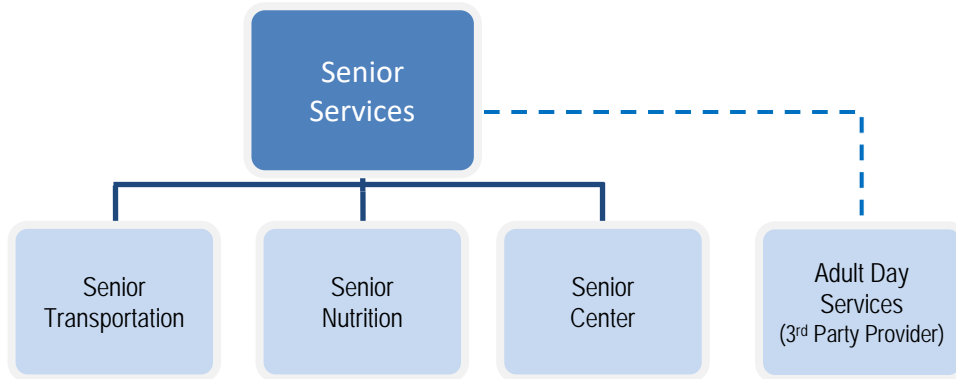
Senior Services Program ..... 13 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

# Senior Services Program (0304)



## Organizational Chart



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

## 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, senior centers, and caregiver education and support groups. The Senior Services



Department provides these services, and links community members with other local providers for additional supportive services, through operation of three direct service programs: Transportation, Nutrition, and a Senior Services Center. In-kind support of Adult Day Services will be provided to Saint Elizabeth Community. Advocacy and technical assistance are also major functional areas within the Department.

The release of the 2020 American Community Survey has been delayed due to the impact of COVID-19 on data collection. The 2016 US Census American Community Survey reported that the age 60 plus population in South Kingstown accounts for nearly 25% of the overall population, consisting of 7,560 Town residents. This age group has grown from 3,686 residents in 1990 (15% percent of the population), to 4,135 residents in 2000 (14.8%), to 5,777 residents in 2010 (19.1%), and the upcoming 2020 census is expected to reflect a further increase. With this in mind, senior services represent a critical resource in the community. Current and future challenges lie in the development and implementation of services and programs for a broad senior demographic ranging from the newly retired to the frail elderly.

In July 2021, The Town entered into a three-year lease agreement with Saint Elizabeth Community for a fee of \$1 per year, with an option to extend the agreement for five additional years; for the provision of a licensed Adult Day Services Program to be located at 283 Post Road, Wakefield, Rhode Island. The Town-run Adult Day Services Program closed in June 2020 largely due to the impact of the COVID-19 pandemic. Saint Elizabeth Community has been a continuous operating provider of adult day services in Rhode Island for the past 47 years, employing a comprehensive medical adult day model that cares for the whole person. In September 2021, the Adult Day facility opened to participants under the management of Saint Elizabeth Community. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained.

The need for personal connection during this time of personal health safeguarding has been greater than ever for the aging population. A return to in-person dining, recreation, bus transportation and participation at The Center has begun to increase. The Center will continue to monitor the health and wellbeing challenges of the pandemic and adjust programming and operation of The Center as necessary. Naturally, these impacts could have a direct effect on how funding is utilized to provide the most effective services to the broadest population.

For FY 2022-2023, the Town will contribute 81% of the revenue necessary to operate the Senior Services Program. Support from our municipal partner, the Town of Narragansett, is proposed to account for an additional 9% of the overall revenue. The program also receives State and Federal grants. State funding in the form of a Rhode Island designated Grant will continue in FY 2022-2023. Funding from Tri-Town Community Action Agency to support the Community Information Specialist position will remain level funded in FY 2022-2023.

### SENIOR TRANSPORTATION PROGRAM

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

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



Seniors transported directly to The Center for activities or lunch at the meal site are not charged a fee. In FY 2021-2022, the trip fee for shopping trip was raised to \$1.00 per trip and this will continue FY2022-2023. The transportation program is no longer providing lunch deliveries to residents and has fully returned to providing transportation to The Center and to local shopping areas. Other non-municipal transportation options are available for seniors including the RIPTA Flex Service and Medical Transportation Management, Inc. (MTM), the state-contracted transportation provider.

### SENIOR NUTRITION PROGRAM

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

The face of the nutrition program has been changing, at the national and local levels, over the last several years. Daily lunch programs continue to exist however attendance overall has been dropping nationwide as interests of seniors change. Dining programs have had the least influx of baby boomers and the average age of participants is slowly rising. As a result of these changes, The Center continues to provide nutrition and dining alternatives to our programming such as Singles 60+ Supper Club and monthly in-house dining incentives. During the pandemic, a “Grab N’ Go” lunch option was initiated through the Congregate Nutrition Program. This option was very popular and continues to date at The Center.

The overall lunch attendance at the South Kingstown Senior Center continues to be affected by the pandemic as well as the recent implementation of a congregate meal site, in April 2021, by the Town of Narragansett. Approximately 32% of the meals served at the Center are served to Narragansett residents. For over fifteen years, the Town of Narragansett has contributed a fair share fee to the Town to cover the cost of operation of the senior nutrition program based on the number of meals served to Narragansett residents. Should the Town of Narragansett decide to end its annual contribution to this program, this will result in a loss of approximately \$41,000 in revenue and South Kingstown will absorb all costs associated with operating the nutrition program.

Senior Nutrition Program Cost 2022-2023 Fiscal Year			\$136,488
State – Nutrition Program Grant Reimbursement			\$8,033
<b>Net Direct Cost of Nutrition Program (4 Yr Avg)</b>			<b>\$128,455</b>
Description	Congregate Meals	% of Total	Cost Sharing
South Kingstown	68,913	67.98%	\$87,321
Narragansett	32,463	32.02%	41,134
<b>Participating Community Meals</b>	<b>101,376</b>	<b>98.00%</b>	<b>\$128,455</b>
Non Participating Community Meals	2,622		
<b>Total Meals Program</b>	<b>103,998</b>	<b>100%</b>	<b>\$136,488</b>

Personnel and benefit costs directly related to the operation of the Nutrition Program are included in this budget. Facility operational costs associated with the Nutrition program are calculated based on 30% of the overall cost of the Senior Center operation.

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

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### ADULT DAY SERVICES PROGRAM

In July 2021, The Town entered into a three-year lease agreement with Saint Elizabeth Community for a fee of \$1 per year, with an option to extend the agreement for five additional years; for the provision of a licensed Adult Day Services Program to be located at 283 Post Road, Wakefield, Rhode Island. The Town providing the facility for this services represents an in-kind contribution and a commitment to continue the provision of community based care in South Kingstown. The Town-run Adult Day Services Program closed in June 2020 largely due to the impact of the COVID-19 pandemic. In September 2021, the Adult Day facility opened to participants under the management of Saint Elizabeth Community. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained.

### SENIOR CENTER PROGRAM

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

During the COVID-19 pandemic the Senior Center and its programs changed gears. A COVID-control plan was developed outlining how The Center would comply with the mandatory safety standards for operation during the pandemic. Decisions and strategies have been developed so The Center can continue to provide programming, information, open enrollment counseling, and continuity of services to the senior residents of South Kingstown. It was anticipated that The Center would see a slow ramp-up of senior programs and services correlating with the vaccine rollout. Senior Programs and Services started up slowly in April 2021. It was a gradual process for seniors to feel comfortable with in-person group settings but eventually the majority of the classes have resumed and participants have returned.

The needs and interests of the Town's senior population continue to require a multi-leveled approach to service and program development. The Senior Center plans to offer the expected wide range of choices for social, physical, and educational enrichment, with continued access to remote participation. In particular, continued focus on the needs of the soon-to-be or newly retired individual will be a priority as needed. Development of new opportunities geared towards a healthy and active baby-boomer segment is necessary.

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

Establishment of an annual participant fee has been introduced. A fee of \$10 per person for South Kingstown and Narragansett residents, and a non-resident fee of \$15 per person is requested. This revenue will help offset increasing operational expenses of the Senior Services Department. It is important to note that no senior will be denied participation or services of the Senior Center because of inability to pay.

A breakdown of the Senior Center Program cost, minus non-municipal revenues, is shown below. The Town of South Kingstown and Narragansett share in the remaining expenses associated with Center operations. It is proposed that Narragansett contribute \$60,000, or 15.5% of the total municipal support. This

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



represents 50% of the estimated program cost (\$120,187) for the Town of Narragansett based on 1,497 active center participants from Narragansett.

Senior Center Program Cost	2020-2021 Actual	2021-2022 Budgeted	2022-2023 Proposed	Increase Over PY
<b>Total Program</b>	<b>\$393,708</b>	<b>\$409,765</b>	<b>\$451,642</b>	<b>\$57,934</b>
Less				
Grants	\$41,422	\$45,440	\$38,745	(\$2,677)
Senior Classes	921	11,000	1,560	639
Fund Balance Forwarded	5,000	5,000	6,000	1,000
Oliver Watson Fund Transfer	25,000	5,000	10,000	(15,000)
N Grid Rebate			2,000	
Participant Annual Fee	0	4,716	5,880	5,880
<b>Net Direct Cost of Service</b>	<b>\$321,365</b>	<b>\$338,609</b>	<b>\$387,457</b>	<b>\$66,092</b>

Description	Active Members	Cost Per Client	Proportional Cost Share	2022-2023 Proposed
South Kingstown	3,329	\$80.29	\$267,270	\$327,457
Narragansett	1,497	80.29	120,187	60,000
<b>Participating Community Clients</b>	<b>4,826</b>	<b>\$80.29</b>	<b>\$387,457</b>	<b>\$387,457</b>
Non-Participating Community Clients	700			
<b>Total Active Community Clients</b>	<b>5,526</b>			



### Functions

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#### 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 \$1 fee per trip for non-medical transportation such as hairdressers, pharmacies, grocery shopping, or banking

#### SENIOR NUTRITION PROGRAM

- Provides meals daily at The Center (Distributes Grab 'n Go meals and in-house dining options;
- Southern Rhode Island Volunteers, through a satellite office at The Center, provides for home delivery of meals through the federally-funded Meals on Wheels Program;
- Provides the Town's older persons with low cost, nutritious meals, and appropriate nutrition education;
- Provides the benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at The Senior Center;
- Operated in partnership with the RI Office of Healthy Aging and West Bay Community Action Program.

#### SENIOR CENTER PROGRAM

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

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



### FY 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Participate in the Narragansett South Kingstown Regional Senior Advisory Council	FI / VUR
Maintain and share senior services with the Town of Narragansett by offering the most cost effective delivery of regional services for seniors	FI TBF
Promote senior programming during the COVID-19 pandemic by offering programming on social media and our website, as well as self-directed programs	FI / PPS / CEPP
Continue to work in collaboration with the URI Departments of Pharmacy, Nursing, Gerontology, and Nutrition to provide experiential learning opportunities for students and inter-generational programs to benefit older adults	URI / VUR
Continue to collaborate with South County Hospital to provide a Wellness Clinic, offering health maintenance screenings, education programs and immunization clinics	SCH / VUR
Continue to identify and assist Veterans in accessing services and benefits through collaboration with Federal, State and Local Veteran Assistance Programs	VUR / CEPP
Provide increased focus on the needs of soon-to-be or newly retired individuals (including meal and exercise options)	VUR / CEPP
Meet regularly with Westbay Community Action to discuss food trends and future changes of the Congregate Nutrition Program in order to promote involvement with younger participants	FI / VUR
Continue to develop working relationship with Saint Elizabeth Community Adult Day Services Staff	VUR/TBF
Continue exploring and providing remote programming options to seniors	VUR / CEPP
Expand outreach to senior housing, church groups, civic organization, and other groups to help identify residents whose basic needs are unmet	VUR / CEPP

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Participate in the Narragansett South Kingstown Regional Senior Advisory Council	FI / VUR
Maintain and share senior services with the Town of Narragansett by offering the most cost effective delivery of regional services for seniors	FI / TBF
Increase marketing and outreach to Narragansett residents in order to raise awareness of programming at The Center and available at Adult Day	VUR / CEPP
Expand outreach to senior housing, church groups, civic organizations, and other groups to help identify residents whose basic needs are unmet	VUR / CEPP
Continue to increase usage of social media including YouTube, Facebook, the Town's w mobile app, and the website, as well as monthly newsletter publication, and newspaper press releases to educate older adults about services, programs, benefit programs	VUR / CEPP
Identify and assist Veterans in accessing services and benefits through collaboration with Federal State and Local Veteran Assistance Programs	VUR / CEPP
Implement pilot program for supplemental meal options	VUR / TBF
Provide COVID-19 modifications, precautions and education as needed	ET/VUR/PPS
Grow relationship with Saint Elizabeth Community, Inc. to promote Adult Day Service Program	VUR / TBF
Introduce IPAD stations/Tech Training by URI students and Book Nook to the Senior Center	VUR/URI
Continue collaboration with the South Kingstown High School Transition Academy	
Adjust programming – halting, modifying, and creating new as needed in response to the COVID-19 pandemic	VUR/CEPP
Support continued collaboration with Town Recreation Department to promote wellness opportunities	FI/PPS

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



### Specific Performance Measurements

Several performance measures saw significant fluctuations due to the COVID-19 pandemic and the varying services that were provided/cancelled such as meal delivery, vaccination appointments and cancellation of programming.

Senior Transportation Program	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non-medical transport)	35	55	60	TTS / VUR
Trips per year	15,199	4,851	5,904	TTS / VUR
Miles logged	16,267	14,910	15,656	TTS / VUR
Average daily miles logged	63	58	61	TTS / VUR

Senior Nutrition Program	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	40,011	4,632	4,864	VUR
Meals Served – Narr Residents	18,759	2,292	2,177	VUR
Meals Served – other towns	1,043	90	95	VUR
Total Meals Served (all towns)	59,813	7,014	7,365	VUR
Avg # of participants served per wk	230	135	142	VUR
Annual volunteer hours	1,597	1,677	77	VUR / CEPP

Senior Center Program	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Number of Members – SK	3,329	3,495	3,365	VUR
Number of Members – Narr	1,497	1,422	1,450	VUR
Number of Members – other towns	700	735	750	VUR
Total # of Members (all towns)	5,526	5,652	5,765	VUR
Total Programs	104	130	137	VUR
New Programs	12	15	16	VUR
# of Information Requests and Referrals	4,097	2,100	2,213	VUR / CEPP
Avg # of Participants per week	203	471	495	VUR / CEPP
Special Events	32	40	42	VUR

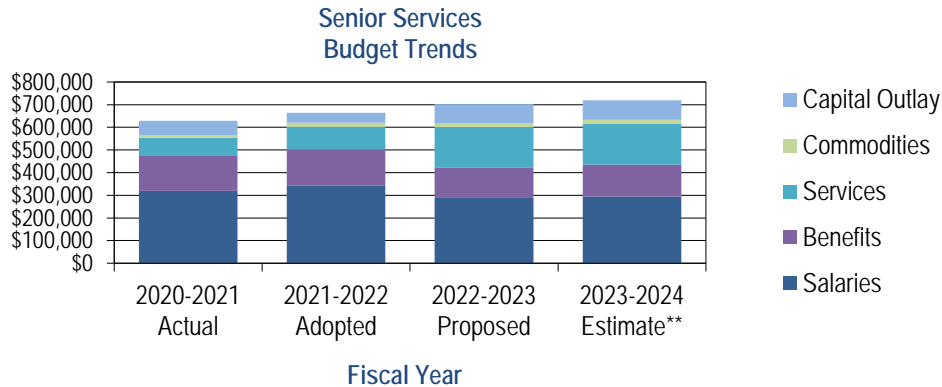
# Senior Services Program (0304), *continued*



## FY 2022-2023 Funding Comparison

Senior Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	7.85	4.0	4.0	4.0	0.00
Salaries	\$319,719	\$341,779	\$330,135	\$288,367	(\$53,412)
Benefits	154,071	160,347	158,066	133,162	(27,185)
<b>Subtotal Personnel Expenditures*</b>	<b>\$473,790</b>	<b>\$502,126</b>	<b>\$488,201</b>	<b>\$421,529</b>	<b>(\$80,597)</b>
Services	\$79,941	\$99,739	\$87,655	\$178,680	\$78,941
Commodities	9,577	17,830	16,100	17,615	(215)
Capital Outlay	65,274	45,016	73,880	83,861	38,845
<b>Subtotal Operating Expenditures</b>	<b>\$154,792</b>	<b>\$162,585</b>	<b>\$177,635</b>	<b>\$280,156</b>	<b>\$117,571</b>
<b>Total Expenditures</b>	<b>\$628,582</b>	<b>\$664,711</b>	<b>\$665,836</b>	<b>\$701,685</b>	<b>\$36,974</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts. In addition, some roles were allocated to this in FY 2020-2021 and prior, and have been consolidated to the Facilities Division beginning July 1, 2021. It is noted that due to COVID-19, the Adult Day Services Program was closed in June of 2020, and there was a reduction of 3.85 FTE in staff.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



### FY 2022-2023 Expenditure Statement

30442010	Senior Services - Senior Transportation	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
30442010	511001	Full-Time Employees	\$40,282	\$55,635	\$55,635	\$57,196	2.81%
30442010	511002	Part-Time Salaries	0	1,073	1,073	1,100	2.52%
30442010	511003	Seasonal Salaries	1,598	3,944	1,500	1,502	-61.92%
30442010	511004	Overtime	0	50	50	0	-
30442010	511006	Longevity	0	277	277	577	108.30%
<b>30442010</b>	<b>Subtotal Wages</b>	<b>\$41,880</b>	<b>\$60,979</b>	<b>\$58,535</b>	<b>\$60,375</b>	<b>-0.99%</b>	
30442010	522250	FICA	3,357	4,735	4,735	4,832	2.05%
30442010	522300	Municipal Employees Retirement	5,022	6,916	6,916	7,448	7.69%
30442010	522301	Retirement - Defined Contribution	403	560	560	584	4.29%
30442010	522818	Medical Insur-Active Employees	0	4,419	4,419	4,988	12.88%
30442010	522822	Dental Insurance	929	1,206	1,206	1,153	-4.39%
30442010	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
30442010	522850	Life Insurance	31	39	39	95	143.59%
30442010	529900	Worker's Compensation	5,329	5,904	5,537	6,068	2.78%
30442010	540038	Uniforms And Other Clothing	0	450	250	250	-44.44%
<b>30442010</b>	<b>Subtotal Benefits</b>	<b>\$17,078</b>	<b>\$26,229</b>	<b>\$25,662</b>	<b>\$27,418</b>	<b>4.53%</b>	
30442010	534010	Motor Vehicles Maintenance	1,591	6,000	6,000	6,000	0.00%
30442010	534016	Computer Software/Maint.	0	0	0	870	0.00%
30442010	560010	Insurance	1,999	2,139	2,104	2,261	5.70%
<b>30442010</b>	<b>Subtotal Services</b>	<b>\$3,590</b>	<b>\$8,139</b>	<b>\$8,104</b>	<b>\$9,131</b>	<b>12.19%</b>	
30442010	540028	Motor Vehicle Materials & Supp	2,042	4,000	4,000	4,000	0.00%
30442010	540040	Fuels And Lubricants	3,540	4,950	3,800	4,785	-3.33%
30442010	580100	Miscellaneous Expenses	5	150	150	150	0.00%
<b>30442010</b>	<b>Subtotal Commodities</b>	<b>\$5,587</b>	<b>\$9,100</b>	<b>\$7,950</b>	<b>\$8,935</b>	<b>-1.81%</b>	
<b>30442010</b>	<b>Total Senior Transportation</b>	<b>\$68,135</b>	<b>\$104,447</b>	<b>\$100,251</b>	<b>\$105,859</b>	<b>1.35%</b>	

## Senior Services Program (0304), continued



30442020	Senior Services Nutrition	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30442020	511001 Full-Time Employees	\$51,823	\$59,511	\$59,511	\$44,225	-25.69%
30442020	511002 Part-Time Salaries	13,878	29,409	27,409	20,119	-31.59%
30442020	511003 Seasonal Salaries	592	0	0	0	0.00%
30442020	511004 Overtime	81	0	0	0	0.00%
30442020	511006 Longevity	1,223	1,453	1,453	634	-56.37%
<b>30442020</b>	<b>Subtotal Wages</b>	<b>\$67,597</b>	<b>\$90,373</b>	<b>\$88,373</b>	<b>\$64,978</b>	<b>-28.10%</b>
30442020	522250 FICA	4,857	6,721	6,721	4,781	-28.86%
30442020	522300 Municipal Employees Retirement	6,613	7,541	7,541	5,733	-23.98%
30442020	522301 Retirement - Defined Contribution	570	715	715	515	-27.97%
30442020	522818 Medical Insur-Active Employees	15,069	15,932	15,932	9,871	-38.04%
30442020	522822 Dental Insur-Active Employees	832	866	866	509	-41.22%
30442020	522850 Life Insurance	28	29	29	63	117.24%
30442020	529900 Worker's Compensation	1,719	1,904	1,255	1,375	-27.78%
<b>30442020</b>	<b>Subtotal Benefits</b>	<b>\$29,688</b>	<b>\$33,708</b>	<b>\$33,059</b>	<b>\$22,847</b>	<b>-32.22%</b>
30442020	530013 Custodial Services	0	0	0	29,871	0.00%
30442020	530014 Refuse Disposal	281	300	384	384	28.00%
30442020	530111 Professional Services	1,653	2,770	2,827	2,815	1.62%
30442020	532000 Telephone	410	637	400	331	-48.04%
30442020	532004 Electricity	6,023	7,180	7,000	7,180	0.00%
30442020	532008 Natural Gas	2,971	1,940	1,940	1,940	0.00%
30442020	532010 Wastewater Fees	172	420	180	255	-39.29%
30442020	532012 Water Fees	473	824	600	824	0.00%
30442020	534016 Computer/Software Maint.	683	597	1,174	870	45.73%
30442020	534020 Maintenance Of Buildings	373	1,200	620	1,200	0.00%
30442020	538022 Printing Expenses	0	60	60	60	0.00%
30442020	560010 Insurance	675	722	775	833	15.37%
<b>30442020</b>	<b>Subtotal Services</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>179.66%</b>
30442020	540014 Janitorial Materials & Supp	665	1,980	1,600	1,980	0.00%
<b>30442020</b>	<b>Subtotal Commodities</b>	<b>\$665</b>	<b>\$1,980</b>	<b>\$1,600</b>	<b>\$1,980</b>	<b>0.00%</b>
30442020	550004 Office Equipment	23	120	75	120	0.00%
<b>30442020</b>	<b>Subtotal Capital Outlay</b>	<b>\$23</b>	<b>\$120</b>	<b>\$75</b>	<b>\$120</b>	<b>0.00%</b>
<b>30442020</b>	<b>Total Nutrition Program</b>	<b>\$111,687</b>	<b>\$142,831</b>	<b>\$139,067</b>	<b>\$136,488</b>	<b>-4.44%</b>

## Senior Services Program (0304), continued



30442030	Senior Services - Adult Day Services		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30442030	511001	Full-Time Employees	\$24,142	\$0	\$0	\$0	0.00%
30442030	511006	Longevity	226	0	0	0	0.00%
<b>30442030</b>		<b>Subtotal Wages</b>	<b>\$24,368</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
30442030	522250	FICA	1,691	0	0	0	0.00%
30442030	522300	Municipal Employees Retirement	3,017	0	0	0	0.00%
30442030	522301	Retirement - Defined Contribution	325	0	0	0	0.00%
30442030	522818	Medical Insur-Active Employees	4,048	0	0	0	0.00%
30442030	522822	Dental Insur-Active Employees	223	0	0	0	0.00%
30442030	522850	Life Insurance	7	0	0	0	0.00%
30442030	529900	Worker's Compensation	2,653	0	0	0	0.00%
<b>30442030</b>		<b>Subtotal Benefits</b>	<b>11,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
30442030	530012	Cleaning Services	150	0	0	0	0.00%
30442030	530014	Refuse Disposal	6	0	0	0	0.00%
30442030	530064	Copy Machine Services	49	0	0	0	0.00%
30442030	530111	Professional Services	642	0	0	0	0.00%
30442030	532000	Telephone	800	0	0	0	0.00%
30442030	532002	Fuel - Oil	1,893	0	0	0	0.00%
30442030	532004	Electricity	1,486	0	0	0	0.00%
30442030	532012	Water Fees	160	0	0	0	0.00%
30442030	534020	Maintenance Of Buildings	5,121	0	0	0	0.00%
30442030	538012	Advertising	15	0	0	0	0.00%
30442030	538030	Licenses And Dues	2,000	2,000	2,000	2,000	0.00%
30442030	560010	Insurance	5,297	5,668	5,299	5,696	0.49%
<b>30442030</b>		<b>Subtotal Services</b>	<b>\$17,618</b>	<b>\$7,668</b>	<b>\$7,299</b>	<b>\$7,696</b>	<b>0.37%</b>
30442030	540010	General Materials & Supplies	53	0	0	0	0.00%
30442030	540012	Office Materials & Supplies	286	0	0	0	0.00%
<b>30442030</b>		<b>Subtotal Commodities</b>	<b>\$339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
30442030	530044	Non-Major Technology Reserve	762	0	0	0	0.00%
<b>30442030</b>		<b>Subtotal Capital Outlay</b>	<b>\$762</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>30442030</b>		<b>Total Adult Day Services</b>	<b>\$55,052</b>	<b>\$7,668</b>	<b>\$7,299</b>	<b>\$7,696</b>	<b>0.37%</b>

## Senior Services Program (0304), continued



30442040	Senior Services - Senior Center	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30442040	511001 Full-Time Employees	\$170,552	\$177,554	\$170,354	\$150,624	-15.17%
30442040	511002 Part-Time Salaries	8,306	6,973	6,973	7,692	10.31%
30442040	511003 Seasonal Salaries	1,382	0	0	0	0.00%
30442040	511004 Overtime	188	0	0	0	0.00%
30442040	511006 Longevity	5,446	5,900	5,900	4,698	-20.37%
<b>30442040</b>	<b>Subtotal Wages</b>	<b>\$185,874</b>	<b>\$190,427</b>	<b>\$183,227</b>	<b>\$163,014</b>	<b>-14.40%</b>
30442040	522250 FICA	13,204	13,970	13,970	11,629	-16.76%
30442040	522300 Municipal Employees Retirement	21,928	22,694	22,694	19,849	-12.54%
30442040	522301 Retirement - Defined Contribution	2,027	2,133	2,133	1,782	-16.46%
30442040	522818 Medical Insur-Active Employees	51,959	54,827	54,827	43,972	-19.80%
30442040	522822 Dental Insur-Active Employees	2,881	2,989	2,989	2,265	-24.22%
30442040	522850 Life Insurance	95	100	100	280	180.00%
30442040	529900 Worker's Compensation	2,705	2,997	2,482	2,720	-9.24%
30442040	538014 Travel Expenses	354	500	100	250	-50.00%
30442040	540038 Uniforms And Other Clothing	189	200	50	150	-25.00%
<b>30442040</b>	<b>Subtotal Benefits</b>	<b>\$95,340</b>	<b>\$100,410</b>	<b>\$99,345</b>	<b>\$82,897</b>	<b>-17.44%</b>
30442040	530013 Custodial Services	0	0	0	55,474	0.00%
30442040	530014 Refuse Disposal	655	873	873	893	2.29%
30442040	530022 Course Instructors	663	10,218	0	1,560	-84.73%
30442040	530064 Copy Machine Services	1,071	1,589	1,589	1,827	14.98%
30442040	530111 Professional Services	3,274	6,285	6,285	6,187	-1.56%
30442040	532000 Telephone	1,300	1,589	1,589	1,212	-23.73%
30442040	532002 Fuel - Oil	3,886	4,328	4,328	5,193	19.99%
30442040	532004 Electricity	14,054	19,799	18,000	19,799	0.00%
30442040	532008 Natural Gas	3,338	4,530	4,000	4,530	0.00%
30442040	532010 Wastewater Fees	400	962	520	596	-38.05%
30442040	532012 Water Fees	1,102	1,924	1,800	1,850	-3.85%
30442040	534014 Office Equipment Maintenance	0	200	200	200	0.00%
30442040	534016 Computer/Software Maintenance	2,379	2,581	2,714	2,670	3.45%
30442040	534020 Maintenance Of Buildings	4,099	2,800	4,800	3,000	7.14%
30442040	538012 Advertising	0	50	50	50	0.00%
30442040	538022 Printing Expenses	0	140	140	140	0.00%
30442040	560010 Insurance	8,798	9,414	9,404	10,109	7.38%
<b>30442040</b>	<b>Subtotal Services</b>	<b>\$45,019</b>	<b>\$67,282</b>	<b>\$56,292</b>	<b>\$115,290</b>	<b>71.35%</b>
30442040	540010 General Materials & Supplies	149	250	200	250	0.00%
30442040	540012 Office Materials & Supplies	599	800	800	800	0.00%
30442040	540014 Janitorial Materials & Supp	1,592	4,600	4,200	4,550	-1.09%
30442040	540016 Rec Materials & Supplies	396	600	600	600	0.00%
30442040	540046 Food	0	500	500	500	0.00%
30442040	580100 Miscellaneous Expenses	250	0	250	-	0.00%
<b>30442040</b>	<b>Subtotal Commodities</b>	<b>\$2,986</b>	<b>\$6,750</b>	<b>\$6,550</b>	<b>\$6,700</b>	<b>-0.74%</b>
30442040	530044 Non-Major Technology Reserve	4,231	4,496	4,496	4,341	-3.45%
30442040	550004 Office Equipment	258	400	400	400	0.00%
30442040	570002 Capital Improvements	0	40,000	28,909	79,000	97.50%
30442040	590999 Transfer To Other Funds	60,000	0	40,000	-	0.00%
<b>30442040</b>	<b>Subtotal Capital Outlay</b>	<b>\$64,489</b>	<b>\$44,896</b>	<b>\$73,805</b>	<b>\$83,741</b>	<b>86.52%</b>
<b>30442040</b>	<b>Total Senior Center</b>	<b>\$393,708</b>	<b>\$409,765</b>	<b>\$419,219</b>	<b>\$451,642</b>	<b>10.22%</b>

## Senior Services Program (0304), continued



	Total Senior Services Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30442010	Subtotal Senior Transportation	\$68,135	\$104,447	\$100,251	\$105,859	1.35%
30442020	Subtotal Nutrition Program	111,687	142,831	139,067	136,488	-4.44%
30442030	Subtotal Adult Day Services	55,052	7,668	7,299	7,696	0.37%
30442040	Subtotal Senior Center	393,708	409,765	419,219	451,642	10.22%
	<b>Total Senior Services Program</b>	<b>\$628,582</b>	<b>\$664,711</b>	<b>\$665,836</b>	<b>\$701,685</b>	<b>5.56%</b>

### FY 2022-2023 Revenue Statement

304	Senior Services	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30442010	470010 Miscellaneous Revenues	\$0	\$1,320	\$1,000	\$1,368	3.64%
30442010	490101 General Fund Transfer	77,698	103,127	103,127	104,491	1.32%
<b>30442010</b>	<b>Subtotal Senior Transportation</b>	<b>\$77,698</b>	<b>\$104,447</b>	<b>\$104,127</b>	<b>\$105,859</b>	<b>1.35%</b>
30442020	418013 Town of Narragansett Cost Share	42,988	43,808	43,808	41,134	-6.10%
30442020	451110 Miscellaneous Grants	5,356	7,724	7,724	8,033	4.00%
30442020	490101 General Fund Transfer	85,618	91,299	91,299	87,321	-4.36%
<b>30442020</b>	<b>Subtotal Nutrition Program</b>	<b>\$133,96</b>	<b>\$142,831</b>	<b>\$142,831</b>	<b>\$136,488</b>	<b>-4.44%</b>
30442030	460010 Investment Income	1,073	0	0	0	0.00%
30442030	490101 General Fund Transfer	64,563	7,668	7,668	7,696	0.37%
<b>30442030</b>	<b>Subtotal Adult Day Services</b>	<b>\$65,636</b>	<b>\$7,668</b>	<b>\$7,668</b>	<b>\$7,696</b>	<b>0.37%</b>
30442040	418013 Town of Narragansett Cost Share	57,000	57,000	57,000	60,000	5.26%
30442040	440295 Senior Classes	921	11,000	0	1,560	-85.82%
30442040	440300 Membership Fee	0	4,716	4,716	5,880	24.68%
30442040	451110 Miscellaneous Grants	41,422	45,440	45,440	38,745	-14.73%
30442040	470020 National Grid Electricity	1,978	0	1,500	2,000	0.00%
30442040	490101 General Fund Transfer	251,949	281,609	281,609	327,457	16.28%
30442040	490510 Oliver Watson Fund	25,000	5,000	5,000	10,000	100.00%
30442040	499050 Net Assets Forward to Ops	0	0	9,000	0	0.00%
30442040	499060 Designated Fund Balance	35,000	5,000	6,945	6,000	20.00%
<b>30442040</b>	<b>Subtotal Senior Center Program</b>	<b>\$413,27</b>	<b>409,765</b>	<b>\$411,210</b>	<b>\$451,642</b>	<b>10.22%</b>
<b>304</b>	<b>Total Senior Services Revenues</b>	<b>\$690,56</b>	<b>\$664,711</b>	<b>\$665,836</b>	<b>\$701,685</b>	<b>5.56%</b>
304	Total Senior Services Expenditures	\$628,58	\$664,711	\$665,836	\$701,685	
<b>304</b>	<b>Income Over (Under)</b>	<b>\$61,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



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

Neighborhood Guild..... 14 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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

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

## Mission Statement

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

## General Explanation and Work Program

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

The operation of the Guild and related recreational programming is financially self-supporting, with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources. The 2022-2023 fiscal year budget reflects the continuation of rebuilding program offerings that were either eliminated or severely impacted due to the COVID-19 pandemic.



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

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For the 2022-2023 fiscal year, Guild recreational programs are expected to generate approximately 31% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 65%, and the remaining amount coming from the Guild fund balance, reinvested capital income, and investment income. Level fees in most program areas are proposed for FY 2022-2023, as the Recreation Department strives to maintain a balance between offering affordable leisure activities and meeting operational costs.

Planned capital improvements to the Guild scheduled for FY 2022-2023 through an approved \$1 million dollar bond, with future debt service paid out of the Trust income unassigned fund balance, could potentially limit future operational funding over the next ten year period. Consideration should be given to funding a percentage of the capital improvement debt through tax support in order to avoid a negative impact on the operating program.

With the Recreation Center housing the majority of the athletic and fitness programs, the Guild program focus remains on adult education, cultural arts activities for all ages, and passive recreation for youth and families.

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

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

### Functions

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

#### ADMINISTRATION & MAINTENANCE

- Oversee operation and management of the Neighborhood Guild as a community center for year-round public recreation and enrichment programs for all ages;
- Develop and program public leisure and recreation activities in the following areas: Music, Arts, Youth Leisure, Adult Leisure, Travel;
- Serve the general public as patrons of the Parks and Recreation Department on a daily basis providing information, direction, program registration, activity facilitation, and general customer service;
- Manage and schedule rental of activity/meeting rooms to community based non-profit groups for meetings and programs; and to residents and non-residents for a variety of special events;
- Manage the operational budget of the Neighborhood Guild with a focus on maintaining it as a self-supporting entity utilizing a combination of trust fund revenue and program revenue;
- In collaboration with the newly established Faculties Division, manage daily maintenance and upkeep of the facility including cleaning, maintenance, repairs, and care of the surrounding grounds.



### FRONT DESK

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

### MUSIC

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

### ARTS

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

### YOUTH PROGRAMMING

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

### ADULT LEISURE

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

### TRAVEL (TRIPS)

- Develop and program a variety of day trip offerings for the general public;



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

- Accompany participants on trips as staff liaisons to ensure safety and satisfaction of all;
- Partner with other organizations in order to establish the most cost efficient pricing for customers and to reach minimum goal for group discounts.

### GENERAL

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

### FY 2021-2022 Priorities

Priorities	Town Council Goals & Obj's
Rebuild Knapp School of Music Program, post-COVID-19	FI / ET / CEPP
Continue development of youth, teen, and family programs through the recruitment of instructors and independent contractors – increase by 5%	FI / ET
Establish plan for resuming Travel (Trips) programming for FY 2022-2023	FI
Continue to assess the level of demand for the Guild's fitness room and locker rooms; develop a long-term recommendation for future use	FI / TBF
Offer two educational opportunities to staff, related to providing exceptional customer service and/or relevant software applications	ET

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Obj's
Continue Rebuilding Knapp School of Music Program, post-COVID-19 with in-person instruction	FI / ET / CEPP
Continue development of youth, teen, and family programs through the recruitment of instructors and independent contractors – increase by 5%	FI / ET
Establish plan for resuming Travel (Trips) programming for FY 2023-2024	FI
Begin planned major infrastructure improvement project	FI / TBF
Continue to Offer yearly educational opportunities to front desk staff, related to providing exceptional customer service and/or relevant software applications	ET
Develop program plan for repurposing of basement level of the Guild for maximizing program and rental opportunities	

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



### Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Anticipated	FY2022- 2023 Projected	Town Council Goals & Obj's
Trust Income % of Total Revenue	54.6%	67.82%	63.58%	65.13%	TBF
Program fees % of Total Revenue	40.3%	30.8%	33.03%	31.33	TBF
Total Guild Facility Usage Attendance	27,893	25,500	29,500	30,000	CEPP
Room Reservations by Community members and organizations (non-program)	2,271	2,500	2,950	3,000	CEPP
Online Transactions (including registrations, payments, etc.)	2,637	2,825	2,875	3000	CEPP / TBF
Independent Contractors	92	80	90	90	FI
New Classes Offered	15	12	20	25	FI / ET
Preschool Enrollment	175	125	175	275	FI / ET
% of Classes Completed*	54%	80%	80%	90%	FI / ET
Youth/Teen Enrollment	385	500	550	800	FI / ET
% of Classes Completed*	48%	80%	80%	80%	FI / ET
Adult Enrollment	1,528	900	1,000	1700	FI / ET
% of Classes Completed*	56%	80%	80%	85%	FI / ET
Art Enrollment	335	300	325	400	FI / ET
% of Classes Completed*	63%	85%	80%	85%	FI / ET
Sports and Fitness Enrollment	5,275	4,500	5,000	6000	FI / ET
% of Classes Completed*	97%	98%	95%	95%	FI / ET
Trip Enrollment	444	0	0	0	FI / ET
% of Trips Completed*	15%	0%	0%	0%	FI / ET
Music Lessons	1,455	1,100	1,200	1400	FI / ET
Music Students Registered	179	100	125	100	FI / ET
Special Events	1,822	900	1,100	4000	FI / CEPP
% of Events Completed*	79%	95%	95%	95%	FI / CEPP

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

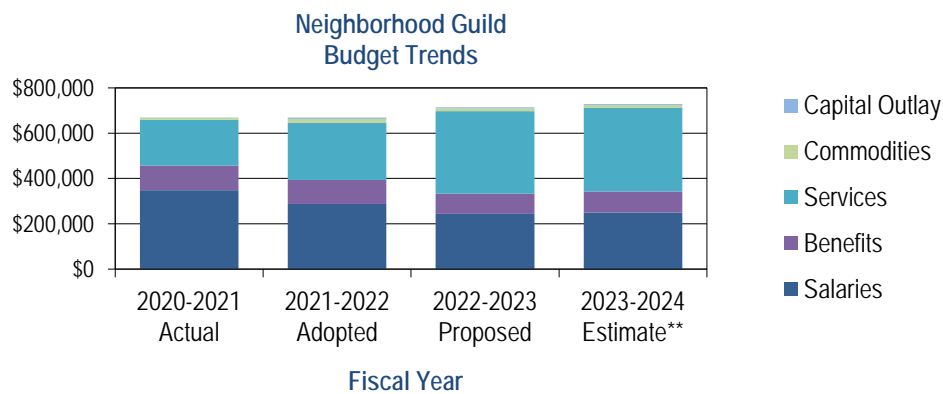
# Neighborhood Guild Fund (0306), *continued*



## FY 2022-2023 Funding Comparison

Neighborhood Guild	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	5.60	5.60	5.60	5.50	(0.10)
Salaries	\$348,807	\$287,327	\$287,394	\$244,376	(\$42,951)
Benefits	108,173	106,493	105,090	88,220	(18,273)
<b>Subtotal Personnel Expenditures*</b>	<b>\$456,980</b>	<b>\$393,820</b>	<b>\$392,484</b>	<b>\$332,596</b>	<b>(\$61,224)</b>
Services	\$202,840	\$250,729	\$242,043	\$364,624	\$113,895
Commodities	7,864	18,513	15,013	13,013	(5,500)
Capital Outlay	1,333	5,350	5,150	4,350	(1,000)
<b>Subtotal Operating Expenditures</b>	<b>\$212,038</b>	<b>\$274,592</b>	<b>\$262,206</b>	<b>\$381,987</b>	<b>\$107,395</b>
<b>Total Expenditures</b>	<b>\$669,018</b>	<b>\$668,412</b>	<b>\$654,690</b>	<b>\$714,583</b>	<b>\$46,171</b>

*\*Please note the salaries and benefits expenditure figures shown above represent the personnel expenditures allocated to this account. Some roles are allocated across multiple accounts. In addition, some roles were allocated to this in FY 2020-2021 and prior, and have been consolidated to the Facilities Division beginning July 1, 2021.*



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.*

# Neighborhood Guild Fund (0306), *continued*



## FY 2022-2023 Expenditure Statements

30641010		Guild - Admin and Maintenance	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641010	511001	Full-Time Employees	\$236,633	\$231,514	\$231,514	\$191,403	-17.33%
30641010	511002	Part-Time Salaries	0	0	0	0	0.00%
30641010	511004	Overtime	527	500	500	500	0.00%
30641010	511005	Retirement/Vacation Reimb.	66,843	0	0	0	0.00%
30641010	511006	Longevity	7,281	4,703	4,703	1,789	-61.96%
<b>30641010</b>		<b>Subtotal Wages</b>	<b>\$311,283</b>	<b>\$236,717</b>	<b>\$236,717</b>	<b>\$193,692</b>	<b>-18.18%</b>
30641010	522250	FICA	23,486	18,391	18,391	14,828	-19.37%
30641010	522300	Municipal Employees Retirement	30,382	29,218	29,218	24,690	-15.50%
30641010	522301	Retirement - Defined Contribution	2,098	2,733	2,733	2,130	-22.06%
30641010	522818	Medical Insur-Active Employees	26,032	30,452	30,452	22,572	-25.88%
30641010	522820	Medical Insur-Retirees	4,700	2,083	2,083	-	-
30641010	522822	Dental Insur-Active Employees	2,532	2,801	2,801	1,846	-34.09%
30641010	522840	Insurance Buyback	4,835	2,736	2,736	4,000	46.20%
30641010	522850	Life Insurance	129	137	137	323	135.77%
30641010	529900	Worker's Compensation	10,659	11,809	10,990	12,044	1.99%
30641010	538014	Travel Expenses	0	200	200	200	0.00%
30641010	538018	Conference Expenses	195	700	500	700	0.00%
30641010	540038	Uniforms And Other Clothing	108	1,252	900	991	-20.85%
<b>30641010</b>		<b>Subtotal Benefits</b>	<b>\$105,157</b>	<b>\$102,512</b>	<b>\$101,141</b>	<b>\$84,324</b>	<b>-17.74%</b>
30641010	530012	Cleaning Services	542	600	600	600	0.00%
30641010	530013	Custodial Services	0	0	0	115,473	0.00%
30641010	530014	Refuse Disposal	1,871	1,823	1,800	1,867	2.41%
30641010	530064	Copy Machine Services	921	1,900	1,500	1,850	-2.63%
30641010	530111	Professional Services	2,453	3,291	3,100	3,341	1.52%
30641010	532000	Telephone	1,650	2,064	1,800	2,064	0.00%
30641010	532004	Electricity	18,816	18,700	18,700	19,700	5.35%
30641010	532008	Natural Gas	13,267	13,300	13,300	14,000	5.26%
30641010	532010	Wastewater Fees	568	1,000	800	940	-6.00%
30641010	532012	Water Fees	512	1,380	1,000	1,200	-13.04%
30641010	534016	Computer/Software Maintenance	4,087	4,570	4,033	4,570	0.00%
30641010	534020	Maintenance Of Buildings	20,956	15,000	10,000	10,000	-33.33%
30641010	538012	Advertising	52	300	300	300	0.00%
30641010	538020	Postage	1,084	1,950	1,300	1,300	-33.33%
30641010	538022	Printing Expenses	4,539	5,000	5,000	5,000	0.00%
30641010	538030	Licenses And Dues	992	1,605	1,500	1,630	1.56%
30641010	560010	Insurance	15,305	16,376	16,328	17,552	7.18%
<b>30641010</b>		<b>Subtotal Services</b>	<b>\$87,613</b>	<b>\$88,859</b>	<b>\$81,061</b>	<b>\$201,387</b>	<b>126.64%</b>
30641010	540012	Office Materials & Supplies	696	1,700	1,000	1,000	-41.18%
30641010	540014	Janitorial Materials & Supp	3,597	2,858	2,858	2,858	0.00%
30641010	540016	Rec Materials & Supplies	87	500	400	500	0.00%
30641010	540018	Elect Materials & Supplies	0	470	470	470	0.00%
30641010	540024	Chemicals And Gases	0	185	185	185	0.00%
30641010	540026	Bldg & Const Materials & Supp	69	1,000	800	1,000	0.00%
30641010	540032	General Hardware & Tools	285	500	500	500	0.00%

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



## Neighborhood Guild Fund (0306), continued

\*This expenditure chart is continued from the previous page

30641010	Guild - Admin and Maintenance		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641010	540034	Signage Materials & Supplies	50	600	400	600	0.00%
30641010	540050	HVAC Materials & Supplies	2	900	700	900	0.00%
30641010	580100	Miscellaneous Expenses	1,517	5,000	3,000	1,500	-70.00%
<b>30641010</b>		<b>Subtotal Commodities</b>	<b>\$6,302</b>	<b>\$13,713</b>	<b>\$10,313</b>	<b>\$9,513</b>	<b>-30.63%</b>
30641010	550004	Office Equipment	630	2,500	2,500	2,000	-20.00%
30641010	550016	Janitorial Equipment	326	350	350	350	0.00%
30641010	550018	Recreational Equipment	377	1,000	800	1,000	0.00%
30641010	550026	Furniture And Furnishings	0	1,500	1,500	1,000	-33.33%
<b>30641010</b>		<b>Subtotal Capital Outlay</b>	<b>\$1,333</b>	<b>\$5,350</b>	<b>\$5,150</b>	<b>\$4,350</b>	<b>-18.69%</b>
<b>30641010</b>		<b>Total Guild Admin And</b>	<b>\$511,688</b>	<b>\$447,151</b>	<b>\$434,382</b>	<b>\$493,266</b>	<b>10.31%</b>

30641020	Guild - Front Desk		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$21,662	\$30,502	\$30,502	\$31,654	3.78%
30641020	511006	Longevity	420	476	496	554	16.39%
<b>30641020</b>		<b>Subtotal Wages</b>	<b>\$22,082</b>	<b>\$30,978</b>	<b>\$30,998</b>	<b>\$32,208</b>	<b>3.97%</b>
30641020	522250	FICA	1,689	2,106	2,106	2,233	6.03%
30641020	522850	Life Insurance	0	32	0	0	-
30641020	540038	Uniforms And Other Clothing	154	342	342	250	-26.90%
<b>30641020</b>		<b>Subtotal Benefits</b>	<b>\$1,843</b>	<b>\$2,480</b>	<b>\$2,448</b>	<b>\$2,483</b>	<b>0.12%</b>
<b>30641020</b>		<b>Total Front Desk</b>	<b>\$23,926</b>	<b>\$33,458</b>	<b>\$33,446</b>	<b>\$34,691</b>	<b>3.69%</b>

30641040	Guild - Seniors Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641040	530111	Professional Services	200	0	0	0	0.00%
<b>30641040</b>		<b>Subtotal Services</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>30641040</b>		<b>Total Seniors Program</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

30641050	Guild - Youth Programs		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641050	511003	Seasonal Salaries	3,378	4,425	4,425	3,049	-31.10%
30641050	511004	Overtime	0	0	0	0	0.00%
<b>30641050</b>		<b>Subtotal Wages</b>	<b>\$3,378</b>	<b>\$4,425</b>	<b>\$4,425</b>	<b>\$3,049</b>	<b>-31.10%</b>
30641050	522250	FICA	250	339	339	233	-31.27%
<b>30641050</b>		<b>Subtotal Benefits</b>	<b>\$250</b>	<b>\$339</b>	<b>\$339</b>	<b>\$233</b>	<b>-31.27%</b>
30641050	530111	Professional Services	13,828	33,700	33,700	33,800	0.30%
30641050	538028	Rents	0	1,480	592	592	-60.00%
<b>30641050</b>		<b>Subtotal Services</b>	<b>\$13,828</b>	<b>\$35,180</b>	<b>\$34,292</b>	<b>\$34,392</b>	<b>-2.24%</b>
30641050	540016	Rec Materials & Supplies	1,279	4,100	4,100	3,000	-26.83%
<b>30641050</b>		<b>Subtotal Commodities</b>	<b>\$1,279</b>	<b>\$4,100</b>	<b>\$4,100</b>	<b>\$3,000</b>	<b>-26.83%</b>
<b>30641050</b>		<b>Total Youth Programs</b>	<b>\$18,735</b>	<b>\$44,044</b>	<b>\$43,156</b>	<b>\$40,674</b>	<b>-7.65%</b>

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



30641060	Guild - Music Programs		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641060	511002	Part-Time Salaries	\$1,612	\$3,653	\$3,700	\$3,741	2.41%
<b>30641060</b>		<b>Subtotal Wages</b>	<b>\$1,612</b>	<b>\$3,653</b>	<b>\$3,700</b>	<b>\$3,741</b>	<b>2.41%</b>
30641060	522250	FICA	123	279	279	286	2.51%
<b>30641060</b>		<b>Subtotal Benefits</b>	<b>\$123</b>	<b>\$279</b>	<b>\$279</b>	<b>\$286</b>	<b>2.51%</b>
30641060	530111	Professional Services	40,794	61,200	61,200	49,200	-19.61%
<b>30641060</b>		<b>Subtotal Services</b>	<b>\$40,794</b>	<b>\$61,200</b>	<b>\$61,200</b>	<b>\$49,200</b>	<b>-19.61%</b>
30641060	540016	Rec Materials & Supplies	0	100	-	200	100.00%
<b>30641060</b>		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$200</b>	<b>100.00%</b>
<b>30641060</b>		<b>Total Music Programs</b>	<b>\$42,529</b>	<b>\$65,232</b>	<b>\$65,179</b>	<b>\$53,427</b>	<b>-18.10%</b>

30641070	Guild - Adults Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641070	511002	Part-Time Salaries	\$1,857	\$2,327	\$2,327	\$2,383	2.41%
<b>30641070</b>		<b>Subtotal Wages</b>	<b>\$1,857</b>	<b>\$2,327</b>	<b>\$2,327</b>	<b>\$2,383</b>	<b>2.41%</b>
30641070	522250	FICA		178			2.81%
<b>30641070</b>		<b>Subtotal Benefits</b>	<b>\$142</b>	<b>\$178</b>	<b>\$178</b>	<b>\$183</b>	<b>2.81%</b>
30641070	530111	Professional Services		29,700			18.52%
<b>30641070</b>		<b>Subtotal Services</b>	<b>\$22,537</b>	<b>\$29,700</b>	<b>\$29,700</b>	<b>\$35,200</b>	<b>18.52%</b>
30641070	540016	Rec Materials & Supplies	47	100	100	0	-
<b>30641070</b>		<b>Subtotal Commodities</b>	<b>\$47</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>	<b>-</b>
<b>30641070</b>		<b>Total Adults Program</b>	<b>\$24,583</b>	<b>\$32,305</b>	<b>\$32,305</b>	<b>\$37,766</b>	<b>16.90%</b>

30641080	Guild - Arts Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641080	511002	Part-Time Salaries	\$8,595	\$8,957	\$8,957	\$9,033	0.85%
30641080	511003	Seasonal Salaries	0	270	270	270	0.00%
<b>30641080</b>		<b>Subtotal Wages</b>	<b>\$8,595</b>	<b>\$9,227</b>	<b>\$9,227</b>	<b>\$9,303</b>	<b>0.82%</b>
30641080	522250	FICA	658	705	705	711	0.85%
<b>30641080</b>		<b>Subtotal Benefits</b>	<b>\$658</b>	<b>\$705</b>	<b>\$705</b>	<b>\$711</b>	<b>0.85%</b>
30641080	530111	Professional Services	37,869	35,055	35,055	43,605	24.39%
30641080	538028	Rents	0	735	735	840	14.29%
<b>30641080</b>		<b>Subtotal Services</b>	<b>\$37,869</b>	<b>\$35,790</b>	<b>\$35,790</b>	<b>\$44,445</b>	<b>24.18%</b>
30641080	540016	Rec Materials & Supplies	236	500	500	300	-40.00%
<b>30641080</b>		<b>Subtotal Commodities</b>	<b>\$236</b>	<b>\$500</b>	<b>\$500</b>	<b>\$300</b>	<b>-40.00%</b>
<b>30641080</b>		<b>Total Arts Program</b>	<b>\$47,357</b>	<b>\$46,222</b>	<b>\$46,222</b>	<b>\$54,759</b>	<b>18.47%</b>

	Total Guild Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641010	Subtotal Guild Admin and	\$511,688	\$447,151	\$434,382	\$493,266	10.31%
30641020	Subtotal Guild Front Desk	23,926	33,458	33,446	34,691	3.69%
30641040	Subtotal Guild Seniors	200	0	0	0	0.00%
30641050	Subtotal Guild Youth Programs	18,735	44,044	43,156	40,674	-7.65%
30641060	Subtotal Guild Music Programs	42,529	65,232	65,179	53,427	-18.10%
30641070	Subtotal Guild Adults Program	24,583	32,305	32,305	37,766	16.90%
30641080	Subtotal Guild Arts Program	47,357	46,222	46,222	54,759	18.47%
	<b>Total Guild Program</b>	<b>\$669,018</b>	<b>\$668,412</b>	<b>\$654,690</b>	<b>\$714,583</b>	<b>6.91%</b>

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



### FY 2022-2023 Revenue Statement

306	Guild	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30641000	460010 Investment Income	\$415	\$500	\$500	\$500	0.00%
30641000	460020 Trust Income	429,750	415,000	415,000	450,500	8.55%
30641000	460150 Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180 Augusta Hazard Trust Fund	14,716	10,000	10,000	14,900	49.00%
30641000	470020 National Grid Electricity	(1,996)	1,000	1,000	1,200	20.00%
30641000	499060 Designated Fund Balance	36,000	15,500	15,500	18,000	16.13%
30641020	440250 Front Desk	1,109	1,350	1,350	2,000	48.15%
30641050	440265 Youth	39,186	59,912	59,912	55,633	-7.14%
30641060	440270 Music	48,801	68,500	68,500	57,200	-16.50%
30641070	440275 Adults	37,925	43,500	43,500	49,500	13.79%
30641080	440280 Arts	46,439	47,150	50,000	59,150	25.45%
<b>306</b>	<b>Total Guild Revenues</b>	<b>\$658,344</b>	<b>\$668,412</b>	<b>\$671,262</b>	<b>\$714,583</b>	<b>6.91%</b>
306	Total Guild Expenditures	\$669,018	\$668,412	\$654,690	\$714,583	
<b>306</b>	<b>Income Over (Under)</b>	<b>(\$10,674)</b>	<b>\$0</b>	<b>\$16,572</b>	<b>\$0</b>	



**TAB 15**  
**COMMUNITY RECREATION CENTER FUND**

Community Recreation Center ..... 15 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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

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

## Mission Statement

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

## General Explanation & Work Program

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The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 300 participants, adult basketball, volleyball, pickle ball, tai chi, ballet, dance, and general fitness and wellness classes.

Since 2017, this facility has filled a need in meeting the demand for indoor athletic space, and serves all segments of the population interested in active recreation opportunities and maintaining lifelong wellness. Despite the recent addition of this new facility to provide indoor recreation/athletic space, the Parks and Recreation Department still faces the challenge of meeting the demands of a very active community.

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

It is noted that as a result of the COVID-19 pandemic, the FY 2019-2020 and FY 2020-2021 operational budgets for this fund have been significantly impacted. The facility was closed for a period of time in the



Spring of 2020 and again in December 2020. During the pandemic, programs have been severely restricted, drop-in activity was cancelled, and rentals were suspended to adhere to regulations. These changes resulted in a significant reduction to revenue.

The Recreation Center consists of the following elements:

- Double-court gymnasium for sports and athletic programming;
- Two (2) smaller multi-use rooms for exercise classes and meeting spaces;
- Fitness room with 6 pieces of equipment plus free weights;
- Walking track around the perimeter of the court area;
- Reception area and office space to house staff responsible for the oversight of the facility;
- Locker rooms and lavatories to accommodate the public and school athletic teams;
- Storage space;
- Parking lot (126 spaces).

### Functions

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

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

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



### FY 2021-2022 Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to adapt operational procedures and capacities to meet evolving COVID-19 regulations while still offering recreational and wellness opportunities to residents	FI / PPS
Create 2 new fitness classes for early morning hours and 2 new fitness classes to be run in the evening hours	ET
Expand the afterschool Rec'ing Crew program to include grades 7 & 8; run 2 special event field trips as part of the program	CEPP
Create and implement an annual fitness room membership option to replace punch cards	TBF
Continue to research and evaluate facility membership fee structure options, for future implementation	TBF
Focus on rental opportunities where possible to recoup lost revenue as a result of Covid-19 adjustments	TBF
By November 2021, re-implement the electronic check-in program for residents, to allow for ease of check-in and improve facility usage data collection	TBF
Create and develop an annual Rhode Island State Pickle Ball Tournament in 2022	ET / CEPP
Coordinate with the Senior Services Department to implement two senior specific programs	ET / SNR
Expand programming options for special needs populations by 10%	ET / SNR

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Create 2 new fitness classes for early morning hours and 2 new fitness classes to be run in the evening hours	ET
Expand the afterschool Rec'ing Crew program to include grades 7 & 8; run 2 special event field trips as part of the program	CEPP
Create and implement an annual fitness room membership option to replace punch cards	TBF
Continue to research and evaluate facility membership fee structure options, for future implementation	TBF
Focus on rental opportunities where possible to recoup lost revenue as a result of Covid-19 adjustments	TBF
Coordinate with the Senior Services Department to implement two senior specific programs	ET / SNR
Expand programming options for special needs populations by 10%	ET / SNR

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



## Specific Performance Measurements

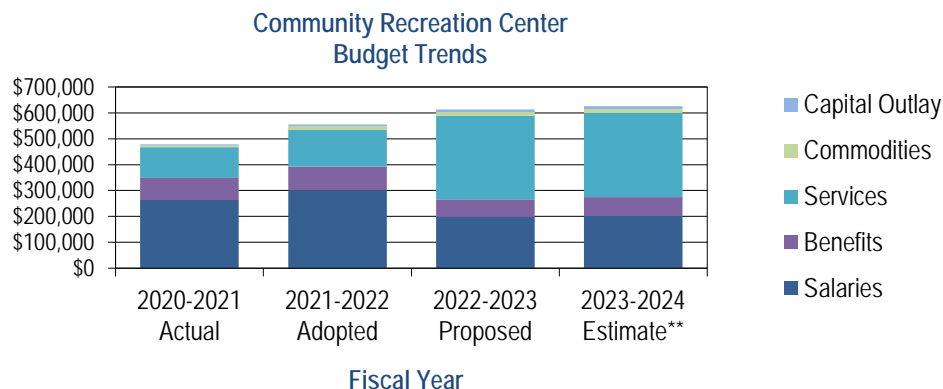
Description	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Projected	Town Council Goals & Objs
Programs to be Offered	120	140	150	FI
% of Programs Run	75%	80%	80%	FI
Facility Attendance*	45,000	60,000	70,000	FI / CEPP
Reservations	1,500	2,000	2,750	FI / CEPP

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

## FY 2022-2023 Funding Comparison

Community Recreation Center	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE*	3.70	4.20	4.20	4.20	0
Salaries	\$263,309	\$300,987	\$287,420	\$197,844	(\$103,143)
Benefits	85,303	90,533	88,182	68,242	(22,291)
<b>Subtotal Personnel Expenditures*</b>	<b>\$348,612</b>	<b>\$391,520</b>	<b>\$375,602</b>	<b>\$266,086</b>	<b>(\$125,434)</b>
Services	\$119,382	\$142,483	\$156,595	\$322,709	\$180,226
Commodities	7,021	15,425	12,400	14,825	(600)
Capital Outlay	3,195	5,218	4,968	9,827	4,609
<b>Subtotal Operating Expenditures</b>	<b>\$129,598</b>	<b>\$163,126</b>	<b>\$173,963</b>	<b>\$347,361</b>	<b>\$184,235</b>
<b>Total Expenditures</b>	<b>\$478,210</b>	<b>\$554,646</b>	<b>\$549,565</b>	<b>\$613,447</b>	<b>\$58,801</b>

\*Please note the salaries and benefits expenditure figures shown above represent the personnel expenditures allocated to this account. Some roles are allocated across multiple accounts. In addition, some roles were allocated to this in FY 2020-2021 and prior, and have been consolidated to the Facilities Division beginning July 1, 2021.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



## FY 2022-2023 Expenditure Statement

30840001	Community Recreation Center	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change	
30840001	511001	Full-Time Employees	\$136,351	\$142,361	\$129,394	\$95,276	-33.07%
30840001	511002	Part-Time Salaries	123,111	147,787	147,787	92,935	-37.12%
30840001	511003	Seasonal Salaries	281	7,652	7,652	7,640	-0.16%
30840001	511004	Overtime	58	1,000	400	468	-53.20%
30840001	511005	Retirement/Vacation	3,222	0	0	0	0.00%
30840001	511006	Longevity	287	2,187	2,187	1,525	-30.27%
<b>30840001</b>	<b>Subtotal Wages</b>	<b>\$263,309</b>	<b>\$300,987</b>	<b>\$287,420</b>	<b>\$197,844</b>	<b>-34.27%</b>	
30840001	522250	FICA	19,523	22,094	22,094	14,609	-33.88%
30840001	522300	Municipal Employees Retirement	26,481	27,871	27,871	12,287	-55.91%
30840001	522301	State Retirement Defined	2,124	2,254	2,254	961	-57.36%
30840001	522818	Medical Insur-Active Employees	24,037	23,842	23,842	26,940	12.99%
30840001	522822	Dental Insur-Active Employees	1,398	1,359	1,359	1,462	7.58%
30840001	522850	Life Insurance	96	112	112	171	52.68%
30840001	529900	Worker's Compensation	11,644	12,901	10,550	11,562	-10.38%
30840001	538016	Educational Expenses	0	100	100	250	150.00%
<b>30840001</b>	<b>Subtotal Benefits</b>	<b>\$85,303</b>	<b>\$90,533</b>	<b>\$88,182</b>	<b>\$68,242</b>	<b>-24.62%</b>	
30840001	530013	Custodial Services	0	0	0	135,316	0.00%
30840001	530014	Refuse Disposal	1,871	1,820	1,820	2,000	9.89%
30840001	530064	Copy Machine Services	79	300	150	300	0.00%
30840001	530111	Professional Services	43,433	52,764	68,100	94,948	79.95%
30840001	532000	Telephone	1,581	1,459	1,459	1,459	0.00%
30840001	532004	Electricity	50,308	54,000	54,000	55,620	3.00%
30840001	532008	Natural Gas	13,761	15,800	15,800	15,800	0.00%
30840001	532010	Wastewater Fees	388	500	300	400	-20.00%
30840001	532012	Water Fees	1,408	2,000	1,500	1,800	-10.00%
30840001	534020	Maintenance Of Buildings	5,475	5,000	4,000	5,000	0.00%
30840001	538028	Rents	0	3,275	2,200	2,275	-30.53%
30840001	538030	Licenses And Dues	150	265	265	265	0.00%
30840001	560010	Insurance	927	5,300	7,001	7,526	42.00%
<b>30844001</b>	<b>Subtotal Services</b>	<b>\$119,382</b>	<b>\$142,483</b>	<b>\$156,595</b>	<b>\$322,709</b>	<b>126.49%</b>	
30844001	540012	Office Materials & Supplies	608	700	700	700	0.00%
30844001	540014	Janitorial Materials & Supp	2,000	3,000	2,700	2,800	-6.67%
30844001	540016	Rec Materials & Supplies	2,708	7,975	6,000	7,675	-3.76%
30844001	540018	Elect Materials & Supplies	25	150	150	150	0.00%
30844001	540026	Bldg & Const Materials & Supp	0	600	300	800	33.33%
30844001	540036	Equipment & Machine Parts	0	300	300	300	0.00%
30844001	540038	Uniforms And Other Clothing	948	1,450	1,200	1,350	-6.90%
30844001	540058	Safety Related Mat & Supp	199	250	250	250	0.00%
30844001	580100	Miscellaneous Expenses	533	1,000	800	800	-20.00%
<b>30844001</b>	<b>Subtotal Commodities</b>	<b>\$7,021</b>	<b>\$15,425</b>	<b>\$12,400</b>	<b>\$14,825</b>	<b>-3.89%</b>	
30442040	530044	Non-Major Technology Reserve	2,317	2,868	2,868	4,477	56.10%
30840001	550004	Office Equipment	243	350	300	350	0.00%
30840001	550016	Janitorial Equipment	585	2,000	1,800	2,000	0.00%
30840001	550018	Recreational Equipment	50	0	0	3,000	#DIV/0!
<b>30840001</b>	<b>Subtotal Capital Outlay</b>	<b>\$3,195</b>	<b>\$5,218</b>	<b>\$4,968</b>	<b>\$9,827</b>	<b>88.33%</b>	
<b>30840001</b>	<b>Total Community Rec Center</b>	<b>\$478,210</b>	<b>\$554,646</b>	<b>\$549,565</b>	<b>\$613,447</b>	<b>10.60%</b>	

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



## FY 2022-2023 Revenue Statement

308	Community Recreation Center	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
30840001	431115 Rental Income	\$22,321	\$32,500	\$30,000	\$30,000	-7.69%
30840001	440218 Athletic Program Revenues	106,092	145,946	143,365	189,012	29.51%
30840001	460010 Investment Income	144	200	200	200	0.00%
30840001	490101 General Fund Transfer	349,000	361,000	361,000	379,235	5.05%
30840001	499060 Designated Fund Balance	15,000	15,000	15,000	15,000	0.00%
<b>308</b>	<b>Total Community Rec Center</b>	<b>\$492,557</b>	<b>\$554,646</b>	<b>\$549,565</b>	<b>\$613,447</b>	<b>10.60%</b>
308	Total Community Rec Center	\$478,210	\$554,646	\$549,565	\$613,447	
<b>308</b>	<b>Income Over (Under)</b>	<b>\$14,347</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



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

Debt Service ..... 16 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Mission Statement

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

## Functions

- Major capital projects for the Town and School are financed through the sale of bonds and initiated through the six-year Capital Improvement Program and administered through the Capital Projects Fund after a thorough review of the project(s);
- Used to manage the Town’s long-term debt;
- Bonds are typically structured using level principal methodology and a rapid payback period;
- Ensure the maturity of issued bonds do not exceed the life expectancy of the asset;
- On average, the Town maintains an 80% retirement rate on its outstanding debt over a ten year period, however, due to the most recent bond issuances and potential future issuances, that target could present a challenge;
- Revenue to cover the Debt Service Fund’s expenditures is primarily 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 2021-2022 Priorities

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

## FY 2022-2023 Proposed Priorities

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



**Specific Performance Measurements**

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
Legal Debt Margin**	0.25%	0.22%	0.32%	0.29%	TBF
Top 10 Tax Payers % of Tax Base	3.83%	3.84%	3.85%	3.89%	TBF
Net Debt as a % of operating revenues**	2.27%	2.26%	2.26%	2.09%	TBF
% of Debt Retired within Ten Years	>65.4%	>33.8%	>57.7%	>58.7%	TBF
Net Debt Per Capita	\$417	\$373	\$516	\$470	TBF
Outstanding Long-Term Debt (Town & School Only)	\$12,834,000	\$11,464,000	\$16,611,000	\$15,158,000	ET / TBF

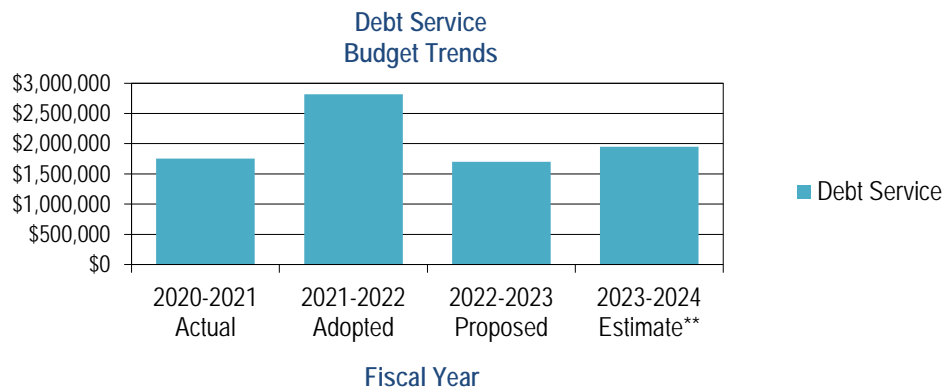
\*The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base. At June 30, 2021, the most recent audited fiscal year, the assessed value of South Kingstown properties was \$5,245,913,828 at December 31, 2019. This limits the amount of outstanding non-excepted obligation bonds to \$157,377,415. Bonds of \$2,669,751 are general obligations and subject to statutory limitations. The Town of South Kingstown is well below the maximum allowed by state law.

\*Moody's Investors Service documents the 2018 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 0.8% for Aaa rated communities and less than 1.0% for Aa rated municipalities

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

**FY 2022-2023 Funding Comparison**

Debt Service	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Municipal Debt Service	\$920,192	\$1,425,393	\$889,143	\$1,232,969	(\$192,424)
Education Debt Service	833,260	1,390,864	812,064	714,161	(676,703)
Guild Debt Service	0	0	0	84,022	\$84,022
<b>Subtotal Operating Expenditures</b>	<b>\$1,753,452</b>	<b>\$2,816,257</b>	<b>\$1,701,207</b>	<b>\$2,031,152</b>	<b>(\$869,127)</b>
<b>Total Expenditures</b>	<b>\$1,753,452</b>	<b>\$2,816,257</b>	<b>\$1,701,207</b>	<b>\$2,031,152</b>	<b>(\$785,105)</b>



\*\*FY 2022-2023 is estimated based on the following assumptions: 1% increase in Services. It is noted however, that the estimate does not take into account the School Facilities Project bonds anticipated to be \$85M because they are pending voter approval.

## Debt Service Fund (0400), *continued*



### FY 2022-2023 Expenditure Statements

40090001	Education Debt Service		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$2,000	\$2,000	\$2,000	0.00%
40090001	589010	Debt - Principal	619,907	614,529	614,529	533,964	-13.11%
40090001	589012	Debt - Interest	212,713	774,335	195,535	178,197	-76.99%
<b>40090001</b>	<b>Subtotal Services</b>		<b>\$833,260</b>	<b>\$1,390,864</b>	<b>\$812,064</b>	<b>\$714,161</b>	<b>-48.65%</b>
<b>40090001</b>	<b>Total Education Debt Service</b>		<b>\$833,260</b>	<b>\$1,390,864</b>	<b>\$812,064</b>	<b>\$714,161</b>	<b>-48.65%</b>

40090003	Town Debt Service		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$600	\$600	0.00%
40090003	589010	Debt - Principal	750,093	1,063,471	738,471	899,035	-15.46%
40090003	589012	Debt - Interest	169,739	361,322	150,072	333,334	-7.75%
<b>40090003</b>	<b>Subtotal Services</b>		<b>\$920,192</b>	<b>\$1,425,393</b>	<b>\$889,143</b>	<b>\$1,232,969</b>	<b>-13.50%</b>
<b>40090003</b>	<b>Total Town Debt Service</b>		<b>\$920,192</b>	<b>\$1,425,393</b>	<b>\$889,143</b>	<b>\$1,232,969</b>	<b>-13.50%</b>

40090007	Guild Debt Service		2020-2021 Actual	2021-2022 Adopted	2021- Projected	2022- Proposed	Percent Change
40090007	589000	Bank Fees	\$0	\$0	\$0	\$2,000	0.00%
40090007	589010	Debt - Principal	\$0	\$0	\$0	\$50,000	0.00%
40090007	589012	Debt - Interest	\$0	\$0	\$0	\$32,022	0.00%
<b>40090007</b>	<b>Subtotal Services</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$84,022</b>	<b>0.00%</b>
<b>40090007</b>	<b>Total Guild Debt Service</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$84,022</b>	<b>0.00%</b>

	Total Debt Service Program	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$833,260	\$1,390,864	\$812,064	\$714,161	-
40090003	Subtotal Town Debt Service	920,192	1,425,393	889,143	1,232,969	-
40090007	Subtotal Guild Debt Service	0	0	0	84,022	0.00%
	<b>Total Debt Service Program</b>	<b>\$1,753,452</b>	<b>\$2,816,257</b>	<b>\$1,701,207</b>	<b>\$2,031,152</b>	<b>-</b>

## Debt Service Fund (0400), *continued*



### FY 2022-2023 Revenue Statement

400	Debt Service	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
40000000	490101 General Fund Transfer	\$1,945,232	\$1,945,000	\$1,945,000	\$1,391,719	-28.45%
40000000	490306 Neighborhood Guild Fund	0	0	0	84,022	0.00%
40000000	499060 Designated Fund Balance	0	226,341	0	0	-
40090001	420013 School Housing Aid	323,532	243,319	241,547	219,459	-9.81%
40090001	490330 South Road Reserve	9,343	8,903	8,903	0	-
40090001	490402 Fair Share Development -	0	0	0	0	0.00%
40090003	490404 Open Space Reserve	250,000	250,000	250,000	266,146	6.46%
40090003	490499 Fair Share Development -	110,586	142,694	142,694	69,806	-51.08%
<b>400</b>	<b>Total Debt Service Revenues</b>	<b>\$2,638,693</b>	<b>\$2,816,257</b>	<b>\$2,588,144</b>	<b>\$2,031,152</b>	<b>-27.88%</b>
400	Total Debt Service Expenditures	\$1,753,452	\$2,816,257	\$1,701,207	\$2,031,152	
<b>400</b>	<b>Income Over (Under)</b>	<b>\$885,241</b>	<b>\$0</b>	<b>\$886,937</b>	<b>\$0</b>	



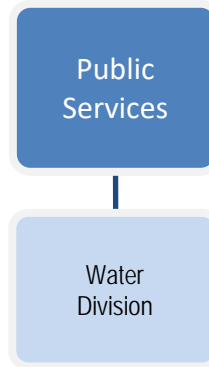
**TAB 17**  
**WATER ENTERPRISE FUND**

Water ..... 17 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart



## Mission Statement

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

## General Explanation & Work Program

The Water Enterprise Fund was established in 1975. The Town’s Water Division is comprised of the South Shore and Middlebridge water systems. The South Shore system services the southerly portion of Town from the Charlestown town line to East Matunuck, south of US Route 1, with the exception of Perryville. The Middlebridge system services the Middlebridge Road area from the Middlebridge bridge at the southerly end to Radial Drive at the northerly end.

### WHOLESALE WATER PURCHASE

The Water Division currently purchases wholesale water from Suez Water RI (formerly known as United Water RI), for the Town’s two water systems, South Shore and Middlebridge. The purchase agreement for the South Shore system began in 2002, when it was determined that the South Shore well field needed a water filtration plant and it was found that purchasing water would be a more economical means of providing water. A permanent interconnection between the South Shore system and Suez Water RI was completed and fully operational in August 2005. The Water Division continues to maintain the South Shore well field in active status until such time that a water filtration plant can be funded and constructed. As Suez Water RI provides pH and corrosion control adjusted water, the South Shore and Middlebridge water systems comply with the USEPA Safe Drinking Water Act lead and copper rule. As such, reduced lead and copper sampling protocols are in effect for both water systems on a three- (3) year cycle.

A summary of past rate increases granted by the Public Utilities Commission (PUC) to Suez Water RI for wholesale customers are as follows:

Effective Date	Admin Fee (per month)	Consumption Fee (per 1.0 MG)	Wholesale Rate % Increase
January 12, 2014	\$64.25	\$1,124.00	18.31%
May 13, 2014	\$81.88	\$1,490.00	32.56%
October 4, 2018	\$375.88	\$1,630.00	9.39%



The October 2018 rate increase recovered capital costs associated with Suez's replacement 'Sherman' elevated water tank located off of South Road and various distribution system upgrades. The PUC also granted SUEZ a Distribution System Infrastructure Charge (DSIC) mechanism in October 2018, whereby SUEZ will have the ability to recover distribution system capital related expenses each year, with a not to exceed increase of 2.5% in a given year. SUEZ received a 2.5% DSIC increase effective November 1, 2021. Once the sum total of yearly DSIC increases equals 7.5%, Suez would have to file for an overall rate increase with the PUC to be eligible for any additional rate payer funding. Given the recent significant rate increases by Suez, the Water Division will need to evaluate the cost to construct and operate a water filtration plant for its South Shore water system in comparison to the cost of continued wholesale water purchase.

### WATER DISTRIBUTION SYSTEM

The Town's water pumping and distribution system that is used to provide water purchased through United Water to the South Shore and Middlebridge water systems remains in good operating condition due to continued proactive maintenance by Water Division personnel. As a result of higher than expected unaccounted for water readings, the Water Division contracted with Matchpoint, Inc. in the Spring of 2017 for comprehensive system-wide leak detection services. However, no leaks were found in either the South Shore or Middlebridge water systems. Further, Suez Water RI calibrated all three of their wholesale water meters in June 2017. Given the fact that no leaks were found, leak detection and elimination continues to be a challenging and ongoing effort to ensure water is used efficiently and in compliance with State regulatory requirements. There is new leak detection technology, (i.e. helium injection) that will be considered during the next system wide leak detection survey, in lieu of traditional acoustic technology.

### WATER DEMAND

Variation in water demand is primarily attributed to seasonal weather conditions and associated outside water use demand. Seasonal water user demands can vary by a factor of four when comparing summer versus winter daily demand. This substantial change in consumption is due to the seasonal influx of summer residents, combined with high outside use of water in the warmer months.

### WATER RATES

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.

An increase to user fees is proposed for FY 2020-2023, which is due in part to Sprint decommissioning their cellular equipment at the Victoria Lane water tank and associated non-rate base revenue loss. In addition, increased expenditures associated with wholesale water purchase from SUEZ is also contributory to an adjustment in user fees.

Proposed rates as denoted below in "User Rates" summary table.



## Water Enterprise Fund (0702), *continued*

### Functions

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

Acct Number	Acct Description
70294100	Source of Supply
70294200	Pumping Expenses
70294400	Transmission & Distribution
70294600	Personnel Services
70294700	Admin & General Expense
70294800	Other Expenses

Duties of the Water Division include, but are not limited to:

- Ensure water quality meets or exceeds USEPA's Safe Drinking Water Act requirements;
- Ongoing review of disinfection treatment performance and associated disinfection by-product levels;
- Daily Water Meter Exception Reports with weekly checking for abnormal usage for 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 2021-2022 Priorities

Priorities	Town Council Goals & Objs
Continue to sample additional coliform sampling stations for summer sampling sites	FI / SNR
Monitor daily user leak reports for leak detection purposes	FI / SNR
Continue ongoing distribution system leak detection and repair efforts	FI / SNR
Maintain an unaccounted for water percentage in both the Middlebridge and South Shore water systems below the 10% State goal	FI / SNR
Continue water quality testing to ensure potable water meets or exceeds water quality standards	FI / SNR
Work with Suez Water RI to ensure adequate disinfection residuals for purchased water	FI / SNR
Review disinfection by-product levels and possible solutions, should exceedances continue	FI / SNR
Design and repair water tank anchor bolts	FI / SNR
Require cell carriers to repair and paint antenna pods affixed to water towers	FI / SNR

### FY 2022-2023 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Interior water tank inspection and cleaning on an as needed basis	FI / SNR
Remain vigilant to identify and repair any distribution system leaks	FI / SNR
Remain vigilant to minimize 'unaccounted for' water to achieve State goal of 10%	FI / SNR



## Water Enterprise Fund (0702), *continued*

Continue working with Suez Water RI to ensure adequate disinfection residual levels are maintained for purchased water	FI / SNR
Ensure continued compliance with Cross Control Connection Plan (CCCP)	FI / SNR
Monitor daily user leak reports for leak detection purposes	FI / SNR

### 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 2019-2020 Actual	FY 2020-2021 Projected	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
South Shore purchased water	16,742,356	17,200,294	15,261,791	16,841,698	FI / SNR / TBF
Middlebridge purchased water	2,731,194	2,457,948	2,604,477	2,472,138	FI / SNR / TBF
<b>Total Purchased Water ft<sup>3</sup></b>	<b>19,473,550</b>	<b>19,658,242</b>	<b>17,866,268</b>	<b>19,313,836</b>	<b>FI / SNR / TBF</b>
South Shore water sales	14,739,890	15,717,610	14,996,657	14,996,657	FI / SNR / TBF
Middlebridge water sales	1,649,341	1,703,969	1,669,111	1,669,111	FI / SNR / TBF
<b>Total Water Sales ft<sup>3</sup></b>	<b>16,389,231</b>	<b>16,421,579</b>	<b>16,665,768</b>	<b>16,665,768</b>	<b>FI / SNR / TBF</b>
South Shore water accounts	2,558	2,568	2,572	2,578	FI / SNR / TBF
Middlebridge water accounts	288	290	289	290	FI / SNR / TBF
<b>Combined Water Accounts</b>	<b>2,846</b>	<b>2,858</b>	<b>2,861</b>	<b>2,868</b>	<b>FI / SNR / TBF</b>
Additional Units	601	601	601	601	FI / SNR / TBF
<b>Total Water Units</b>	<b>3,447</b>	<b>3,459</b>	<b>3,462</b>	<b>3,469</b>	<b>FI / SNR / TBF</b>

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

User Rates	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Min in Advance/Qtr (w/ 1,250 ft <sup>3</sup> allowance)	\$48	\$48	\$48	\$55	FI / SNR / TBF
Additional Unit charge per quarter	\$22	\$22	\$22	\$27.50	FI / SNR / TBF
Excess Charge 1 <sup>st</sup> Step per 100 ft <sup>3</sup> (1,251-2,500)	\$3.25	\$3.25	\$3.25	\$3.50	FI / SNR / TBF
Excess Charge 2 <sup>nd</sup> Step (over 2,501)	\$3.75	\$3.75	\$3.75	\$4.00	FI / SNR / TBF

Revenue Summary	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Excess Revenue 1 <sup>st</sup> Step	\$100,915	\$113,672	\$103,251	\$111,190	FI / SNR / TBF
Excess Revenue 2 <sup>nd</sup> Step	\$155,159	\$159,330	\$136,159	\$145,236	FI / SNR / TBF
<b>Combined Excess Revenue</b>	<b>\$256,074</b>	<b>\$273,002</b>	<b>\$239,410</b>	<b>\$256,426</b>	<b>FI / SNR / TBF</b>
Minimum Revenue	\$564,528	\$566,581	\$567,944	\$568,824	FI / SNR / TBF
Miscellaneous Revenue	\$105,503	\$106,721	\$104,829	\$117,879	FI / SNR / TBF
<b>Total Revenue</b>	<b>\$926,105</b>	<b>\$946,304</b>	<b>\$912,183</b>	<b>\$943,129</b>	<b>FI / SNR / TBF</b>

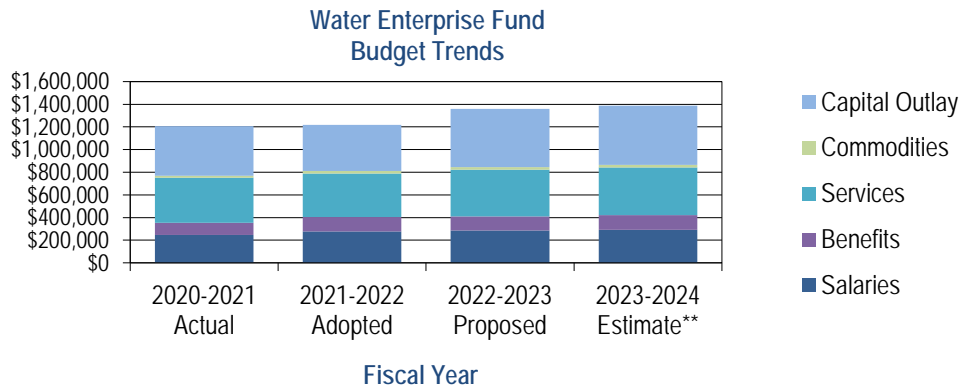
# Water Enterprise Fund (0702), *continued*



## FY 2022-2023 Funding Comparison

Water Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior
Personnel FTE*	2.0	2.0	2.0	2.0	0.00
Salaries	\$245,574	\$276,484	\$276,284	\$284,706	\$8,222
Benefits	108,964	126,482	125,969	124,150	(2,332)
<b>Subtotal Personnel Expenditures*</b>	<b>\$354,538</b>	<b>\$402,966</b>	<b>\$402,253</b>	<b>\$408,856</b>	<b>\$5,890</b>
Services	\$398,161	\$385,839	\$383,618	\$414,670	\$28,831
Commodities	14,959	22,350	20,290	22,650	300
Capital Outlay/Depreciation	438,081	405,529	386,879	512,857	107,328
<b>Subtotal Operating Expenditures</b>	<b>\$851,201</b>	<b>\$813,718</b>	<b>\$790,787</b>	<b>\$950,177</b>	<b>\$136,459</b>
<b>Total Expenditures</b>	<b>\$1,205,740</b>	<b>\$1,216,684</b>	<b>\$1,193,040</b>	<b>\$1,359,033</b>	<b>\$142,349</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

# Water Enterprise Fund (0702), *continued*



## FY 2022-2023 Expenditure Statements

7029410	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Source of Supply		Actual	Adopted	Projected	Proposed	Change
7029410	53007	Analysis Of Wells	\$13,984	\$11,770	\$11,000	\$10,150	-13.76%
7029410	53202	Purchased Water - Middlebridge	41,686	39,190	35,272	36,799	-6.10%
7029410	53202	Purchased Water - South Shore	244,865	212,790	220,766	221,666	4.17%
7029410	53402	Maintenance Of Public Wells	0	200	150	200	0.00%
<b>7029410</b>		<b>Subtotal Services</b>	<b>\$300,536</b>	<b>\$263,950</b>	<b>\$267,188</b>	<b>\$268,815</b>	<b>1.84%</b>
<b>7029410</b>		<b>Total Source Of Supply</b>	<b>\$300,536</b>	<b>\$263,950</b>	<b>\$267,188</b>	<b>\$268,815</b>	<b>1.84%</b>

7029420	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Pumping Expenses		Actual	Adopted	Projected	Proposed	Change
7029420	53001	Refuse Disposal	\$156	\$151	\$324	\$324	114.57%
7029420	53200	Telephone	1,570	1,408	1,128	1,184	-15.91%
7029420	53200	Fuel - Oil	1,679	1,200	1,200	1,300	8.33%
7029420	53200	Electricity	11,333	15,024	12,500	13,830	-7.95%
7029420	53201	Telemetry	0	0	480	680	0.00%
7029420	53201	Telemetry-SCADA	6,728	7,500	7,500	8,300	0.00%
7029420	53402	Maintenance Of Pump Stations	565	1,800	1,600	1,800	0.00%
<b>7029420</b>		<b>Subtotal Services</b>	<b>\$22,030</b>	<b>\$27,083</b>	<b>\$24,732</b>	<b>\$27,418</b>	<b>1.24%</b>
7029420	54002	Chemicals And Gases					0.00%
7029420	54005	Pumping Materials & Supplies	0				0.00%
<b>7029420</b>		<b>Subtotal Commodities</b>	<b>\$503</b>	<b>\$2,200</b>	<b>\$2,100</b>	<b>\$2,200</b>	<b>0.00%</b>
<b>7029420</b>		<b>Total Pumping Expenses</b>	<b>\$22,533</b>	<b>\$29,283</b>	<b>\$26,832</b>	<b>\$29,618</b>	<b>1.14%</b>

7029440	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Transmission & Distribution		Actual	Adopted	Projected	Proposed	Change
7029440	53402	Maintenance Of Elevated Tanks	\$16,366	\$5,500	\$6,200	\$14,700	167.27%
7029440	53402	Maintenance Of Mains	8,838	15,000	20,000	15,000	0.00%
7029440	53403	Maintenance Of Water Services	12,170	16,000	12,000	16,000	0.00%
7029440	53403	Maintenance Of Water Meters	310	7,500	5,761	7,500	0.00%
7029440	53403	Maintenance Of Hydrants	2,082	4,800	2,500	4,800	0.00%
7029440	53403	Maintenance Of SCADA System	0	5,000	5,000	14,810	0.00%
<b>7029440</b>		<b>Subtotal Services</b>	<b>\$39,767</b>	<b>\$53,800</b>	<b>\$51,461</b>	<b>\$72,810</b>	<b>35.33%</b>
7029440	54001	General Materials & Supplies	0	100	90	100	0.00%
<b>7029440</b>		<b>Subtotal Commodities</b>	<b>\$0</b>	<b>\$100</b>	<b>\$90</b>	<b>\$100</b>	<b>0.00%</b>
<b>7029440</b>		<b>Total Transmission &amp; Distribution</b>	<b>\$39,767</b>	<b>\$53,900</b>	<b>\$51,551</b>	<b>\$72,910</b>	<b>35.27%</b>

## Water Enterprise Fund (0702), continued



70294600	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Personnel Services		Actual	Adopted	Projected	Proposed	Change
70294600	511001	Full-Time Employees	\$216,989	\$245,721	\$245,721	\$259,507	5.61%
70294600	511004	Overtime	2,977	8,200	8,000	8,000	-2.44%
70294600	511005	Retirement/Vacation Reimb.	48,702	18,933	18,933	10,300	-45.60%
70294600	511006	Longevity	5,417	3,630	3,630	6,899	90.06%
<b>70294600</b>		<b>Subtotal Wages</b>	<b>\$274,085</b>	<b>\$276,484</b>	<b>\$276,284</b>	<b>\$284,706</b>	<b>2.97%</b>
70294600	522250	FICA	20,322	18,860	18,860	20,135	6.76%
70294600	522300	Municipal Employees Retirement	27,726	30,845	30,845	34,048	10.38%
70294600	522301	Retirement - Defined Contribution	2,010	2,294	2,294	2,599	13.30%
70294600	522818	Medical Insur-Active Employees	31,759	43,387	43,387	45,585	5.07%
70294600	522820	Medical Insur-Retirees	15,279	17,668	17,155	9,097	0.00%
70294600	522822	Dental Insur-Active Employees	1,909	2,539	2,539	2,692	6.03%
70294600	522840	Insurance Buyback	1,406	1,400	1,400	1,025	-26.79%
70294600	522850	Life Insurance	90	109	109	393	260.55%
70294600	529900	Worker's Compensation	8,463	9,380	9,380	8,576	-8.57%
<b>70294600</b>		<b>Subtotal Benefits</b>	<b>\$108,964</b>	<b>\$126,482</b>	<b>\$125,969</b>	<b>\$124,150</b>	<b>-1.84%</b>
<b>70294600</b>		<b>Total Personnel Services</b>	<b>\$383,049</b>	<b>\$402,966</b>	<b>\$402,253</b>	<b>\$408,856</b>	<b>1.46%</b>

70294700	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Admin & General Expense		Actual	Adopted	Projected	Proposed	Change
70294700	511009	Vac & Sick Pay Accrued Exp	(\$28,511)	\$0	\$0	\$0	0.00%
<b>70294700</b>		<b>Subtotal Wages</b>	<b>(\$28,511)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
70294700	530013	Custodial Services	0	0	0	745	0.00%
70294700	530020	Miscellaneous Services	1,073	1,071	1,071	1,255	17.18%
70294700	530055	Asset Management Software	0	750	0	3,000	0.00%
70294700	530066	Internet Access	0	526	526	514	-2.28%
70294700	532004	Electricity	1,495	1,000	1,200	1,575	57.50%
70294700	532008	Natural Gas	791	580	570	610	5.17%
70294700	532010	Wastewater Fees	30	30	30	35	16.67%
70294700	532012	Water Fees	65	72	68	72	0.00%
70294700	534012	Commun Equip. Maintenance	0	200	180	200	0.00%
70294700	534016	Computer/Software Maintenance	4,855	6,187	6,187	6,187	0.00%
70294700	534020	Maintenance Of Buildings	60	800	600	800	0.00%
70294700	538020	Postage	5,149	6,000	6,090	6,100	1.67%
70294700	538022	Printing Expenses	6,783	7,175	7,100	7,200	0.35%
70294700	560010	Insurance	15,528	16,615	16,615	17,334	4.33%
<b>70294700</b>		<b>Subtotal Services</b>	<b>\$35,829</b>	<b>\$41,006</b>	<b>\$40,237</b>	<b>\$45,627</b>	<b>11.27%</b>
70294700	540010	General Materials & Supplies	160	750	700	750	0.00%
70294700	540012	Office Materials & Supplies	1,330	2,500	2,400	2,500	0.00%
70294700	540060	Vehicle Operation	7,605	8,800	7,500	9,100	3.41%
70294700	580100	Miscellaneous Expenses	5,361	8,000	7,500	8,000	0.00%
<b>70294700</b>		<b>Subtotal Commodities</b>	<b>\$14,457</b>	<b>\$20,050</b>	<b>\$18,100</b>	<b>\$20,350</b>	<b>1.50%</b>
70294700	530044	Non-Major Technology Reserve	3,574	392	392	857	118.62%
<b>70294700</b>		<b>Subtotal Capital Outlay</b>	<b>\$3,574</b>	<b>\$392</b>	<b>\$392</b>	<b>\$857</b>	<b>118.62%</b>
<b>70294700</b>		<b>Total Admin &amp; General Expense</b>	<b>\$25,348</b>	<b>\$61,448</b>	<b>\$58,729</b>	<b>\$66,834</b>	<b>8.77%</b>

## Water Enterprise Fund (0702), *continued*



70294800	Water Enterprise Fund Other Expenses		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70294800	550002	Computer Equipment	\$3,294	\$0	\$1,976	\$0	0.00%
70294800	570002	Capital Improvements	205,807	157,000	159,411	250,000	59.24%
70294800	570902	Depreciation	225,406	248,137	225,100	262,000	5.59%
<b>70294800</b>	<b>Subtotal Capital Outlay</b>		<b>\$434,507</b>	<b>\$405,137</b>	<b>\$386,487</b>	<b>\$512,000</b>	<b>26.38%</b>
<b>70294800</b>	<b>Total Other Expenses</b>		<b>\$434,507</b>	<b>\$405,137</b>	<b>\$386,487</b>	<b>\$512,000</b>	<b>26.38%</b>

	Total Water Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$300,536	\$263,950	\$267,188	\$268,815	1.84%
70294200	Subtotal Pumping Expenses	22,533	29,283	26,832	29,618	1.14%
70294400	Subtotal Transmission & Distribution	39,767	53,900	51,551	72,910	35.27%
70294600	Subtotal Personnel Services	383,049	402,966	402,253	408,856	1.46%
70294700	Subtotal Admin & General Expense	25,348	61,448	58,729	66,834	8.77%
70294800	Subtotal Other Expenses	434,507	405,137	386,487	512,000	26.38%
	<b>Total Water Enterprise Fund</b>	<b>\$1,205,740</b>	<b>\$1,216,684</b>	<b>\$1,193,040</b>	<b>\$1,359,033</b>	<b>11.70%</b>

## Water Enterprise Fund (0702), *continued*



### FY 2022-2023 Revenue Statement

702	Water Enterprise Fund Description	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70294	41745 Metered Sales - Domestic	\$894,629	\$884,818	\$862,503	\$893,619	0.99%
70294	41755 Forfeited Disc & Penalties	4,907	5,500	4,700	5,200	-5.45%
70294	43017 Rental of Town Properties	285,949	291,342	291,342	267,529	-8.17%
70294	44046 Special Services - Turn off/On	4,639	5,500	5,000	5,000	-9.09%
70294	46001 Investment Income	51,536	25,000	25,000	25,750	3.00%
70294	46050 GASB 31 Change	(51,119)	0	0	0	0.00%
70294	47001 Miscellaneous Income	2,980	2,200	2,200	2,200	0.00%
70294	47002 National Grid Electricity	1,500	0	0	0	0.00%
70294	47008 State of RI Water Protection	-	2,324	2,295	2,295	-1.25%
70294	49905 Net Assets Forward To Operations	79,003	0	0	157,440	0.00%
<b>702</b>	<b>Total Water Enterprise Fund</b>	<b>1,274,025</b>	<b>\$1,216,684</b>	<b>\$1,193,040</b>	<b>\$1,359,033</b>	<b>11.70%</b>
702	Total Water Enterprise Fund	\$1,205,740	\$1,216,684	\$1,193,040	\$1,359,033	
<b>702</b>	<b>Income Over (Under)</b>	<b>\$68,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



**TAB 18**  
**WASTEWATER ENTERPRISE FUND**

Wastewater..... 18 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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

## General Explanation and Work Program

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### REGIONAL WASTEWATER TREATMENT FACILITY

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

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

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

## Wastewater Enterprise Fund (0704), *continued*



of the regional partners in order for each partner to fund their share of the work based upon their flow contribution.

### ON-SITE WASTEWATER MANAGEMENT PROGRAM

Additionally, the Wastewater Division, as part of the Department of Public Services, is responsible for enforcing the mandatory On-Site Wastewater Management (OSWM) inspection program adopted by the Town Council in 2001, and oversight of all the remaining cesspools and On-site Wastewater Treatment Systems (OWTS), formerly known as ISDS, in Town. The goal of the OSWM program is to ensure that all OWTS in Town are inspected on a regular basis and all cesspools and failed OWTS are replaced and/or repaired in a timely manner. This program helps ensure the surface waters and groundwater resources of the Town are protected to the greatest extent possible.

The OSWM program includes approximately 6,300 private OWTS located within the community. The program ensures that all OWTS in Town are inspected on a regular basis. Property owners must hire a Town licensed on-site wastewater inspector familiar with OWTS operation and maintenance.

Beginning in the Fall of 2017, the OSWM program implemented a web-based online inspection portal, Carmody, for licensed OWTS inspectors to enter OWTS inspection data. The OWM program will review the web-based system over the course of the upcoming year to determine if any program changes are in order.

### WASTEWATER USER RATES

The Town Council adopted the current user rate structure in June 2020.

An increase to user fees is proposed for FY 2022-2023, which is due in part to an increase in depreciation expense and in sludge disposal and transportation fees. An increase in the septage disposal tip fee from current rate of \$86.00/ 1,000 gallons to \$90.00 per 1,000 gallons is also proposed for the upcoming fiscal year.

Proposed rates are denoted below in “Specific Performance Measures” summary table.

### Functions

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

Acct Number	Acct Description
70492010	Wastewater General Treatment
70492020	Sludge Process & Disposal
70492030	Silver Lake Pumping Station
70492040	Kingston Pumping Station
70492050	Local Pumping Station
70492060	Local Collection System
70492070	Users Accounting Collection
70492080	Admin & General Expense
70492090	Non Operating Expenses

Serving as the managing regional partner of the South Kingstown Regional Wastewater Treatment Facility (WWTF) for the regional partners Towns of South Kingstown and Narragansett, and the University of Rhode



Island (URI) and managing the Town’s On-Site Wastewater Management (OSWM) program, the functions of the Wastewater Division include, but are not limited to the following:

**REGIONAL WASTEWATER TREATMENT FACILITY**

- Treatment of influent wastewater that meets or exceeds RIDPES permit requirements;
- Ongoing routine maintenance of Town collection system to prevent collection system blockages and by-passes;
- Ongoing pretreatment inspections for industrial and commercial user compliance in accordance with USEPA and RIDEM requirements;
- Ongoing pump station maintenance and repair, including mechanical and electrical components;
- Respond to wastewater customer inquiries and complaints.

**ON-SITE WASTEWATER MANAGEMENT (OSWM) PROGRAM**

- Mailing inspection and septic pumping notices to property owners with an OWTS;
- Providing public outreach to assist property owners in property OWTS maintenance, repairs, and replacement;
- Coordinate the Town’s Community Septic System Loan Program (CSSLP) with the Finance Department and the Rhode Island Mortgage Finance Corporation (RIMFCA);
- Record Notice of Violations (NOVs) for failure to inspect or failure to repair an OWTS;
- Release existing NOVs once NOVs are satisfied.

**FY 2021-2022 Priorities**

Priorities	Town Council Goals & Obj's
Perform continuous wastewater treatment in accordance with RIDPES permit limits	FI / SNR
Continue proactive collection system cleaning to prevent blockages and by-passes	FI / SNR
Receive and treat septage waste from outlying, non-sewered areas of Town	FI / SNR
Draft OSWM ordinance amendments as needed	FI / SNR
Record NOVs as needed for failure to inspect or repair an OWTS	FI / SNR
Continue mailing Town-wide OSWM 2 <sup>nd</sup> inspection notices by OSWM district	FI / SNR
Perform continuous wastewater treatment in accordance with RIDPES permit limits	FI / SNR
Promulgate local limits ordinance amendments based upon local limits study findings	FI / SNR

**FY 2022-2023 Proposed Priorities**

Proposed Priorities	Town Council Goals & Obj's
Perform continuous wastewater treatment in accordance with RIDPES permit limits	FI / SNR
Continue proactive collection system cleaning to prevent blockages and by-passes	FI / SNR
Coordinate Kingston pump station force main replacement prior to Route 138 reconstruction	FI / SNR
Receive and treat septage waste from outlying, non-sewered areas of Town	FI / SNR
Continue Town-wide OSWM 2 <sup>nd</sup> inspection notices sent by OSWM district	FI / SNR
Continue public outreach for OWTS inspection, repairs, and replacement	FI / SNR
Coordinate CCSLP loans with property owners and respective agencies	FI / SNR
Complete Wastewater Treatment Facilities (WWTF) Improvement Project: two Secondary Lakeside Clarifier hardware; two Return Activated Sludge (RAS) pump replacement; and Septage Receiving replacement	FI / SNR

# Wastewater Enterprise Fund (0704), *continued*



## Specific Performance Measurements

Description	FY 2019-2020 Actual	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
South Kingstown annual flow (MG)	375.23	362.18	377.38	377.38	FI / SNR
Narragansett annual flow (MG)	435.10	407.33	454.74	454.74	FI / SNR
URI annual flow (MG)	166.45	135.95	177.08	177.08	FI / SNR
WWTF combined annual flow (MG)	976.78	905.46	1,009.20	1,009.20	FI / SNR
WWTF max capacity (MGD)	5.0	5.0	5.0	5.0	FI / SNR
WWTF 3 month max capacity (MG)	456.25	456.25	456.25	456.25	FI / SNR
% of WWTF max capacity - average of highest 3 months	60.86	60.52	61.08	65.00	FI / SNR
Suspended Solids (SS) efficiency (mg/l)	97.4	97.6	96.5	96.5	FI / SNR
Treated Septage (gals)	4,398,410	4,252,440	4,300,000	4,200,000	FI / SNR
Biological Oxygen Demand (BOD) efficiency (mg/l)	92.5	93.8	93.0	93.5	FI / SNR
Accounts (SK only)	3,843	3,864	3,883	3,906	FI / SNR
Units (SK only)	5,727	5,746	5,797	5,820	FI / SNR
Minimum annual user fee*	\$280	\$300	\$300	\$350	FI / SNR / TBF
Excess user fee (per 100 ft <sup>3</sup> )	\$3.80	\$4.00	\$4.00	\$4.40	FI / SNR / TBF
Septage disposal per 1,000 gal.	\$78.00	\$86.00	\$86.00	\$90.00	FI / SNR / TBF

\*Minimum user fee provides a single family home an annual allowance of 10,000 ft<sup>3</sup> of consumption

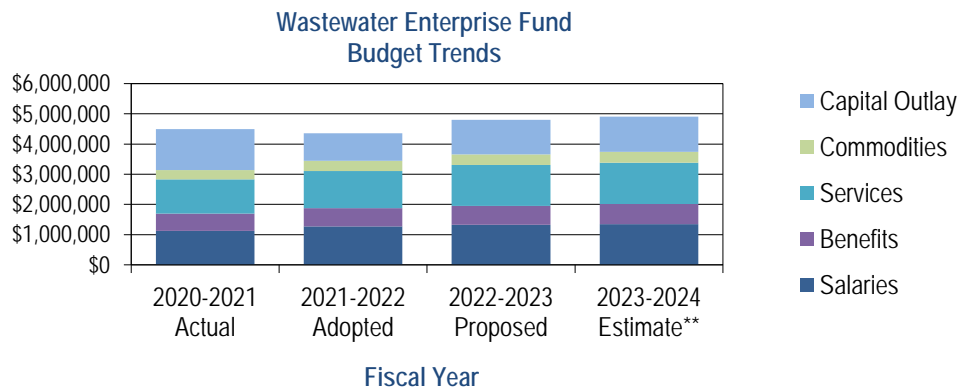
# Wastewater Enterprise Fund (0704), *continued*



## FY 2022-2023 Funding Comparison

Wastewater Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Personnel FTE*	16.0	16.0	16.0	16.4	0.00
Salaries	\$1,128,649	\$1,268,696	\$1,266,044	\$1,323,409	\$54,713
Benefits	565,053	607,460	620,525	631,185	23,725
<b>Subtotal Personnel Expenditures*</b>	<b>\$1,693,701</b>	<b>\$1,876,156</b>	<b>\$1,886,569</b>	<b>\$1,954,594</b>	<b>\$78,438</b>
Services	\$1,132,586	\$1,229,729	\$1,254,265	\$1,348,403	\$118,674
Commodities	307,717	342,487	344,737	357,944	15,457
Capital Outlay/Depreciation	1,362,806	902,675	1,059,997	1,136,447	233,772
<b>Subtotal Operating Expenditures</b>	<b>\$2,803,109</b>	<b>\$2,474,891</b>	<b>\$2,658,999</b>	<b>\$2,842,794</b>	<b>\$367,903</b>
<b>Total Expenditures</b>	<b>\$4,496,810</b>	<b>\$4,351,047</b>	<b>\$4,545,568</b>	<b>\$4,797,388</b>	<b>\$446,341</b>

\*Please note the Personnel FTE represents the employees within the department. The salaries and benefits expenditure figures shown above represent only the personnel expenditures allocated to this account. Some roles are allocated across additional accounts.



\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

# Wastewater Enterprise Fund (0704), *continued*



## FY 2022-2023 Expenditure Statements

70492010	Wastewater Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Wastewater General Treatment		Actual	Adopted	Projected	Proposed	Change
70492010	511001	Full-Time Employees	\$361,261	\$380,689	\$380,689	\$389,967	2.44%
70492010	511004	Overtime	14,920	16,220	16,000	16,775	3.42%
70492010	511005	Retirement/Vacation Reimb.	29,962	35,557	35,557	35,394	-0.46%
70492010	511006	Longevity	7,741	7,266	7,266	7,234	-0.44%
<b>70492010</b>		<b>Subtotal Wages</b>	<b>\$413,884</b>	<b>\$439,732</b>	<b>\$439,512</b>	<b>\$449,370</b>	<b>2.19%</b>
70492010	522250	FICA	30,606	29,994	29,994	30,992	3.33%
70492010	522300	Municipal Employees Retirement	46,003	47,988	47,988	51,013	6.30%
70492010	522301	Retirement - Defined	3,491	3,599	3,599	3,611	0.33%
70492010	522818	Medical Insur-Active Employees	60,481	67,563	67,563	63,712	-5.70%
70492010	522822	Dental Insur-Active Employees	3,930	4,606	4,606	4,644	0.82%
70492010	522840	Insurance Buyback	5,613	5,700	5,700	5,745	0.79%
70492010	522850	Life Insurance	182	186	186	538	189.25%
70492010	529900	Worker's Compensation	13,894	15,394	15,394	14,772	-4.04%
<b>70492010</b>		<b>Subtotal Benefits</b>	<b>\$164,201</b>	<b>\$175,030</b>	<b>\$175,030</b>	<b>\$175,027</b>	<b>0.00%</b>
70492010	530014	Refuse Disposal	1,247	1,420	2,548	2,548	79.44%
70492010	530030	Laboratory	28,951	37,562	38,000	39,208	4.38%
70492010	532000	Telephone	2,110	2,820	2,202	2,227	-21.03%
70492010	532002	Fuel - Oil	991	1,271	1,271	1,205	-5.19%
70492010	532004	Electricity	160,000	164,000	174,200	189,000	15.24%
70492010	532008	Natural Gas	32,239	37,000	32,239	38,000	2.70%
70492010	532012	Water Fees	4,009	4,400	4,755	5,100	15.91%
70492010	534016	Computer/Software Maintenance	1,423	1,492	1,492	2,175	45.78%
70492010	534017	Asset Management Software	0	1,125	-	4,500	0.00%
70492010	560010	Insurance	38,843	41,562	41,562	47,657	14.66%
<b>70492010</b>		<b>Subtotal Services</b>	<b>\$269,813</b>	<b>\$292,652</b>	<b>\$298,269</b>	<b>\$331,620</b>	<b>13.32%</b>
70492010	540010	General Materials & Supplies	53,670	72,408	68,000	74,314	2.63%
70492010	540024	Chemicals And Gases	53,320	67,574	74,435	73,620	8.95%
70492010	540060	Vehicle Operation	1,391	1,625	1,300	1,729	6.40%
<b>70492010</b>		<b>Subtotal Commodities</b>	<b>\$108,382</b>	<b>\$141,607</b>	<b>\$143,735</b>	<b>\$149,663</b>	<b>5.69%</b>
70492010	530044	Non-Major Technology Reserve	3,052	3,380	3,380	4,840	43.20%
<b>70492010</b>		<b>Subtotal Capital Outlay</b>	<b>\$3,052</b>	<b>\$3,380</b>	<b>\$3,380</b>	<b>\$4,840</b>	<b>43.20%</b>
<b>70492010</b>		<b>Total Wastewater General</b>	<b>\$959,331</b>	<b>\$1,052,401</b>	<b>\$1,059,926</b>	<b>\$1,110,520</b>	<b>5.52%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492020	Wastewater Enterprise Fund Sludge Process & Disposal		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492020	511001	Full-Time Employees	\$295,866	\$314,134	\$314,134	\$321,547	2.36%
70492020	511004	Overtime	14,897	16,220	15,000	16,775	3.42%
70492020	511005	Retirement/Vacation Reimb.	0	27,324	27,324	27,288	-0.13%
70492020	511006	Longevity	6,594	6,048	6,048	5,839	-3.46%
<b>70492020</b>		<b>Subtotal Wages</b>	<b>\$317,357</b>	<b>\$363,726</b>	<b>\$362,506</b>	<b>\$371,449</b>	<b>2.12%</b>
70492020	522250	FICA	23,173	24,727	24,727	25,585	3.47%
70492020	522300	Municipal Employees Retirement	37,708	39,607	39,607	42,091	6.27%
70492020	522301	Retirement - Defined Contribution	2,945	3,036	3,036	3,030	-0.20%
70492020	522818	Medical Insur-Active Employees	58,199	65,156	65,156	61,276	-5.95%
70492020	522822	Dental Insur-Active Employees	3,409	4,062	4,062	4,116	1.33%
70492020	522840	Insurance Buyback	3,496	3,592	3,592	3,612	0.56%
70492020	522850	Life Insurance	162	176	176	435	147.16%
70492020	529900	Worker's Compensation	12,119	13,427	13,427	11,524	-14.17%
<b>70492020</b>		<b>Subtotal Benefits</b>	<b>\$141,211</b>	<b>\$153,783</b>	<b>\$153,783</b>	<b>\$151,669</b>	<b>-1.37%</b>
70492020	530068	Central Facility Tipping	554,999	571,113	582,695	618,880	8.36%
70492020	532002	Fuel - Oil	161	242	242	230	-4.96%
70492020	532004	Electricity	29,026	31,423	33,181	35,079	11.63%
70492020	532008	Natural Gas	5,248	7,200	6,141	7,416	3.00%
70492020	532012	Water Fees	764	1,000	906	1,100	10.00%
70492020	560010	Insurance	4,467	4,780	4,780	5,491	14.87%
<b>70492020</b>		<b>Subtotal Services</b>	<b>\$594,666</b>	<b>\$615,758</b>	<b>\$627,945</b>	<b>\$668,196</b>	<b>8.52%</b>
70492020	540010	General Materials & Supplies	12,141	16,325	32,000	16,325	0.00%
70492020	540024	Chemicals And Gases	37,809	45,349	45,252	49,319	8.75%
70492020	540060	Vehicle Operation	27,195	34,125	29,250	32,500	-4.76%
<b>70492020</b>		<b>Subtotal Commodities</b>	<b>\$77,145</b>	<b>\$95,799</b>	<b>\$106,502</b>	<b>\$98,144</b>	<b>2.45%</b>
<b>70492020</b>		<b>Total Sludge Process &amp;</b>	<b>\$1,130,379</b>	<b>\$1,229,066</b>	<b>\$1,250,736</b>	<b>\$1,289,458</b>	<b>4.91%</b>

# Wastewater Enterprise Fund (0704), continued



70492030	Wastewater Enterprise Fund Silver Lake Pumping Station		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$67,296	\$71,647	\$71,647	\$73,316	2.33%
70492030	511004	Overtime	3,610	3,932	3,400	4,067	3.43%
70492030	511005	Retirement/Vacation Reimb.	0	6,551	6,551	7,287	11.23%
70492030	511006	Longevity	1,521	1,385	1,385	1,320	-4.69%
<b>70492030</b>		<b>Subtotal Wages</b>	<b>\$72,427</b>	<b>\$83,515</b>	<b>\$82,983</b>	<b>\$85,990</b>	<b>2.96%</b>
70492030	522250	FICA	5,269	5,638	5,638	5,836	3.51%
70492030	522300	Municipal Employees Retirement	8,580	9,037	9,037	9,596	6.19%
70492030	522301	Retirement - Defined Contribution	677	699	699	690	-1.29%
70492030	522818	Medical Insur-Active Employees	13,955	15,633	15,633	14,691	-6.03%
70492030	522822	Dental Insur-Active Employees	791	945	945	960	1.57%
70492030	522840	Insurance Buyback	704	728	728	731	0.41%
70492030	522850	Life Insurance	37	41	41	94	129.27%
70492030	529900	Worker's Compensation	2,825	3,129	3,129	2,649	-15.34%
<b>70492030</b>		<b>Subtotal Benefits</b>	<b>\$32,837</b>	<b>\$35,850</b>	<b>\$35,850</b>	<b>\$35,247</b>	<b>-1.68%</b>
70492030	532000	Telephone	1,191	1,308	1,300	2,031	55.28%
70492030	532002	Fuel - Oil	-	1,375	1,300	1,375	0.00%
70492030	532004	Electricity	88,794	93,275	95,529	94,970	1.82%
70492030	532008	Natural Gas	6,423	2,300	6,422	6,500	182.61%
70492030	532012	Water Fees	9,765	13,625	11,513	13,625	0.00%
70492030	534017	Asset Management Software	-	338	-	1,350	0.00%
70492030	560010	Insurance	17,758	19,001	19,001	21,241	11.79%
<b>70492030</b>		<b>Subtotal Services</b>	<b>\$123,931</b>	<b>\$131,222</b>	<b>\$135,065</b>	<b>\$141,092</b>	<b>7.52%</b>
70492030	540010	General Materials & Supplies	4,046	11,130	10,000	11,430	2.70%
70492030	540024	Chemicals And Gases	27,626	32,912	30,000	34,606	5.15%
70492030	540060	Vehicle Operation	3,125	2,843	2,200	3,639	28.00%
<b>70492030</b>		<b>Subtotal Commodities</b>	<b>\$34,796</b>	<b>\$46,885</b>	<b>\$42,200</b>	<b>\$49,675</b>	<b>5.95%</b>
<b>70492030</b>		<b>Total Silver Lake Pumping</b>	<b>\$263,991</b>	<b>\$297,472</b>	<b>\$296,098</b>	<b>\$312,004</b>	<b>4.89%</b>

# Wastewater Enterprise Fund (0704), *continued*



70492040	Wastewater Enterprise Fund Kingston Pumping Station		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492040	511001	Full-Time Employees	\$67,296	\$71,647	\$71,647	\$73,316	2.33%
70492040	511004	Overtime	3,610	3,932	3,500	4,067	3.43%
70492040	511005	Retirement/Vacation Reimb.	0	6,551	6,551	6,545	-0.09%
70492040	511006	Longevity	1,521	1,385	1,385	1,320	-4.69%
<b>70492040</b>		<b>Subtotal Wages</b>	<b>\$72,427</b>	<b>\$83,515</b>	<b>\$83,083</b>	<b>\$85,248</b>	<b>2.08%</b>
70492040	522250	FICA	5,269	5,638	5,638	5,836	3.51%
70492040	522300	Municipal Employees Retirement	8,580	9,037	9,037	9,596	6.19%
70492040	522301	Retirement - Defined Contribution	677	699	699	690	-1.29%
70492040	522818	Medical Insur-Active Employees	13,955	15,633	15,633	14,691	-6.03%
70492040	522822	Dental Insur-Active Employees	791	945	945	960	1.57%
70492040	522840	Insurance Buyback	704	728	728	731	0.41%
70492040	522850	Life Insurance	37	41	41	94	129.27%
70492040	529900	Worker's Compensation	2,825	3,129	3,129	2,649	-15.34%
<b>70492040</b>		<b>Subtotal Benefits</b>	<b>\$32,837</b>	<b>\$35,850</b>	<b>\$35,850</b>	<b>\$35,247</b>	<b>-1.68%</b>
70492040	532000	Telephone	471	538	500	1,310	143.49%
70492040	532002	Fuel - Oil	460	825	500	880	6.67%
70492040	532004	Electricity	34,939	35,793	45,051	38,158	6.61%
70492040	532008	Natural Gas	5,958	2,100	2,076	5,950	183.33%
70492040	532012	Water Fees	1,608	1,100	997	1,600	45.45%
70492040	534017	Asset Management Software	0	338	-	1,350	0.00%
70492040	560010	Insurance	4,016	4,297	4,297	4,741	10.33%
<b>70492040</b>		<b>Subtotal Services</b>	<b>\$47,451</b>	<b>\$44,991</b>	<b>\$53,421</b>	<b>\$53,989</b>	<b>20.00%</b>
70492040	540010	General Materials & Supplies	52,664	8,820	12,000	8,845	0.28%
70492040	540060	Vehicle Operation	2,978	2,843	2,300	3,639	28.00%
<b>70492040</b>		<b>Subtotal Commodities</b>	<b>\$55,642</b>	<b>\$11,663</b>	<b>\$14,300</b>	<b>\$12,484</b>	<b>7.04%</b>
<b>70492040</b>		<b>Total Kingston Pumping Station</b>	<b>\$208,357</b>	<b>\$176,019</b>	<b>\$186,654</b>	<b>\$186,968</b>	<b>6.22%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492050	Wastewater Enterprise Fund Local Pumping Station		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492050	511001	Full-Time Employees	\$70,898	\$75,707	\$75,707	\$77,449	2.30%
70492050	511004	Overtime	4,050	4,424	4,300	4,575	3.41%
70492050	511005	Retirement/Vacation Reimb.	0	7,290	7,290	7,287	-0.04%
70492050	511006	Longevity	1,627	1,466	1,466	1,384	-5.59%
<b>70492050</b>		<b>Subtotal Wages</b>	<b>\$76,574</b>	<b>\$88,887</b>	<b>\$88,763</b>	<b>\$90,695</b>	<b>2.03%</b>
70492050	522250	FICA	5,549	5,951	5,951	6,176	3.78%
70492050	522300	Municipal Employees Retirement	9,042	9,548	9,548	10,149	6.29%
70492050	522301	Retirement - Defined Contribution	722	745	745	734	-1.48%
70492050	522818	Medical Insur-Active Employees	15,531	17,411	17,411	16,346	-6.12%
70492050	522822	Dental Insur-Active Employees	852	1,027	1,027	1,041	1.39%
70492050	522840	Insurance Buyback	636	664	664	666	0.30%
70492050	522850	Life Insurance	41	46	46	108	134.78%
70492050	529900	Worker's Compensation	3,054	3,384	3,384	2,824	-16.55%
<b>70492050</b>		<b>Subtotal Benefits</b>	<b>\$35,427</b>	<b>\$38,776</b>	<b>\$38,776</b>	<b>\$38,044</b>	<b>-1.89%</b>
70492050	532000	Telephone	3,976	5,455	4,495	5,484	0.53%
70492050	532002	Fuel - Oil	114	990	900	825	-16.67%
70492050	532004	Electricity	21,809	23,224	22,338	23,500	1.19%
70492050	532008	Natural Gas	4,861	4,776	4,000	4,800	0.50%
70492050	532012	Water Fees	2,298	3,082	2,600	3,100	0.58%
70492050	532019	WW Conveyance Fee	4,473	6,800	5,900	6,300	-7.35%
70492050	534016	Computer/Software Maintenance	1,423	1,492	1,492	2,175	0.00%
70492050	534017	Asset Management Software	0	225	-	900	0.00%
70492050	560010	Insurance	3,620	3,873	3,873	4,343	12.14%
<b>70492050</b>		<b>Subtotal Services</b>	<b>\$42,574</b>	<b>\$49,917</b>	<b>\$45,598</b>	<b>\$51,427</b>	<b>3.03%</b>
70492050	540010	General Materials & Supplies	12,887	18,775	18,700	18,775	0.00%
70492050	540060	Vehicle Operation	2,978	2,843	2,300	3,639	28.00%
<b>70492050</b>		<b>Subtotal Commodities</b>	<b>\$15,865</b>	<b>\$21,618</b>	<b>\$21,000</b>	<b>\$22,414</b>	<b>3.68%</b>
<b>70492050</b>		<b>Total Local Pumping Station</b>	<b>\$170,440</b>	<b>\$199,198</b>	<b>\$194,137</b>	<b>\$202,580</b>	<b>1.70%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492060	Wastewater Enterprise Fund Local Collection System		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492060	511001	Full-Time Employees	\$70,898	\$75,707	\$75,707	\$77,449	2.30%
70492060	511004	Overtime	4,069	4,424	4,300	4,575	3.41%
70492060	511005	Retirement/Vacation Reimb.	0	7,290	7,290	7,287	-0.04%
70492060	511006	Longevity	1,627	1,466	1,466	1,384	-5.59%
<b>70492060</b>	<b>Subtotal Wages</b>		<b>\$76,593</b>	<b>\$88,887</b>	<b>\$88,763</b>	<b>\$90,695</b>	<b>2.03%</b>
70492060	522250	FICA	5,549	5,951	5,951	6,176	3.78%
70492060	522300	Municipal Employees Retirement	9,042	9,548	9,548	10,149	6.29%
70492060	522301	Retirement - Defined Contribution	722	745	745	734	-1.48%
70492060	522818	Medical Insur-Active Employees	15,531	17,411	17,411	16,346	-6.12%
70492060	522822	Dental Insur-Active Employees	852	1,027	1,027	1,041	1.39%
70492060	522840	Insurance Buyback	636	664	664	666	0.30%
70492060	522850	Life Insurance	41	46	46	108	134.78%
70492060	529900	Worker's Compensation	3,054	3,384	3,384	2,824	-16.55%
<b>70492060</b>	<b>Subtotal Benefits</b>		<b>\$35,427</b>	<b>\$38,776</b>	<b>\$38,776</b>	<b>\$38,044</b>	<b>-1.89%</b>
70492060	530066	Internet Access	833	2,012	1,004	2,012	0.00%
70492060	534017	Asset Management Software	0	225	-	900	0.00%
<b>70294700</b>	<b>Subtotal Services</b>		<b>\$833</b>	<b>\$2,237</b>	<b>\$1,004</b>	<b>\$2,912</b>	<b>0.00%</b>
70492060	540010	General Materials & Supplies	10,182	15,400	9,000	15,400	0.00%
<b>70492060</b>	<b>Subtotal Commodities</b>		<b>\$10,182</b>	<b>\$15,400</b>	<b>\$9,000</b>	<b>\$15,400</b>	<b>0.00%</b>
<b>70492060</b>	<b>Total Local Collection System</b>		<b>\$123,035</b>	<b>\$145,300</b>	<b>\$137,543</b>	<b>\$147,051</b>	<b>1.21%</b>

7049207	Wastewater Enterprise Fund Users Accounting Collection		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
7049207	511001	Full-Time Employees	\$3,847	\$3,915	\$3,915	\$4,025	2.81%
7049207	511004	Overtime	1	0	0	0	0.00%
7049207	511005	Retirement/Vacation Reimb.	0	64	64	0	-
7049207	511006	Longevity	67	71	71	82	15.49%
<b>7049207</b>	<b>Subtotal Wages</b>		<b>\$3,916</b>	<b>\$4,050</b>	<b>\$4,050</b>	<b>\$4,107</b>	<b>1.41%</b>
7049207	522250	FICA	302	308	308	318	3.25%
7049207	522300	Municipal Employees Retirement	488	493	493	526	6.69%
7049207	522301	Retirement - Defined Contribution	32	32	32	32	0.00%
7049207	522818	Medical Insur-Active Employees	134	141	141	143	1.42%
7049207	522822	Dental Insur-Active Employees	31	31	31	30	-3.23%
7049207	522840	Insurance Buyback	125	124	124	126	1.61%
7049207	522850	Life Insurance	1	1	1	5	400.00%
7049207	529900	Worker's Compensation	98	109	109	125	14.68%
<b>7049207</b>	<b>Subtotal Benefits</b>		<b>\$1,212</b>	<b>\$1,239</b>	<b>\$1,239</b>	<b>\$1,305</b>	<b>5.33%</b>
7049207	534016	Computer/Software Maintenance	5,193	7,681	7,681	7,965	3.70%
7049207	538020	Postage	2,506	2,550	2,505	2,550	0.00%
7049207	538022	Printing Expenses	2,087	2,200	2,200	2,400	9.09%
<b>7049207</b>	<b>Subtotal Services</b>		<b>\$9,785</b>	<b>\$12,431</b>	<b>\$12,386</b>	<b>\$12,915</b>	<b>3.89%</b>
<b>7049207</b>	<b>Total Users Accounting</b>		<b>\$14,912</b>	<b>\$17,720</b>	<b>\$17,675</b>	<b>\$18,327</b>	<b>3.43%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492080	Wastewater Enterprise Fund Admin & General Expenses		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492080	511001	Full-Time Employees	\$113,575	\$114,330	\$114,330	\$143,587	25.59%
70492080	511004	Overtime	168	0	0	0	0.00%
70492080	511006	Longevity	1,847	2,054	2,054	2,268	10.42%
<b>70492080</b>		<b>Subtotal Wages</b>	<b>\$115,590</b>	<b>\$116,384</b>	<b>\$116,384</b>	<b>\$145,855</b>	<b>25.32%</b>
70492080	522250	FICA	8,344	8,456	8,456	10,688	26.40%
70492080	522300	Municipal Employees Retirement	14,389	14,396	14,396	18,640	29.48%
70492080	522301	Retirement - Defined Contribution	1,044	1,046	1,046	1,337	27.82%
70492080	522818	Medical Insur-Active Employees	19,208	20,179	20,179	21,671	7.39%
70492080	522820	Medical Insur-Retirees	76,899	81,513	94,678	101,880	24.99%
70492080	522822	Dental Insur-Active Employees	1,141	1,180	1,180	1,219	3.31%
70492080	522840	Insurance Buyback	401	400	400	0	-
70492080	522850	Life Insurance	43	43	43	265	516.28%
70492080	529900	Worker's Compensation	400	443	443	402	-9.26%
70492080	538014	Travel Expenses	33	500	400	500	0.00%
<b>70492080</b>		<b>Subtotal Benefits</b>	<b>\$121,902</b>	<b>\$128,156</b>	<b>\$141,221</b>	<b>\$156,602</b>	<b>22.20%</b>
70492080	530004	Legal Services	3,978	4,081	4,081	4,487	9.95%
70492080	530013	Custodial Services	0	0	0	2,236	0.00%
70492080	530066	Internet Access	972	1,020	1,020	1,020	0.00%
70492080	532004	Electricity	4,484	3,000	4,484	4,726	57.53%
70492080	532008	Natural Gas	2,034	1,740	2,033	1,830	5.17%
70492080	532010	Wastewater Fees	90	90	90	105	16.67%
70492080	532012	Water Fees	195	216	195	215	-0.46%
70492080	534020	Maintenance Of Buildings	60	1,650	1,650	1,650	0.00%
70492080	538034	Onsite WW Management	1,188	4,000	2,300	4,000	0.00%
70492080	560010	Insurance	25,424	27,203	27,203	28,051	3.12%
<b>70492080</b>		<b>Subtotal Services</b>	<b>\$38,424</b>	<b>\$43,000</b>	<b>\$43,056</b>	<b>\$48,320</b>	<b>12.37%</b>
70492080	540012	Office Materials & Supplies	4,229	5,000	5,000	5,500	10.00%
70492080	540020	Books And Publications	1,475	4,515	3,000	4,664	3.30%
<b>70492080</b>		<b>Subtotal Commodities</b>	<b>\$5,704</b>	<b>\$9,515</b>	<b>\$8,000</b>	<b>\$10,164</b>	<b>6.82%</b>
<b>70492080</b>		<b>Total Admin &amp; General Expenses</b>	<b>\$281,620</b>	<b>\$297,055</b>	<b>\$308,661</b>	<b>\$360,941</b>	<b>21.51%</b>

## Wastewater Enterprise Fund (0704), *continued*



70492090	Wastewater Enterprise Fund Non-Operating Expenses		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$20,119)	\$0	\$0	\$0	0.00%
<b>70492090</b>		<b>Subtotal Wages</b>	<b>(\$20,119)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
70492090	580910	Contingency	3,020	8,000	8,000	8,000	0.00%
70492090	589010	Debt - Principal	0	28,000	28,000	29,000	3.57%
70492090	589012	Debt - Interest	2,090	1,521	1,521	932	-38.72%
<b>70492090</b>		<b>Subtotal Services</b>	<b>5,110</b>	<b>\$37,521</b>	<b>\$37,521</b>	<b>\$37,932</b>	<b>1.10%</b>
70492090	550002	VGSI-Tax Billing Software Upgr	4,456	0	2,674	0	0.00%
70492090	570002	Capital Improvements	636,733	362,000	170,000	265,000	-26.80%
70492090	570003	SilverLake Capital Improvements	0	0	160,000	120,000	0.00%
70492090	570005	Kingston Capital Improvements	0	0	10,000	0	0.00%
70492090	570006	Local Capital Improvements	0	0	22,000	0	0.00%
70492090	570902	Depreciation	691,943	537,295	691,943	746,607	38.96%
70492090	570920	Loss on Disposal Fixed Assets	26,622	0	0	0	0.00%
<b>70492090</b>		<b>Subtotal Capital Outlay</b>	<b>1,359,754</b>	<b>\$899,295</b>	<b>\$1,056,617</b>	<b>\$1,131,607</b>	<b>25.83%</b>
<b>70492090</b>		<b>Total Non-Operating Expenses</b>	<b>\$1,344,745</b>	<b>\$936,816</b>	<b>\$1,094,138</b>	<b>\$1,169,539</b>	<b>24.84%</b>

	Total Wastewater Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70492010	Subtotal Wastewater General	\$959,331	\$1,052,401	\$1,059,926	\$1,110,520	5.52%
70492020	Subtotal Sludge Process & Disposal	1,130,379	1,229,066	1,250,736	1,289,458	4.91%
70492030	Subtotal Silver Lake Pumping	263,991	297,472	296,098	312,004	4.89%
70492040	Subtotal Kingston Pumping Station	208,357	176,019	186,654	186,968	6.22%
70492050	Subtotal Local Pumping Station	170,440	199,198	194,137	202,580	1.70%
70492060	Subtotal Local Collection System	123,035	145,300	137,543	147,051	1.21%
70492070	Subtotal Users Accounting	14,912	17,720	17,675	18,327	3.43%
70492080	Subtotal Admin & General	281,620	297,055	308,661	360,941	21.51%
70492090	Subtotal Non Operating Expenses	1,344,745	936,816	1,094,138	1,169,539	24.84%
	<b>Total Wastewater Enterprise</b>	<b>\$4,496,810</b>	<b>\$4,351,047</b>	<b>\$4,545,568</b>	<b>\$4,797,388</b>	<b>10.26%</b>

# Wastewater Enterprise Fund (0704), *continued*



## FY 2022-2023 Revenue Statement

702	Water Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Description		Actual	Adopted	Projected	Proposed	Change
70294000	417450	Metered Sales - Domestic	\$894,629	\$884,818	\$862,503	\$893,619	0.99%
70294000	417550	Forfeited Disc & Penalties	4,907	5,500	4,700	5,200	-5.45%
70294000	430170	Rental of Town Properties	285,949	291,342	291,342	267,529	-8.17%
70294000	440460	Special Services - Turn off/On	4,639	5,500	5,000	5,000	-9.09%
70294000	460010	Investment Income	51,536	25,000	25,000	25,750	3.00%
70294000	460500	GASB 31 Change	(51,119)	0	0	0	0.00%
70294000	470010	Miscellaneous Income	2,980	2,200	2,200	2,200	0.00%
70294000	470020	NationalGrid Electricity	1,500	0	0	0	0.00%
70294000	470080	State of RI Water Protection	-	2,324	2,295	2,295	-1.25%
70294000	499050	Net Assets Forward To Operations	79,003	0	0	157,440	0.00%
<b>702</b>	<b>Total Water Enterprise Fund</b>		<b>1,274,025</b>	<b>\$1,216,684</b>	<b>\$1,193,040</b>	<b>\$1,359,033</b>	<b>11.70%</b>
702	Total Water Enterprise Fund		\$1,205,740	\$1,216,684	\$1,193,040	\$1,359,033	
<b>702</b>	<b>Income Over (Under)</b>		<b>\$68,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

704	Wastewater Enterprise Fund		2020-2021	2021-2022	2021-2022	2022-2023	Percent
	Description		Actual	Adopted	Projected	Proposed	Change
70492000	418010	Domestic & Commercial Users	\$2,037,808	\$2,053,500	\$2,043,286	\$2,375,800	15.70%
70492000	418011	University of Rhode Island Cost	548,557	722,284	681,048	700,786	-2.98%
70492000	418012	Industrial & Special Users	80,336	76,300	80,336	86,100	12.84%
70492000	418013	Town of Narragansett Cost Share	943,453	1,022,163	1,048,332	1,146,752	12.19%
70492000	418110	Diane Drive Debt Service	28,000	28,000	28,000	29,000	3.57%
70492000	418130	Interest on Delinquent Payments	18,599	13,500	13,500	14,000	3.70%
70492000	418140	Interest on MB Assessment	0	0	0	0	0.00%
70492000	418160	Interest on Delinquent Payments -	0	0	0	0	0.00%
70492000	418170	Interest on Diane Drive	361	500	500	450	-10.00%
70492000	440520	Septic Haulers Revenue	366,507	374,100	374,100	378,000	1.04%
70492000	460010	Fund Investment Income	117,508	40,000	35,000	45,000	12.50%
70492000	460500	GASB 31 Change	(112,535)	0	0	0	0.00%
70492000	470010	Miscellaneous Revenues	(129,125)	16,700	16,700	17,500	4.79%
70492000	470020	NationalGrid Electricity	55,845	0	0	0	0.00%
70492000	490101	General Fund Transfer	4,200	4,000	4,000	4,000	0.00%
70492000	499050	Net Assets Forward to Operations	2,959,450	0	220,766	0	0.00%
<b>704</b>	<b>Total Wastewater Enterprise</b>		<b>\$6,918,962</b>	<b>\$4,351,047</b>	<b>\$4,545,568</b>	<b>\$4,797,388</b>	<b>10.26%</b>
704	Total Wastewater Enterprise Fund		\$4,496,810	\$4,351,047	\$4,545,568	\$4,797,388	
<b>704</b>	<b>Income Over (Under)</b>		<b>\$2,422,152</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



**TAB 19**  
**SOLID WASTE ENTERPRISE FUND**

Solid Waste ..... 19 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Organizational Chart

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## Mission Statement

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

## General Explanation and Work Program

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

### LOCAL SOLID WASTE MANAGEMENT

The Town's Solid Waste Management Ordinance was amended in May 2008 in order to ensure that all residents meet minimum recycling diversion levels; each and every curbside residential customer is required to recycle State mandated recyclable commodities. This included setting a 36% minimum recycling diversion rate. Additionally, private refuse haulers that collect curbside residential waste must secure a hauler's license issued by the Town, and as a condition of license approval, the hauler must provide the Public Services Department with a customer inventory, whereby municipal solid waste (MSW) tonnage is allocated to the hauler based upon the number of residential units that they service. Since FY 2009-2010, the Public Services Department tracks recycling diversion rates for the private refuse collection firms providing curbside refuse and recycling service in Town. Private haulers that do not meet minimum diversion rates are issued a Notice of Violation (NOV).

### ROSE HILL REGIONAL TRANSFER STATION

The RHRTS has served as a regional solid waste disposal and recycling processing facility for the communities of South Kingstown and Narragansett since December 1983. The RHRTS operates Monday through Saturday, from 7am until 3pm, exclusive of holidays. The Town also offers free scrap metal, rigid plastics, textiles, and food waste oil recycling at the RHRTS. Operation of this facility and associated hauling of municipal solid waste to the Rhode Island Resource Recovery Corporation (RIRRC) Central Landfill has been



performed on a contractual basis since 1984. The RHRTS is a self-supporting operation, with no municipal tax dollars utilized for the program.

Waste Connections of Rhode Island – WCRI (f/k/a Link Environmental & Waste Haulers, LLC) of Seekonk, MA, provides RHRTS privatized operations. WCRI has a contract through June 30, 2026, which was originally approved in November 2007, and then subsequently extended in July 2010, May 2015, June 2020 and June 2021. 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.

A contract extension of the current RHRTS privatization contract, which expires on June 30, 2026, requires WCRI to make the following capital improvements:

- New, replacement large truck platform weight scale
- New improvements at residential door drop off area at the transfer station building
- Select repaving of transfer station access road that has failed
- Replace both transfer station tipping floors
- Renovate transfer station office

### RHODE ISLAND RESOURCE RECOVERY CORPORATION

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

Beginning in FY 2017-2018, RIRRC increased the current municipal solid waste (MSW) tip fee of \$32 per ton to \$39.50 per ton. The MSW tip fee increased to \$46 per ton for FY 2018-2019. The MSW tip fee will increase to \$54 per ton for FY 2022-2023, which will result in the pay-as-you-throw (PAYT) refuse tag price increasing from \$2.10 per tag to \$2.25 per tag in FY 2022-2023.

Although RIRRC originally proposed eliminating the municipal tip fee rebate in FY 2021-2022, RIRRC has opted to keep the tip fee rebate intact as a financial incentive for communities to maximize their recycling efforts.

### 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 2022-2023 reflects the twelfth year of the RIRRC Recycling Profit Sharing program, where profits from residential recyclable commodity revenue are shared with RI municipalities. The amount of annual recycling revenue to the Town depends on the number of tons of residential recyclables tipped in a given year and



the highly volatile recycling commodity market. In addition to this program, RIRRC also shares non-municipal recycling revenue with communities. FY 2021-2022 was the seventh consecutive year where there was no RIRRC Recycling Profit Sharing. As a result of the continued flat worldwide recyclable commodity market, no RIRRC Recycling Profit Sharing is expected in the near term.

### SUPERFUND LANDFILLS CLOSEOUTS

The expenses associated with the closeout of both the Rose Hill and Plains Road Superfund Sites are paid from the Solid Waste Enterprise Fund. These include ongoing operation and maintenance costs, including site testing; reimbursement to RIDEM for capital costs incurred related to the closeout of the Rose Hill site; as well as debt service costs for two bonds that were issued, including \$2M in 2002 for the Rose Hill site and \$950,000 in 2005 for the West Kingston site. Institutional controls (ICs) have been secured for all USEPA designated private properties in close proximity to both closed landfill sites.

### Functions

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

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

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

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

# Solid Waste Enterprise Fund (0706), *continued*



## FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue recycling outreach	SENR
Continued oversight of Town licensed private refuse haulers	PCSF
Continue to exceed the RIRRC 35% diversion rate	SENR
Continue to exceed the Town's 36% diversion rate	SENR

## FY 2022-2023 Goals & Objectives

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

## Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Anticipated	Town Council Goals & Objs
Town-Licensed Private Refuse Haulers <i>(haulers must be licensed by the Town to operate in South Kingstown)</i>	9	11	11	PCSF
PAYT Incoming residential tagged refuse*	1,273	1,200	1,300	PCSF
PAYT Incoming residential bagged yard waste*	410	420	430	PCSF
Incoming PAYT residential recyclables*	1,273	1,350	1,375	SENR
Outgoing MSW to RIRRC*	9,261	10,270	10,300	PCSF
Outgoing recycling tons to RIRRC*	5,687	5,200	5,300	SENR
Recycling single stream diversion rate**	38.7%	40.0%	41.0%	SENR
Recycling diversion rate – all commodities***	49.0%	50.0%	51.0%	SENR
Town's RIRRC recycling rebate****	\$0	\$0	\$0	BDFM / SENR

\*Numbers reflected are in Tons

\*\*Reflects single stream recyclable commodities (calendar year)

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

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

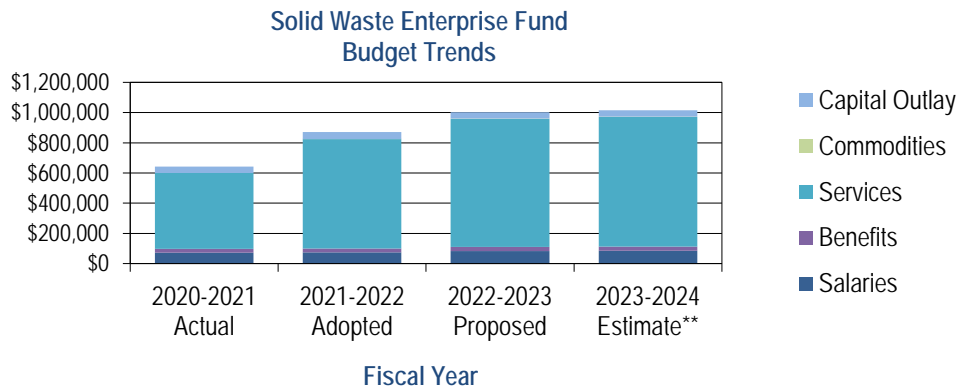
# Solid Waste Enterprise Fund (0706), *continued*



## FY 2022-2023 Funding Comparison

Solid Waste Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Increase Over Prior Year
Salaries	\$73,119	\$74,781	\$74,781	\$83,612	\$8,831
Benefits	24,076	24,800	24,802	25,812	1,012
<b>Subtotal Personnel Expenditures*</b>	<b>\$97,196</b>	<b>\$99,581</b>	<b>\$99,583</b>	<b>\$109,424</b>	<b>\$9,843</b>
Services	\$502,648	\$724,069	\$763,310	\$849,100	\$125,031
Commodities	309	1,675	950	1,675	0
Capital Outlay/Depreciation	41,366	45,137	41,686	42,772	(2,365)
<b>Subtotal Operating Expenditures</b>	<b>\$544,323</b>	<b>\$770,881</b>	<b>\$805,946</b>	<b>\$893,547</b>	<b>\$122,666</b>
<b>Total Expenditures</b>	<b>\$641,519</b>	<b>\$870,462</b>	<b>\$905,529</b>	<b>\$1,002,971</b>	<b>\$132,509</b>

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



\*\*FY 2022-2023 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

# Solid Waste Enterprise Fund (0706), *continued*



## FY 2022-2023 Expenditure Statements

70696100	Solid Waste Enterprise Fund Station Recycling Operation		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70696100	534018	Maintenance Of General Equip	\$2,470	\$1,500	\$1,000	\$1,500	0.00%
70696100		<b>Subtotal Services</b>	<b>\$2,470</b>	<b>\$1,500</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>0.00%</b>
70696100		<b>Total Station Recycling</b>	<b>\$2,470</b>	<b>\$1,500</b>	<b>\$1,000</b>	<b>\$1,500</b>	<b>0.00%</b>

70696200	Solid Waste Enterprise Fund Transportation/Disposal		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70696200	530070	RI SW Tipping Fees	\$410,015	\$441,420	\$484,171	\$558,780	26.59%
70696200		<b>Subtotal Services</b>	<b>\$410,015</b>	<b>\$441,420</b>	<b>\$484,171</b>	<b>\$558,780</b>	<b>26.59%</b>
70696200		<b>Total Transportation/Disposal</b>	<b>\$410,015</b>	<b>\$441,420</b>	<b>\$484,171</b>	<b>\$558,780</b>	<b>26.59%</b>

7069630	Solid Waste Enterprise Fund Administration General		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
7069630	51100	Full-Time Employees	\$40,431	\$41,461	\$41,461	\$42,637	2.84%
7069630	51100	Part-Time Employees	694	0	0	0	0.00%
7069630	51100	Overtime	178	0	0	0	0.00%
7069630	51100	Retirement/Vacation Reimb.	0	3,541	3,541	10,300	190.88%
7069630	51100	Longevity	1,522	1,587	1,587	1,718	8.25%
7069630	51100	Vac & Sick Pay Accrued Exp	3,114	0	0	0	0.00%
7069630		<b>Subtotal Wages</b>	<b>\$45,939</b>	<b>\$46,589</b>	<b>\$46,589</b>	<b>\$54,655</b>	<b>17.31%</b>
7069630	52225	FICA	3,120	3,093	3,093	3,190	3.14%
7069630	52230	Municipal Employees Retirement	5,317	5,325	5,325	5,669	6.46%
7069630	52230	State Retirement - Defined	263	260	260	267	2.69%
7069630	52281	Medical Insur-Active Employees	8,410	8,871	8,871	8,989	1.33%
7069630	52282	Dental Insur-Active Employees	464	482	482	522	8.30%
7069630	52285	Life Insurance	15	15	15	58	286.67%
7069630	52990	Worker's Compensation	669	741	761	834	12.55%
7069630		<b>Subtotal Benefits</b>	<b>\$18,258</b>	<b>\$18,787</b>	<b>\$18,807</b>	<b>\$19,529</b>	<b>3.95%</b>
7069630	53401	Computer/Software Maintenance	2,340	2,453	2,453	3,560	45.13%
7069630	53801	Advertising	0	1,000	300	1,000	0.00%
7069630	53802	Postage	0	100	50	100	0.00%
7069630	53803	General Administration	799	765	765	898	17.39%
7069630	56001	Insurance	2,150	2,300	2,130	2,290	-0.43%
7069630		<b>Subtotal Services</b>	<b>\$5,289</b>	<b>\$6,618</b>	<b>\$5,698</b>	<b>\$7,848</b>	<b>18.59%</b>
7069630	54001	General Materials & Supplies	309	1,400	800	1,400	0.00%
7069630		<b>Subtotal Commodities</b>	<b>\$309</b>	<b>\$1,400</b>	<b>\$800</b>	<b>\$1,400</b>	<b>0.00%</b>
7069630	53004	Non-Major Technology Reserve	316	636	636	772	21.38%
7069630		<b>Subtotal Capital Outlay</b>	<b>\$316</b>	<b>\$636</b>	<b>\$636</b>	<b>\$772</b>	<b>21.38%</b>
7069630		<b>Total Administration General</b>	<b>\$70,111</b>	<b>\$74,030</b>	<b>\$72,530</b>	<b>\$84,204</b>	<b>13.74%</b>

## Solid Waste Enterprise Fund (0706), continued



70696400	Solid Waste Enterprise Fund Other Expenses		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70696400	570902	Depreciation	\$41,050	\$44,501	\$41,050	\$42,000	-5.62%
<b>70696400</b>	<b>Subtotal Capital Outlay</b>		<b>\$41,050</b>	<b>\$44,501</b>	<b>\$41,050</b>	<b>\$42,000</b>	<b>-5.62%</b>
<b>70696400</b>	<b>Total Other Expenses</b>		<b>\$41,050</b>	<b>\$44,501</b>	<b>\$41,050</b>	<b>\$42,000</b>	<b>-5.62%</b>

7069660	Solid Waste Enterprise Fund General Solid Waste Program		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
7069660	511002	Part-Time Salaries	\$26,526	\$27,466	\$27,466	\$28,126	2.40%
7069660	511006	Longevity	654	726	726	831	14.46%
<b>7069660</b>	<b>Subtotal Wages</b>		<b>\$27,180</b>	<b>\$28,192</b>	<b>\$28,192</b>	<b>\$28,957</b>	<b>2.71%</b>
7069660	522250	FICA	2,079	2,157	2,157	2,215	2.69%
7069660	522300	Municipal Employees Retirement	3,388	3,487	3,487	3,701	6.14%
7069660	522301	State Retirement - Defined	272	282	282	290	2.84%
7069660	529900	Worker's Compensation	79	87	69	77	-11.49%
<b>7069660</b>	<b>Subtotal Benefits</b>		<b>\$5,818</b>	<b>\$6,013</b>	<b>\$5,995</b>	<b>\$6,283</b>	<b>4.49%</b>
7069660	580100	Miscellaneous Expenses	0	275	150	275	0.00%
<b>7069660</b>	<b>Subtotal Commodities</b>		<b>\$0</b>	<b>\$275</b>	<b>\$150</b>	<b>\$275</b>	<b>0.00%</b>
<b>7069660</b>	<b>Total General Solid Waste</b>		<b>\$32,998</b>	<b>\$34,480</b>	<b>\$34,337</b>	<b>\$35,515</b>	<b>3.00%</b>

7069680	Solid Waste Enterprise Fund Superfund		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
7069680	530106	Legal Fees - West Kingston	\$0	\$2,000	\$0	\$2,000	0.00%
7069680	530107	Consulting Fees - West Kingston	0	500	0	500	0.00%
7069680	530108	Legal Fees - Rose Hill Landfill	0	2,000	0	2,000	0.00%
7069680	530109	Consulting Fees - Rose Hill Landfill	2,213	7,500	8,000	7,500	0.00%
7069680	530111	Professional Services	0	2,000	0	2,000	0.00%
7069680	534036	Rose Hill Landfill Maintenance	68,066	69,948	71,348	71,748	2.57%
7069680	534038	West Kingston Landfill Maint	4,750	5,740	8,250	9,000	56.79%
7069680	589010	Debt - Principal	(1)	176,831	176,831	181,321	2.54%
7069680	589012	Debt - Interest	9,846	8,012	8,012	4,903	-38.80%
<b>7069680</b>	<b>Subtotal Services</b>		<b>\$84,873</b>	<b>\$274,531</b>	<b>\$272,441</b>	<b>\$280,972</b>	<b>2.35%</b>
<b>7069680</b>	<b>Total Superfund</b>		<b>\$84,873</b>	<b>\$274,531</b>	<b>\$272,441</b>	<b>\$280,972</b>	<b>2.35%</b>

	Total Solid Waste Enterprise Fund	2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
7069610	Subtotal Station Recycling Operation	\$2,470	\$1,500	\$1,000	\$1,500	0.00%
7069620	Subtotal Transportation/Disposal	410,015	441,420	484,171	558,780	26.59%
7069630	Subtotal Administration General	70,111	74,030	72,530	84,204	13.74%
7069640	Subtotal Other Expenses	41,050	44,501	41,050	42,000	-5.62%
7069660	Subtotal General Solid Waste	32,998	34,480	34,337	35,515	3.00%
7069680	Subtotal Superfund	84,873	274,531	272,441	280,972	2.35%
	<b>Total Solid Waste Enterprise Fund</b>	<b>\$641,519</b>	<b>\$870,462</b>	<b>\$905,529</b>	<b>\$1,002,971</b>	<b>15.22%</b>

# Solid Waste Enterprise Fund (0706), *continued*



## FY 2022-2023 Revenue Statement

706	Solid Waste Enterprise Fund		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
70696000	418011	University of Rhode Island Cost	\$199	\$0	\$0	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	2,644	0	0	0	0.00%
70696000	431125	Transfer Station Rental	160,368	151,900	155,000	158,100	4.08%
70696000	440550	Hauler Licenses	9,000	9,000	11,000	11,000	22.22%
70696000	440555	Metered Tonnage	436,842	441,420	484,171	558,780	26.59%
70696000	440560	Residential Tag Sales	70,000	70,000	70,000	72,500	3.57%
70696000	460010	Investment Income	7,182	5,000	5,000	5,150	3.00%
70696000	460500	GASB 31 Change	(7,105)	0	0	0	0.00%
70696000	470010	Miscellaneous Revenues	(6,054)	18,500	18,500	20,200	9.19%
70696000	470090	Textiles Revenue (Big Sisters)	0	0	0	1,200	0.00%
70696000	499050	Net Assets Forward to Operations	173,960	174,642	161,858	176,041	0.80%
<b>706</b>	<b>Total Solid Waste Enterprise</b>		<b>\$847,037</b>	<b>\$870,462</b>	<b>\$905,529</b>	<b>\$1,002,971</b>	<b>15.22%</b>
706	Total Solid Waste Enterprise Fund		\$641,519	\$870,462	\$905,529	\$1,002,971	
<b>706</b>	<b>Income Over (Under)</b>		<b>\$205,518</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	



**TAB 20  
SCHOOL FUND**

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

**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**

## School Fund (0110)

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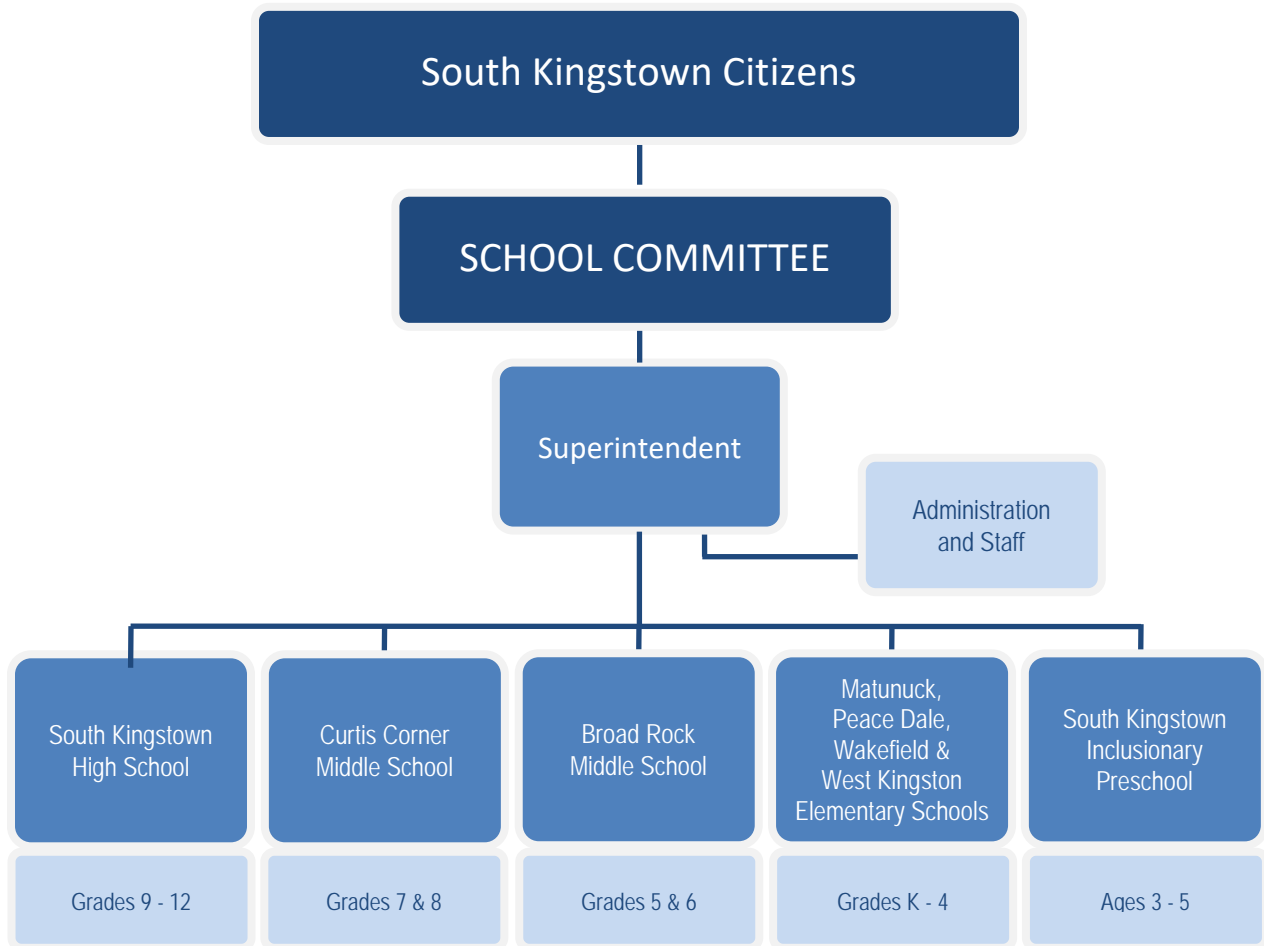
The School Fund supports the provision of the Town Council authorized Property Tax Transfer (PTT) from the Town of South Kingstown's General Fund to the South Kingstown School Department. The Property Tax Transfer is included as a revenue for the South Kingstown School Department's budget.

It is noted that the School Fund does not include funding for Education related Debt Service. Debt Service related to the School Department program and facilities is recognized within the Municipal budget, and not the School Department's budget. For additional information related to Education related Debt Service, please refer to Tab 16 of this document.

The South Kingstown School Committee discussed and approved the South Kingstown School Department's Proposed FY 2022-2023 Budget. Per Town Charter, the School Department Budget is to be presented to the Town not later than February 14<sup>th</sup>, of each year, after which the Town Manager must then present to the Town Council a proposed annual budget and budget message on or before March 1<sup>st</sup> of each year, to include the operations of all municipal departments and the school department.

### Organizational Chart

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### Belief, Mission & Collective Commitments

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#### BELIEF

It is the School Department's BELIEF that our children are the most important asset in our community. It is our COMMITMENT to serve our community and our students with overwhelming success despite our current health & safety and fiscal challenges.

#### MISSION

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

#### COLLECTIVE COMMITMENTS

The South Kingstown School Department has a commitment to:

- Student Learning
  - Culture of GROWTH & achievement;
  - Personalized, deeper learning to meet the needs of ALL;
  - Developing the WHOLE child.
- Collaborative Culture
  - Grounded in shared decision making & a professional learning community;
  - Engaging in active, open communication within an environment where it is safe to express differences, share successes, and learn from mistakes;
  - Develop partnerships with increased opportunities while fostering community pride.
- Continuous Improvement
  - Measure student growth & learning with practices & quality assessments to inform our daily decisions;
  - Use of thoughtful, systematic processes to evaluate and improve all programs, strategies, and practices;
  - Ensure that ALL members of our community embrace the focus of GROWTH and learning.



## School Unrestricted Fund (0110), *continued*

### School Department FTE

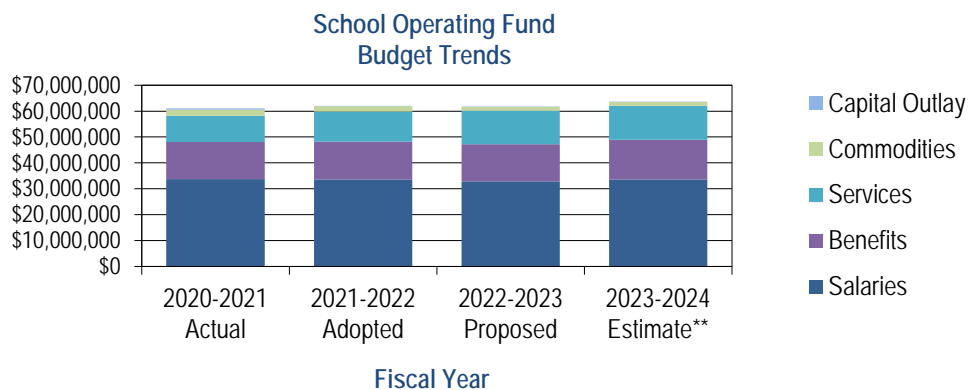
Full Time Employee Equivalent	FY 2019-2020 Budgeted	FY 2020-2021 Actual	FY 2021-2022 Budgeted	FY 2021-2022 Actual	FY 2022-2023 Proposed
South Kingstown School Department	476.0	460.5	460.5	460.5	442.2

### Local Property Tax Transfers

Fiscal Year	Property Tax	% Increase Over Prior Year
FY 2022-2023 ( <i>Town Manager Proposed</i> )	\$55,994,773	0.00%
FY 2022-2023 ( <i>School Committee proposed</i> )	\$56,510,850	0.92%
FY 2021-2022 ( <i>Projected</i> )	\$55,994,773	0.00%
FY 2020-2021	\$55,994,773	2.00%
FY 2019-2020	\$54,896,836	1.75%
FY 2018-2019	\$53,952,664	2.93%
FY 2017-2018	\$52,415,096	2.00%
FY 2016-2017	\$51,387,349	2.13%
FY 2015-2016	\$50,313,756	1.41%
FY 2014-2015	\$49,614,070	0.98%
FY 2013-2014	\$49,131,442	1.59%
FY 2012-2013	\$48,364,159	0.31%

### FY 2022-2023 Funding Comparison

School Operating Fund	2020-2021 Actual	2021-2022 SC Adopted	2021-2022 Projected	2022-2023 SchComm	Increase Over Prior
Salaries	\$33,699,084	\$33,638,987	\$33,638,987	\$32,820,837	(\$818,150)
Benefits	14,357,791	14,593,421	14,593,421	14,395,808	(197,613)
<b>Subtotal Personnel Expenditures</b>	<b>\$48,056,875</b>	<b>\$48,232,408</b>	<b>\$48,232,408</b>	<b>\$47,216,645</b>	<b>(\$1,015,763)</b>
Services	\$10,143,001	\$11,569,795	\$11,569,795	\$12,964,488	\$1,394,693
Commodities	2,369,255	2,060,001	2,060,001	1,481,394	(578,607)
Capital Outlay	467,432	57,442	57,442	69,346	11,904
<b>Subtotal Operating Expenditures</b>	<b>\$12,979,688</b>	<b>\$13,687,238</b>	<b>\$13,687,238</b>	<b>\$14,515,228</b>	<b>\$827,990</b>
<b>Total Expenditures</b>	<b>\$61,036,563</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$61,731,873</b>	<b>(\$187,773)</b>



*\*\*FY 2023-2024 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2.5% increase in Salaries.*

# School Unrestricted Fund (0110), *continued*



## FY 2022-2023 Expenditure Statement

0110	School Operating Fund	2020-2021 Actual	2021-2022 SC Adopted	2021-2022 Projected	2022-2023 SchComm	Percent Change	
011098	51110	Regular Salaries	\$31,606,231	\$32,137,316	\$32,137,316	\$31,061,700	-3.35%
011098	51113	Professional Day	977,739	672,000	672,000	750,337	11.66%
011098	51115	Substitutes	604,054	323,938	323,938	442,806	36.69%
011098	51132	Dept Head	97,731	75,000	75,000	95,451	27.27%
011098	51306	Vacation Payoff	0	78,000	78,000	86,000	10.26%
011098	51308	Afterschool Program	21,175	15,000	15,000	21,015	40.10%
011098	51338	Summer Pay	60,407	6,232	6,232	88,237	1315.87%
011098	51201	Regular Overtime	82,729	57,758	57,758	71,027	22.97%
011098	51311	Curriculum Work	2,187	4,908	4,908	0	-100.00%
011098	51332	Sick Payoff - Non Severance	95,890	130,000	130,000	139,857	7.58%
011098	51404	Stipends	150,941	138,835	138,835	338,788	144.02%
		<b>Subtotal Salaries</b>	<b>\$33,699,084</b>	<b>\$33,638,987</b>	<b>\$33,638,987</b>	<b>\$33,095,218</b>	<b>-1.62%</b>
011098	52101	Health Insurance	5,446,064	5,502,723	5,502,723	5,507,707	0.09%
011098	52102	Life Insurance	232,700	222,000	222,000	235,175	5.93%
011098	52103	Dental Insurance	345,129	344,008	344,008	330,624	-3.89%
011098	52122	Health Insurance - Retiree	566,604	537,764	537,764	519,012	-3.49%
011098	52125	Dental Insurance - Retiree	40,856	41,906	41,906	42,071	0.39%
011098	52202	Future Benefits-OPEB	175,000	60,668	60,668	60,668	0.00%
011098	52203	Teacher/Administrative Pension-	4,153,136	4,328,815	4,328,815	4,223,736	-2.43%
011098	52208	MERS Pension	640,089	679,402	679,402	672,185	-1.06%
011098	52301	FICA	2,486,667	2,077,589	2,077,589	2,058,381	-0.92%
011098	52302	Medicare	0	487,838	487,838	483,619	-0.86%
011098	52501	Unemployment Insurance	12,170	15,615	15,615	52,168	234.09%
011098	52710	Workers Compensation	259,376	295,093	295,093	330,810	12.10%
		<b>Subtotal Benefits</b>	<b>\$14,357,791</b>	<b>\$14,593,421</b>	<b>\$14,593,421</b>	<b>\$14,516,157</b>	<b>-0.53%</b>
		<b>Subtotal Salary and Benefits</b>	<b>\$48,056,875</b>	<b>\$48,232,408</b>	<b>\$48,232,408</b>	<b>\$47,611,375</b>	<b>-1.29%</b>

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

## School Unrestricted Fund (0110), *continued*



0110	School Operating Fund	2020-2021 Actual	2021-2022 SC Adopted	2021-2022 Projected	2022-2023 SchComm	Percent Change	
011098	53202	Speech Therapists	0	3,500	3,500	3,500	0.00%
011098	53203	Occupational Therapists	0	3,500	3,500	3,500	0.00%
011098	53204	Therapists	24,959	21,700	21,700	30,425	40.21%
011098	53205	Psychologists	14,400	12,000	12,000	12,835	6.96%
011098	53206	Audiologists	1,488	5,000	5,000	2,530	-49.40%
011098	53208	Orientation/Mobility Specialists	35,435	55,320	55,320	56,330	1.83%
011098	53210	Performing Arts	0	1,700	1,700	1,700	0.00%
011098	53211	Physical Therapists	8,976	21,000	21,000	10,000	-52.38%
011098	53213	Evaluations	0	7,000	7,000	5,000	-28.57%
011098	53214	Mentoring	0	0	0	0	0.00%
011098	53216	Tutoring Services	11,303	22,000	22,000	19,900	-9.55%
011098	53218	Student Assistance	60,439	50	50	50	0.00%
011098	53219	Social Workers	0	60,446	60,446	61,439	1.64%
011098	53220	Other Purch Profess Educ Services	57,711	66,546	66,546	44,557	-33.04%
011098	53222	Web Based Supplemental Programs	1,890	105,139	105,139	116,848	11.14%
011098	53224	Personal Care Attendants	113,093	136,000	136,000	110,000	-19.12%
011098	53301	Professional Development	65,188	11,420	11,420	54,286	375.36%
011098	53302	Curriculum Development	32,207	0	0	0	0.00%
011098	53303	Conferences/Workshops	0	10,000	10,000	3,000	-70.00%
011098	53401	Auditing/Actuarial Services	21,898	23,449	23,449	23,449	0.00%
011098	53402	Legal Services	182,964	182,444	182,444	95,000	-47.93%
011098	53403	Health Service Providers-Students	0	25,000	25,000	25,000	0.00%
011098	53406	Other Services	54,886	2,400	2,400	3,000	25.00%
011098	53409	Negotiation/Arbitration	0	0	0	25,000	0.00%
011098	53410	Police and Fire Details	1,451	5,000	5,000	6,500	30.00%
011098	53411	Physicians	8,000	8,000	8,000	8,000	0.00%
011098	53412	Dentists	2,500	2,500	2,500	2,500	0.00%
011098	53414	Medicaid Claims Provider	15,742	24,000	24,000	24,000	0.00%
011098	53416	Sport Officials/Referees	33,913	59,728	59,728	61,519	3.00%
011098	53417	Contracted Nursing Services	4,320	82,000	82,000	82,000	0.00%
011098	53501	Data Processing Services	93,068	90,060	90,060	95,000	5.49%
011098	53502	Other Technical Services	132,930	187,339	187,339	197,248	5.29%
011098	53503	Testing Services	6,185	9,000	9,000	6,886	-23.49%
011098	53703	Accreditation	0	0	0	11,105	0.00%
011098	53705	Postage	19,113	13,300	13,300	14,608	9.83%
011098	53706	Catering	557	490	490	0	-100.00%
	<b>Subtotal Purchased Professional</b>	<b>\$1,004,615</b>	<b>\$1,257,031</b>	<b>\$1,257,031</b>	<b>\$1,216,715</b>	<b>-3.21%</b>	

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

# School Unrestricted Fund (0110), continued



0110	School Operating Fund	2020-2021 Actual	2021-2022 SC Adopted	2021-2022 Projected	2022-2023 SchComm	Percent Change	
011098	54201	Rubbish Disposal Services	48,752	48,600	48,600	49,431	1.71%
011098	54202	Snow Plowing/Removal Services	0	25,000	25,000	40,000	60.00%
011098	54204	Groundskeeping Services	117,774	112,500	\$112,500	137,540	22.26%
011099	54205	Rodent & Pest Control Services	0	4,150	\$4,150	5,850	40.96%
011100	54206	Cleaning Services	0	1,600	\$1,600	1,730	8.13%
011098	54310	Non Tech Related Maint/Repair	0	2,485	\$2,485	30,489	1126.93%
011098	54311	Maintenance & Repairs - Equipment	540	15,146	\$15,146	52,809	248.67%
011098	54312	Maintenance & Repairs - General	231,080	46,133	\$46,133	19,865	-56.94%
011098	54313	Maintenance & Repairs - Vehicles	6,337	8,500	\$8,500	8,500	0.00%
011098	54320	Maintenance & Repairs-Tech Related	0	16,184	\$16,184	16,688	3.11%
011098	54321	Maintenance & Repairs-Electrical	0	23,232	\$23,232	19,950	-14.13%
011098	54322	Maintenance & Repairs-HVAC	0	55,750	\$55,750	54,350	-2.51%
011098	54323	Maintenance & Repairs-Glass	0	5,000	\$5,000	5,000	0.00%
011098	54324	Maintenance & Repairs-Plumbing	0	40,250	\$40,250	14,500	-63.98%
011098	54325	Maintenance & Repairs-Vandalism	0	5,000	\$5,000	5,000	0.00%
011098	54402	Water	30,162	41,549	\$41,549	43,000	3.49%
011098	54403	Telephone	34,893	23,926	\$23,926	26,050	8.88%
011098	54404	Energy Management Services	0	1,285	\$1,285	1,285	0.00%
011098	54405	Sewage/Cesspool	14,940	15,100	\$15,100	19,890	31.72%
011098	54406	Wireless Communications	0	16,025	16,025	16,440	2.59%
011098	54407	Internet Connectivity	28,470	34,470	\$34,470	34,470	0.00%
011098	54601	Rental of Land/Buildings	0	3,400	\$3,400	7,700	126.47%
011098	54602	Rental of Equipment and Vehicles	109,271	125,628	\$125,628	121,484	-3.30%
011098	54603	CIP Rental of Computer	90,213	0	\$0	0	0.00%
011098	54604	Graduation Rentals	5,658	7,300	\$7,300	8,850	21.23%
011098	54606	Pool Rental	0	2,886	\$2,886	2,986	3.47%
011098	54607	Golf Course Rental	0	1,200	\$1,200	1,200	0.00%
011098	54901	Other Purchased Property Services	0	0	0	37,000	0.00%
011098	54902	Alarm and Fire Safety Services	9,230	41,590	\$41,590	19,340	-53.50%
011099	54903	Moving and Rigging	0	2,030	\$2,030	3,500	72.41%
<b>Subtotal Purchased Property</b>		<b>\$727,319</b>	<b>\$725,919</b>	<b>\$725,919</b>	<b>\$804,897</b>	<b>10.88%</b>	
011098	55110	Student Transp/Other Distr Transp	0	20,933	20,933	0	-100.00%
011098	55111	Transportation Contractors	4,087,675	4,530,385	\$4,530,385	5,098,136	12.53%
011098	55201	Property and Liability Insurance	223,067	230,302	\$230,302	252,312	9.56%
011098	55203	Fire Insurance	52,000	52,000	\$52,000	52,000	0.00%
011098	55206	Fleet/Vehicle Insurance	13,000	13,000	\$13,000	13,000	0.00%
011098	55401	Advertising Costs	11,547	6,250	\$6,250	951	-84.78%
011098	55501	Printing	3,008	5,705	\$5,705	4,895	-14.20%
011098	55610	Tuition - Other Districts (Vocation	1,740,892	2,121,084	\$2,121,084	1,955,800	-7.79%
011098	55630	Special Needs Tuition to Private	1,393,336	1,474,658	\$1,474,658	1,716,695	16.41%
011098	55660	Charter School Tuition	1,602,393	1,827,347	\$1,827,347	1,932,560	5.76%
011098	55690	Tuition - Other	4,862	10,000	\$10,000	10,000	0.00%
011098	55802	Board Training	2,400	0	\$0	0	0.00%
011098	55803	Employee Travel - Non-Teachers	3,353	9,600	\$9,600	4,306	-55.15%
011098	55809	Employee Travel - Teachers	853	11,500	\$11,500	10,605	-7.78%
<b>Subtotal Other Purchased Services</b>		<b>\$9,138,386</b>	<b>\$10,312,764</b>	<b>\$10,312,764</b>	<b>\$11,051,259</b>	<b>7.16%</b>	

\*This expenditure chart is continued on the following page

## School Unrestricted Fund (0110), *continued*



0110	School Operating Fund	2020-2021 Actual	2021-2022 SC Adopted	2021-2022 Projected	2022-2023 SchComm	Percent Change	
011098	56101	General Supplies and Materials	330,639	142,461	142,461	202,985	42.48%
011098	56112	Uniforms/Wearing Apparel Supplies	0	3,200	3,200	4,800	50.00%
011098	56113	Graduation Supplies	5,298	6,821	6,821	6,821	0.00%
011098	56115	Medical Supplies	18,711	18,803	18,803	19,563	4.04%
011098	56116	Athletic Supplies	22,444	22,965	22,965	16,429	-28.46%
011098	56117	Honors/Awards	0	1,400	1,400	500	-64.29%
011098	56202	Gasoline	5,350	12,000	12,000	15,000	25.00%
011098	56207	Vehicle Maintenance Supplies/Part	0	0	0	1,750	0.00%
011098	56209	Fuel	306,396	253,000	253,000	259,231	2.46%
011098	56211	Maintenance Supplies/Parts	50,829	25,300	25,300	9,250	-63.44%
011098	56213	Glass	0	300	300	0	-100.00%
011098	56214	Paint	0	3,350	3,350	3,300	-1.49%
011098	56215	Electricity	687,731	549,500	549,500	566,467	3.09%
011098	56216	Lumber and Hardware	0	1,325	1,325	10,700	707.55%
011098	56217	Plumbing and Heating Supplies	0	11,900	11,900	12,000	0.84%
011098	56218	Electrical Supplies	0	4,136	4,136	14,550	251.79%
011098	56219	Custodial Supplies	91,248	78,664	78,664	110,928	41.02%
011098	56220	Materials for Snow and Ice Removal	0	550	550	750	36.36%
011098	56221	Lamps and Lights	0	2,111	2,111	1,400	-33.68%
011098	56401	Textbooks	40,231	73,027	73,027	85,331	16.85%
011098	56402	Library Books	1,960	8,650	8,650	13,780	59.31%
011098	56403	Reference Books	0	0	0	0	0.00%
011098	56404	Subscriptions and Periodicals	10,778	23,460	23,460	44,329	88.95%
011098	56406	Textbooks - Non-Public	2,927	5,000	5,000	5,631	12.62%
011098	56409	Electronic Textbooks	0	0	0	2,530	0.00%
011098	56410	Textbooks-Dual/Concurrent	422	3,000	3,000	3,100	3.33%
011098	56501	Technology Related Supplies	0	31,754	31,754	8,992	-71.68%
011098	58101	Professional Organization Fees	66,973	25,158	25,158	39,622	57.49%
011098	58102	Other Dues and Fees	0	26,247	26,247	34,038	29.68%
		<b>Subtotal Supplies</b>	<b>\$1,641,936</b>	<b>\$1,334,082</b>	<b>\$1,334,082</b>	<b>\$1,493,778</b>	<b>11.97%</b>
011098	57102	Land Improvements	0	0	0	9,000	0.00%
011098	57202	Capital Improvements	0	0	0	14,500	0.00%
011098	57305	Equipment	15,314	9,868	9,868	15,926	61.39%
011098	57306	Furniture and Fixtures	5,641	3,500	3,500	8,100	131.43%
011098	57309	Hardware	223,374	36,025	36,025	22,400	-37.82%
011098	57311	Software	223,102	8,049	8,049	0	-100.00%
011098	57313	Environmental Equipment	0	0	0	0	0.00%
011098	59101	Fund Transfer Out	0	0	0	0	0.00%
		<b>Subtotal Equipment</b>	<b>\$467,432</b>	<b>\$57,442</b>	<b>\$57,442</b>	<b>\$69,926</b>	<b>21.73%</b>
		Budget Contingency Reductions	0	0	0	(516,077)	0.00%
<b>0110</b>		<b>Total School Operating Fund</b>	<b>\$61,036,563</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$61,731,873</b>	<b>-0.30%</b>

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

# School Unrestricted Fund (0110), *continued*



## FY 2022-2023 Revenue Statement

0110	School Operating Fund		2020-2021 Actual	2021-2022 Adopted	2021-2022 Projected	2022-2023 Proposed	Percent Change
011098	41210	Town Property Tax Transfer*	\$55,994,773	\$55,994,773	\$55,994,773	\$55,994,773	0.00%
011098	41250	Re-appropriated Fund Balance	0	493,202	493,202	247,927	-49.73%
011098	41310/21	Tuition	161,917	148,887	148,887	175,000	17.54%
011098	41510	Earning on Investments	2,532	0	0	0	0.00%
011098	41520	Trust fund Income	31,123	30,000	30,000	30,000	0.00%
11098	41702	Other Revenue	2,820	0	0	0	0.00%
011098	41707	Other fees-District Activities	97,996	60,000	60,000	60,000	0.00%
011098	41901	Rental Income	1,440	10,000	10,000	10,000	0.00%
11098	41980	Refund Prior Year	1,200	0	0	0	0.00%
011098	43101	Unrestricted State Aid	4,725,901	4,774,058	4,774,058	4,805,447	0.66%
011098	44202	Medicaid Reimbursement	349,816	408,726	408,726	408,726	0.00%
011098	45201	Fund Transfer In	0	0	0	0	0.00%
<b>0110</b>	<b>Total School Operating Fund</b>		<b>\$61,369,518</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$61,731,873</b>	<b>-0.30%</b>
0110	Total School Operating Fund		\$61,036,563	\$61,919,646	\$61,919,646	\$61,731,873	
<b>0110</b>	<b>Income Over (Under)</b>		<b>\$332,955</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

*\*To support the FY 2022-2023 School Department's budget, the Town Manager is proposing a Property Tax Transfer (PTT) to the School Operating Fund approximately equivalent to FY 2021-2022, and proposes a transfer of \$55,994,773. It is noted that the School Committee has adopted FY 2021-2022 budget expenditures based on budget revenues inclusive of a .92% increase in the Property Tax Transfer (PTT), in the amount of \$56,510,850.*

0110	School Operating Fund	2020-2021 Actual	2021-2022 SC	2021-2022 Projected	2022-2023 SchComm	Percent Change
	Subtotal Wages	\$33,699,084	\$33,638,987	\$33,638,987	\$33,095,218	-1.62%
	Subtotal Benefits	14,357,791	14,593,421	14,593,421	14,516,157	-0.53%
	Subtotal Services	10,870,319	12,295,714	12,295,714	13,072,871	6.32%
	Subtotal Supplies	1,641,936	1,334,082	1,334,082	1,493,778	11.97%
	Subtotal Capital Outlay	467,432	57,442	57,442	69,926	21.73%
<b>0110</b>	<b>Total School Operating Fund</b>	<b>\$61,036,563</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$62,247,950</b>	<b>0.53%</b>
	Budget Contingency Reductions	0	0	0	(516,077)	
<b>0110</b>	<b>Total School Operating Fund</b>	<b>\$61,036,563</b>	<b>\$61,919,646</b>	<b>\$61,919,646</b>	<b>\$61,731,873</b>	<b>-0.30%</b>



**TAB 21**  
**CAPITAL IMPROVEMENT PROGRAM**

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**FISCAL YEAR 2022-2023 PROPOSED  
MUNICIPAL BUDGET PROGRAM  
TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Background

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

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

## Capital Planning Process

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

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



### CIP Timeframe

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

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

The Town Manager's proposed Capital Improvement Program can be found on the Town's website at: <http://www.southkingstownri.com/DocumentCenter/View/9262/TM-Proposed-CIP-FY-2022-2023-through-FY-2027-2028-FINAL>

### Summary of CIP Funding

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The six-year CIP includes two related elements, a Long Term Major Projects Element and a Pay-As-You-Go Element, less annual funding transfers, for a net total 6-year CIP Program of \$140,678,521. Projects included in the Capital Improvement Program consist of:

#### GENERAL FUND SUPPORTED PROJECTS

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

#### NON-GENERAL FUND SUPPORTED PROJECTS

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

## Capital Improvement Program Summary, *continued*



### FY 2022-2023 Capital Budget (Pay-As-You-Go)

A summary of the Town Manager's Proposed FY 2022-2023 Capital Budget as detailed within the Annual Funding Element of the CIP is presented below:

Capital Budget Program	2021-2022 Adopted	2022-2023 Proposed	Increase (Decrease)
General Fund (101)	\$1,809,700	\$1,806,500	(\$3,200)
Senior Services Fund (304)	40,000	89,000	49,000
Neighborhood Guild (306)	1,125,000	1,100,000	(25,000)
Water Enterprise Fund (702)	157,000	307,000	150,000
Wastewater Enterprise Fund (704)	362,000	385,000	23,000
School Fund (400)	537,213	621,586	84,373
<b>TOTAL Capital Budget Program</b>	<b>\$4,030,913</b>	<b>\$4,309,086</b>	<b>\$278,173</b>

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the following pages are budgeted for inclusion in the FY 2022-2023 Pay-As-You-Go Element of the CIP.



## Parks and Recreation Project Descriptions

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### DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Fagan Park – Picnic Tables/Water Fountain Replacement

### PROJECT DESCRIPTION

Funding in the amount of \$10,000 is proposed for the purchase of two new picnic tables and benches to replace the original furnishings which were installed in 2002. This proposed funding will also cover the cost of replacing a broken water fountain. Parks staff will perform the installation work to limit the expense associated with the project. Fagan Park is located adjacent to the South County Bike Path in Peace Dale Village.



### JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users
- Increases life cycle of recreational facility for public use

### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital project



## Parks and Recreation Project Descriptions, *continued*

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### DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Old Mountain Field – Restroom/Concession Building Replacement

### DESCRIPTION

The design of an updated park master plan for Old Mountain Field (OMF) with the primary focus on the replacement of the park’s restroom and concession buildings has been a long-term capital project detailed in the CIP for the past six years. Capital reserve funding in the amount of \$163,410, as well as a combined total of \$580,000 allocated from the 2020 municipal bond referendum and American Rescue Plan funding, are projected to cover the cost of design and construction of a new building. In conjunction with the site design for a new restroom/concession building, re-design of the existing OMF parking lots to incorporate safer pedestrian access from the lots and a one-way traffic pattern within the park, is also planned. Funding in the amount of \$50,000 is recommended to increase the Park rehab reserve fund for the parking redesign.

### JUSTIFICATION

- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

### CATEGORY

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

### FUNDING TIMELINE

- Multi year funded capital projects

Old Mountain Field	FY 2022-2023
Parking Lot Redesign	\$50,000
<b>TOTAL</b>	<b>\$50,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

### PROJECT TITLE

Town Beach – Improvement Program

### PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2022-2023 to be allocated to the Town Beach Improvement Fund. This reserve funding will continue to address sand replenishment and shoreline erosion mitigation.



### JUSTIFICATION

- Maintain facility infrastructure
- Reduces Risk
- Supports Tourism

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Town Beach	FY 2022-2023
Beach Improvement Program	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

### PROJECT TITLE

Tuckertown Park – Playground Improvements

### PROJECT DESCRIPTION

Funding in the amount of \$30,000 is proposed to add to an existing \$30,000 reserve for phased replacement of the play structures at Tuckertown Park. In 2014 major elements such as decks and climbing stairs were replaced on the existing main structure. A total of \$80,000 over the next three years will fund replacement components to update the structure to continue to meet National Playground Safety Standards.



### JUSTIFICATION

- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure
- Reduces risk – Must meet National Playground Safety Standards

### CATEGORY

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

### FUNDING TIMELINE

- Second installment of a four year funded capital project (total of \$80,000)

Tuckertown Park	FY 2022-2023
Playground Upgrades	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

### PROJECT TITLE

Tuckertown Park Court Resurfacing

### PROJECT

Tennis Court and Basketball Court Resurfacing

A total of \$20,000 is proposed in FY2022-2023 to repair cracks and resurface the two tennis courts and basketball court at Tuckertown Park. These courts were last repaired and surfaced in 2013 and have begun to show significant cracking in the asphalt as well as faded paint and boundary lines. The courts are used on a regular basis by residents and local recreation teams.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Single-year funded capital project

Tuckertown Park	FY 2022-2023
Resurface Tennis & Basketball Courts	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>

# Parks and Recreation Project Descriptions, *continued*



## DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

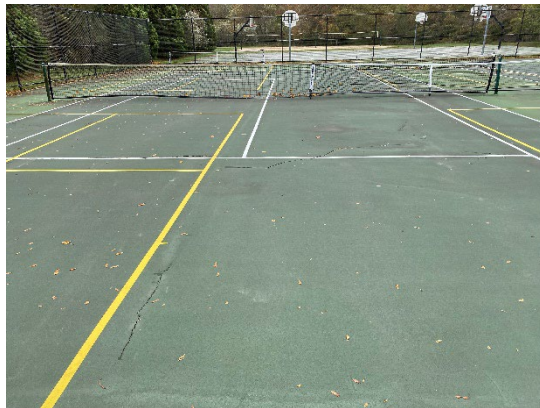
## PROJECT TITLE

West Kingston Park Tennis/Pickleball Court Resurfacing

## PROJECT

Tennis/Pickleball Court Resurfacing

A total of \$15,000 is proposed in FY 2022-2023 to repair cracks and resurface the two tennis/six pickleball courts at West Kingston Park. These courts were last resurfaced in 2015 and are showing cracking and faded paint and boundary lines. They are used on a regular basis by residents and local recreation teams. There has been a marked increase in use since the courts were lined for pickleball in 2021, and portable nets added.



## JUSTIFICATION

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

## CATEGORY

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

## FUNDING TIMELINE

West Kingston Park	FY 2022-2023
Resurface Tennis/Pickleball Courts	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>



## DEPARTMENT PROGRAM TITLE

Parks and Recreation - Equipment Acquisition and Replacement Program

## PROGRAM DESCRIPTION

Equipment acquisition and replacement ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2022-2023 is detailed below:

Equipment	FY 2022-2023
Dump Truck/1 ton, stake body	\$ 50,000
12 Foot Mower	80,000
Leaf removal vacuum attachment	13,000
<b>Total</b>	<b>\$ 143,000</b>

Three pieces of equipment are proposed for replacement in FY 2022-2023, all of which are critical to the regular maintenance and upkeep of the 103 acres of park and town property that the Parks Division is responsible for year-round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts.

- Dump Truck 1 Ton with Stake Body: \$50,000**  
 Funding of \$50,000 is requested for the replacement of a 2013 stake body dump truck that is used by parks personnel in support of daily maintenance of parks. The anticipated mileage at time of trade-in in FY22-23 is 63,000 miles. The vehicle is currently in good to fair condition.
- 12 Foot Mower - \$80,000**  
 Funding of \$80,000 is requested for replacement of a 2013 Toro-GM 4000 mower that has logged approximately 2100 hours and exceeded its recommended 5-year life cycle. This tri deck mower is a critical piece of equipment necessary for Parks personnel to effectively manage the regular mowing and landscaping of all town parks and public building grounds.
- Leaf Removal Vacuum Attachment: \$13,000**  
 Funding of \$13,000 is requested for replacement of a 2013 leaf removal vacuum that has exceeded its recommended seven year life cycle. This machine is a critical piece of equipment necessary for park maintenance crews to efficiently perform leaf and debris removal in the fall and spring seasons at all town parks and public building grounds.





## Public Services Project Descriptions

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### Road Improvement Program Pay As You Go Summary

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The Town's Road Improvement Program is an ongoing program managed by the Engineering Division of the Public Services Department. The program provides for transportation projects such as arterial and collector road reconstruction, drainage infrastructure and bridge and dam reconstruction; financed through capital budget annual appropriations, operating program transfers, reserve funding and general obligation bonds. All projects proposed for funding in FY 2022-2023 are shown in this section. The following pages provide detail for each of the programs listed below.

#### FY 2022-2023 PAYG Element

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The proposed Road Improvement Program will require the expenditure of \$8,414,970 over the six year Capital Improvement Program scheduled to begin in FY 2022-2023. The proposed six year program will require \$4,164,970 in capital budget annual appropriations; \$700,000 in general fund operating budget transfers; the sale of public services bonds totaling \$3,850,000 in funding held in the Public Works Improvement Fund.

In FY 2022-2023, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$700,000 and \$100,000 from the Streets and Highways Account within the General Fund Budget.

#### FUNDING TIMELINE

Projects proposed for funding in the upcoming 2022-2023 fiscal year are shown below (*see Element 4, pages 4 - 25 and 4 - 26 of the Town Manager's Proposed CIP for a full listing of all Road Improvement Program projects proposed over the six (6) year term of the FY 2022-2023 through FY 2027-2028 CIP.*)

Public Works Road Improvement Program		
Summary	FY 2021-2022	FY 2022-2023
Arterial Road Program	\$814,100	\$716,870
Collector Road Program	42,000	250,000
Local Road Program	0	250,000
Sidewalk Improvements	0	350,000
Drainage Improvements/Erosion Control/TMDL Projects	95,000	3,095,000
Bridge and Dam Improvements	55,000	20,000
Highway Facility Program	0	0
<b>Total Program</b>	<b>\$1,006,100</b>	<b>\$4,681,870</b>



## DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

## PROJECT TITLE

Road Reconstruction and Pavement Overlay

## PROJECT DESCRIPTION

### ▪ Road Reconstruction

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that was reclaimed to the substrate layer. FY 2022-2023 road reconstruction is proposed as follows:



#### Wordens Pond Road – Phase 2 of 2, East End – Arterial Road

Wordens Pond Road, West End (from Charlestown Town line to Leisure Drive) was reconstructed in Spring 2019. Required work included reclaiming, subsurface reinforcement, and bituminous concrete asphalt pavement. Wordens Pond Road, East End (from Leisure Drive to Ministerial Road) is a continuation of the same work. This portion of roadway is approximately 5,440 linear feet and serves as a critical connection from the center of Town to multiple neighborhoods as well as the Town of Charlestown. Due to traffic volumes, the roadway is badly deteriorated. Anticipated road improvements include milling portions with some full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 1.5" Class 9.5 bituminous concrete overlay.

#### Green Hill Beach Road – from Matunuck School House Road to Post Road

Green Hill Beach Road (from Matunuck School House Road to Post Road) is approximately 4,400 linear feet and the most northern section of the roadway. The roadway is a primary connection from Route 1 to the Green Hill Pond neighborhoods. The roadway receives significant traffic volume, primarily in the summer months and is therefore in need of reconstruction. Similar to Wordens Pond Road, anticipated road improvements include milling portions with some full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 1.5" Class 9.5 bituminous concrete overlay.



## JUSTIFICATION

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

## Public Services Project Descriptions, *continued*



### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital projects

<b>Road Reconstruction and Pavement Overlay Projects</b>	<b>FY 2021-2022</b>	<b>FY 2022-2023</b>
Moonstone Beach Road (Mill Pond to Route 1)	\$247,100	\$0
Old North Road (Rte 138 to Flagg Rd)	567,000	0
Wordens Pond Road (Phase 2 of 2 - East End)	0	408,870
Green Hill Beach Road (School House Rd to Post Rd)	0	308,000
Frank Avenue	42,000	0
TBD projects based on bond funding	0	500,000
<b>Total Road Reconstruction and Pavement Overlay Projects</b>	<b>\$856,100</b>	<b>\$1,216,870</b>



### DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

### PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

### PROJECT DESCRIPTION

- **TMDL Implementation**

Beginning in 2001, RIDEM promulgated seven (7) Total Maximum Daily Loads (TMDLs) for impaired surface water bodies in South Kingstown. Each TMDL identifies specific pollutants and establishes a threshold for necessary pollutant reductions in order for the surface water body to meet water quality standards. After significant dialogue with the US Environmental Protection Agency (USEPA) and RIDEM, the Town has agreed to begin design and construction of stormwater structural best management practices (BMPs) for impaired surface waters in South Kingstown. This long-term program will occur over the next 20-30+ years at significant expense to the Town.



The Pettaquamscutt (Narrow) River was targeted as the first surface water body scheduled for BMPs. An engineering services contract was awarded to Fuss & O'Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, the Town has received a RIDEM Watershed Restoration Fund (WRF) grant award (which requires a 50% local funding match) for Narrow River TMDL improvements. Construction for swales and other water quality structures was bid and awarded to

Skurka Construction in Spring 2020. Work was completed in Summer 2020. Total cost, including Engineering, was \$409,750. The Town has been reimbursed by RIDEM \$204,875 (50%).

Upon completion of the Narrow River TMDL improvements, the Town started on Green Hill Pond water quality improvements, which is the next TMDL scheduled for implementation. The Town, working in conjunction with the Friends of Green Hill Pond (local stakeholders group) requested and received a \$100,000 grant from the Southeast New England Program (SNEP). Public Services Department subsequently solicited proposals from qualified engineering consultants for TMDL and Nitrogen removal in the Green Hill Pond watershed. Woodard and Curran was selected to perform the design and prepare specifications necessary to construct water quality structures within the watershed. The design work will be completed in 2022 and construction will begin as funding becomes available through 2022 once regulatory agency permits are received.

- **Matunuck Beach Road Sheet Pile Wall - Phase 2**

Due to continued roadway washout and to protect valuable utility infrastructure in the Village of Matunuck, the Town worked to permit and construct an approximate 200' steel sheet pile wall (Phase 1). The wall was completed in late Spring 2018. Phase 2 of the seawall, which is comprised of an additional 350' steel sheet pile wall, received a CRMC Assent in November 2019. The new section will be a continuation of the wall completed in 2018 and will help to provide seamless protection to the most vulnerable section of Matunuck Beach Road and critical utility infrastructure located therein. For several years, DPS has sought non-tax resources to pay for construction of the seawall, but those efforts have not been fruitful. As such, voters approved a local bond referendum



in November 2020 to fund Phase 2 of the seawall project. In October 2021, construction of the wall was bid and awarded to New England Building and Bridge Co. in the amount of \$2,727,910. Commencement of construction will be as soon as the contractor has procured required materials. Construction will continue through the fall 2022; however, no seawall work will occur during the summer months due to high seasonal activity in the area.

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

Matunuck Beach Road protection improvements is an ongoing program to protect this vulnerable collector roadway from continuing coastal erosion. Construction of an approximately 200' (Phase 1) steel pile sheet wall was completed in late Spring 2018, with the exception of the most easterly 20' section of wall. Phase 2 of the seawall (350') will be completed in 2022. As a condition of the Coastal Resources Management Council (CRMC) Assent that was received for this project, the Town must re-establish a post construction beach profile once per year. May 2017 sand replenishment was the first year of this program, which will continue for FY 2022-2023.



Annual reserve funding will provide for future maintenance of the sheet pile wall and beach replenishment on an as-needed basis.

**JUSTIFICATION**

- Preservation of physical asset/public health and safety/pedestrian safety

**CATEGORY**

- This program is supported through the General Fund and bond referendum with a focus on improving public infrastructure.

**FUNDING TIMELINE**

- Multi-year funded capital projects

Drainage/ Erosion Control/ TMDL Projects	FY 2021-2022	FY 2022-2023
TMDL Implementation Reserve Fund	\$75,000	\$75,000
Matunuck Beach Road Protection Reserve Fund	20,000	20,000
Matunuck Beach Shoreline/Road Protection	0	3,000,000
<b>Total Drainage/Erosion Control/TMDL Projects</b>	<b>\$95,000</b>	<b>\$3,095,000</b>



## Public Services Project Descriptions, *continued*

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### DEPARTMENT

Public Services – Streets & Highways

### PROGRAM TITLE

Highway Division Equipment Acquisition/Replacement Program

### PROGRAM DESCRIPTION

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

- **Light Dump Truck: \$90,000**

The Highway Division equipment fleet includes two (2) light dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The light sized dump trucks are used on a daily basis for asphalt patching, catch basin repair and miscellaneous drainage projects. A 2013 International dump truck with 54,000 miles is proposed for replacement. The replacement truck will be equipped with four-wheel drive, a stainless body and 10' snowplow. An existing drop-in stainless steel sander will be used for sanding operations. FY 2022-2023 funding in the amount of \$90,000 represents the first year of a two-year funding cycle for this vehicle.



- **Large Dump Truck: \$70,000**

The Highway Division employs two (2) large tandem axle dump trucks for work that requires a large dump and carrying capacity. The two (2) large dumps are assigned to areas of Town (ex.; Matunuck and Uspuepaugh) where snow drifting is more problematic and for hauling sweeping spoils to the RIRRC Central Landfill facility in Johnston. The new truck will replace a 2006 International 7500 with approximately 78,500 miles. FY 2022-2023 represents the 3<sup>rd</sup> year of a three - (3) year funding cycle for this vehicle, which has an estimated total cost of \$225,000.





## Public Services Project Descriptions, *continued*

- **Skid Steer: \$50,000**

The Highway Division has a 2000 Bobcat skid steer that has approximately 2,200 hours of service. This versatile piece of equipment is used by the Highway Division for numerous duties including debris management, easement clearing, material handling, etc. Auxiliary hydraulic connectors also enable this equipment to use a variety of attachments. A stump grinder and brush hog will be bid as alternates to the skid steer base bid.



- **Roadside Mower: \$75,000**

The Highway Division employs 2 roadside mowing tractors with articulating mower arms to manage and trim roadside vegetation. A 2012 New Holland tractor with Alamo cutting head with 4,200 hours is in need of replacement. FY 2022-2023 represents the first year of a 2 year funding cycle to replace this equipment.



- **Roller: \$40,000**

The Town utilizes a 1999 Stone 1 ½ ton vibratory roller primarily for pothole patching and asphalt compaction. The roller is essential in compacting excavated road trenches ensuring permanent asphalt patches will not settle over time. Because of its age and the original manufacturer no longer exists, replacement and maintenance parts had been difficult to find resulting in long downtime for this critical piece of equipment. The replacement roller will be a 1 ½ ton vibratory/articulating unit.



- **Portable Message Board: \$20,000**

A portable message board is proposed for purchase during FY 2022-2023 that will allow the Highway Division to provide better notice of pending construction projects and/ or road closures or detours.

### JUSTIFICATION

- The Town is responsible for maintenance of the Town's right-of-ways and sidewalks
- Important to keep equipment and machinery in good working order

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital program

Equipment Acquisition Program	FY 2022-2023
Light Dump Trucks (3)	\$90,000
Large Dump Trucks (2)	70,000
Backhoe / Bobcat	50,000
Roadside Mowing (3)	75,000
Trailer, Roller, Compressor	40,000
Portable Message Board	20,000
<b>Total Equipment Acquisition Program</b>	<b>\$345,000</b>



## Public Safety Project Descriptions

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Computer System Maintenance Program

### PROGRAM DESCRIPTION

#### *Server Virtualization Hardware Replacement/Upgrade*

The server virtualization hardware will need replacement/update in FY 2022-2023 at a projected cost of \$50,000. Server virtualization is a technology for partitioning one physical server into multiple virtual servers. During FY 2016, the server virtualization project was implemented. The equipment will have been in use for 6+ years at time of replacement.



### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Computer Systems	FY 2022-2023
Computer System Equipment Reserve Funding	\$15,000
<b>Total</b>	<b>\$15,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – General

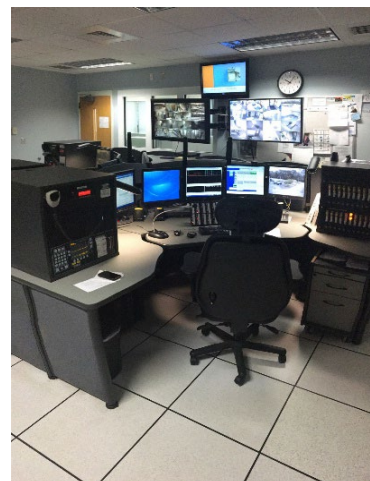
### PROGRAM TITLE

Communications Systems Maintenance Program

### PROGRAM DESCRIPTION

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

Anticipated major equipment replacements include the Telephone System (FY 2023-2024 total est. cost \$50,000), and CCTV/Video Surveillance System (FY 2024-2025 – total est. cost \$65,000), Voice Recording System (FY 2026-2027 total est. cost \$20,000).



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Communications Systems	FY 2022-2023
Communications Equipment Reserve Funding	\$30,000
<b>Total</b>	<b>\$30,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Public Safety Building Maintenance Program



### PROGRAM DESCRIPTION

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given the building has reached over 23 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair. The next substantial project is the replacement of the flat roofing system forecasted in FY 2025 at an estimated cost of \$150,000.

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

### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Facility		FY 2022-2023
Public Safety Building – General		\$10,000
<b>Total</b>		<b>\$10,000</b>

## Public Safety Project Descriptions, *continued*



### DEPARTMENT

Public Safety – Animal Control Road

### PROGRAM TITLE

Vehicle Replacement

### PROGRAM DESCRIPTION

The current Animal Control Van (2016 Chevrolet Express) was placed in service June 2016. The typical replacement cycle is six to seven years. Reserve funding is proposed beginning in FY 2023 over a two-year period to plan for the next vehicle acquisition in FY 2023-2024 at an estimated cost of \$50,000.

Of note, the caging system for this vehicle has been in service since 2002 and will need replacement as a component of the vehicle acquisition in FY 24. This creates a one-time bump up in replacement cost; the new caging system should last for 2-3 vehicle replacement cycles from the date of the initial install.



### JUSTIFICATION

- Providing for the timely replacement of this vehicle reduces down time and enables the Division to operate at peak efficiency.

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

<b>Animal Control Road</b>	<b>FY 2022-2023</b>
Vehicle Replacement	\$25,000
<b>Total</b>	<b>\$25,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Emergency Medical Services Program

### PROGRAM TITLE

Vehicle Replacements and Facility Improvements

### PROGRAM DESCRIPTION

#### ***North EMS Station Common Area Floor - \$20,000***

The tile floor area of the common room at the North EMS Station at the Public Safety Complex is in need of replacement as the floor has significant cracks and is coming up in places. Bacteria from shoes worn by EMS personnel can transfer bacteria into the cracks. Cost of a new floor in FY2022-2023 is estimated at \$20,000.

#### ***Vehicle Replacement - \$49,000***

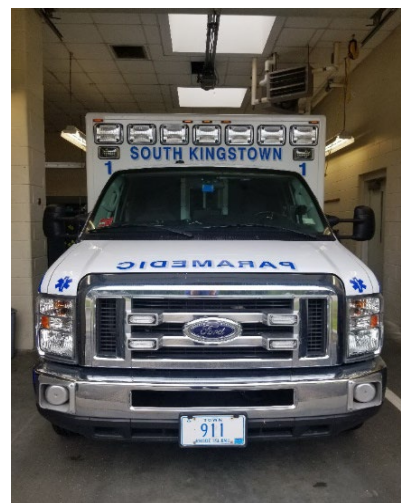
It is proposed to replace Paramedic 1, a transporting paramedic unit, in FY 2022-2023 utilizing proposed funding combined with existing reserves for a total vehicle cost of \$260,000.

### JUSTIFICATION

- Annual reserve funding allows for timely replacement of the vehicles as needed.
- Funding to meet service expansion needs adding additional transport unit.

### CATEGORY

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



### FUNDING TIMELINE

- Multi-year funded capital project

EMS Vehicle Replacements/Facility Improvements	FY 2022-2023
Facility Improvements – North Station	\$20,000
Transport Vehicle	49,000
<b>Total</b>	<b>\$69,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Emergency Medical Services Program

### PROGRAM TITLE

Medical Diagnostics/Equipment

### PROGRAM DESCRIPTION

The EMS Capital Reserve Fund is also utilized for the purchase of high-cost medical, computer, and safety equipment needed for the proper operation of emergency medical services.

*Cardiac Monitor/Defibrillator:* SKEMS maintains 3 front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. The cardiac monitors have life expectancy of seven to eight years. Current cost of the cardiac monitor/defibrillator for replacement is \$31,000. Second year funding in the amount of \$15,000 as part of 2-year funding cycle is proposed replacement of one monitor in FY 2022-2023.

*Power Stretcher Replacement:* Reserve funding began in FY 2021-2022 for the replacement cycle for the power load stretchers for Paramedic 1 and Paramedic 3. In July 2023, the units will reach the seven-year mark. It is proposed to replace the unit in Paramedic 3 in FY 2022-2023 at an estimated cost of \$19,000.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

#### EMS Medical Diagnostics/Equipment

FY 2022-2023

Medical Diagnostic/Equipment

\$34,000

**Total**

**\$34,000**

## Public Safety Project Descriptions, *continued*

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### DEPARTMENT

Public Safety – Fire Alarm Division

### PROGRAM TITLE

Vehicle Replacement

### PROJECT DESCRIPTION

Reserve funding for vehicle replacement is proposed in FY 2022-2023 as shown below:

- **Vehicle Replacement: \$16,000**

The Division fleet currently consists of a 2018 F-350 pickup truck with utility body and a 2016 Chevy Equinox with 24000 miles on it, which is used every day for inspections and is the on all car 27/7/365. It is proposed to replace the Chevy with a pickup truck in FY 2023-2024 and the Ford truck in FY 2025-2026 when by then it will be 8 years old.

### JUSTIFICATION

- Providing for the maintenance and replacement as needed of vehicles reduces down time and enables the Division to operate at peak efficiency.

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Fire Alarm Division	FY 2022-2023
Vehicle Replacement	\$16,000
<b>Total</b>	<b>\$16,000</b>



# Library System Project Descriptions

## DEPARTMENT

Public Library

## PROGRAM TITLE

Library Programs - Facilities Improvements

## PROJECT DESCRIPTION

### Fiscal Year 2022-2023 – Total Proposed \$45,000

#### Electronic Building Access at all 3 locations – (estimated total cost \$20,000)

Implementation of an employee badge software would provide each of our 3 library buildings with proximity card reader access functionality. This system would also allow Facilities Superintendent remote access, which could be extremely valuable in emergency situations and time efficiencies. Implementation would increase security overall by monitoring who is entering during off hours, eliminating lost keys, and nullify the ability for individuals to have duplicate keys made without management knowledge.

#### Roof Replacement Peace Dale -- year 1 \$5,000 (estimated total cost \$100,000)

4 year funding. The current roof of this historic 1891 building was last replaced in 1996 and will be reaching its life expectancy in the near future.

#### Roof Replacement Kingston – year 1 \$5,000 (estimated total cost \$50,000)

5 year funding. The current roof of this historic 1775 was last replaced in 1991 and will be reaching life expectancy in the near future.

#### Parking Improvements – year 1 \$15,000 (estimated total cost \$90,000)

Parking at the Kingston and Peace Dale Library has been an ongoing issue for many, many years. Funds would provide seed money for potential land purchase and/or improvements to help mitigate insufficient parking and safety issues if/when the opportunity arises.

## JUSTIFICATION

- Providing for the preservation and improvement of Town facilities

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital projects

Library Program	FY 2022-2023
Electronic Access – All Locations	\$20,000
Roof Replacement – Peace Dale	5,000
Roof Replacement – Kingston	5,000
Parking Improvements	15,000
<b>Total</b>	<b>\$45,000</b>



## General Government Project Descriptions

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### DEPARTMENT

Information Technology (IT)

### PROGRAM TITLE

IT Equipment Replacement Program

### PROJECT DESCRIPTION

- **Town Network Upgrade: \$50,000**

During FY2016, the Town's network infrastructure was upgraded with 10G switches and firewalls. This equipment is the backbone of the Town's network providing access to the internet, cloud based applications, on-premise software applications, file sharing across departments and email services. Without a solid foundation, services to our customers and staff daily productivity could be adversely impacted. IT will investigate the latest technology that will keep the Town on a firm footing with its technology roadmap.

### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital program

Information Technology Program	FY 2022-2023
Town Network upgrade	\$50,000
<b>Total</b>	<b>\$50,000</b>

# General Government Project Description, *continued*



## DEPARTMENT

Planning

## PROGRAM TITLE

Planning Program

Land Use Regulation Update  
Housing Initiative – Low and Moderate Income (LMI) Units

## PROGRAM DESCRIPTION

The Town's land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town of South Kingstown's newly adopted 2021 Comprehensive Community Plan is clearly articulated. Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded well thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town's vision as it relates to development standards. As the town grows over time, clear articulation of a vision, through the regulatory process, is paramount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

Revised Subdivision Regulations and Land Development Regulations and Design Guidelines (i.e., Landscaping, Parking, Lighting and Architecture) for commercial, mixed use, office and multi-family residential developments. Create documentation on policy creation for affordable housing initiatives in South Kingstown. Create documentation on policy creation for affordable housing initiatives. New housing policy and regulations regarding fee-in-lieu payment versus on-site LMI unit creation and Permit Development Rights.

## JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

## CATEGORY

- This program is supported through the General Fund, with a focus improving the regulatory process, and reducing the timeframe it takes to process and application.

## FUNDING TIMELINE

- Multi-year funded capital project

Planning Program	FY 2022-2023
Comprehensive Review & Development of Updates to Regulations	\$7,500
Development of Design Guidelines (Town Wide)	22,500
<b>Total</b>	<b>\$30,000</b>

# General Government Project Description, *continued*

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## DEPARTMENT

Town Assessor

## PROGRAM TITLE

Property Appraisal Program

## PROGRAM DESCRIPTION

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, will be completed as of December 31, 2021 and two statistical revaluations will be completed in 2024 and 2027. A full revaluation will then be scheduled to be completed for December 31, 2030. The next statistical revaluation scheduled for December 31, 2024, will receive State Reimbursement anticipated in the amount of 60% of the total estimated cost of \$248,900.

## JUSTIFICATION

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

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital program

Property Revaluation Program	FY 2022-2023
Statistical Revaluation 12/31/2024	\$30,000
<b>Total</b>	<b>\$30,000</b>



## General Government Project Description, *continued*

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### DEPARTMENT

Facilities

### PROGRAM TITLE

Facility Improvements and Pool Vehicle Replacement Program

### PROGRAM DESCRIPTION

The Facilities Department supports 18 buildings throughout town and assists department directors in generating the capital improvement budgets for the departmental buildings. The South Kingstown town hall encompasses multiple municipal departments that provide services to the citizens and provides guidance to outlying town departments with convenient services and technologies that support our community's wellbeing. Funding for facility improvements and vehicle replacement is proposed in FY 2022-2023 as follows:

#### **Aluminum Window Replacement (2<sup>nd</sup> Floor Human Resources) \$12,000**

The aluminum windows in the Human Resources (HR) office are over 30 years old. Aluminum or Metal Frames, although very strong, light, and almost maintenance free, metal or aluminum window frames conduct heat very rapidly, which makes metal a very poor insulating material.

#### **Council Chambers HVAC (Second of a two (2) year funding) \$45,000**

This is the second of a three year funding plan to install HVAC systems in the town council chambers. It is proposed to install a mini split system that will not only cool the room during the summer meetings, but use the heat pump feature to warm the room in the winter.

#### **Repair High Street Entrance Roof and Doors/Install Railing Second of a 2yr. Fund. \$12,500**

The roof over the front doors needs a total rebuild. The substrate is deteriorated and the rubber membrane has separated. The front doors are in need of refurbishment. The water from the roof has caused the wood laminate that was applied several years ago to separate from the existing door. The doors are becoming inoperable. According to the International building code and the height of the front step, an additional railing needs to be installed on the left side of the front step, and repairs are needed on the right side to comply with code.





**South Road Building \$10,000**

The South Road Building, formerly the South Road Elementary School, has been in the town building inventory for four years. This building came with a small budget from the school department which has since been exhausted. The HVAC system, although functional, is older and needs upgrading. If the town is going to continue to rent the building, this should be a priority.



**Security/Surveillance System upgrade (\$15,000)** New bi-annual funding request for the upgrade or addition to the surveillance systems and access control systems town wide as the systems become obsolete or determined there is a need at town locations.

**Pickup Truck and Articulating Boom Lift (2 yr. Fund) \$35,000**

2<sup>nd</sup> year funding is proposed for purchase in FY 2022-2023 of a truck utilized daily by the Facilities Superintendent traveling between various municipal facilities. The truck is used to transport materials and tools, and in the winter is also used for snow plowing of municipal parking lots. 2<sup>nd</sup> year funding is also proposed for the purchase in FY 2022-2023 of a 33ft electric articulating boom lift for the Facilities Department in FY 2022-2023.

**JUSTIFICATION**

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

**CATEGORY**

- This program is supported through the General Fund, with a focus on maintaining public infrastructure and replacing vehicles as needed.

**FUNDING TIMELINE**

- Multi-year funded capital program

Facility Improvement Program	FY 2022-2023
Town Hall Improvements	\$69,500
South Road Facility	10,000
Facilities Equipment & Vehicles	50,000
<b>Total</b>	<b>\$129,500</b>

# Senior Services Project Descriptions



## DEPARTMENT

Senior Services

## PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

## PROJECT DESCRIPTION

Maintenance and upkeep of the 21 year old building, facilities and equipment is an ongoing necessity. The Senior Center’s kitchen appliances have begun to require frequent repairs and will ultimately need replacement due to general wear and tear. Presently the kitchen houses a freezer, refrigerator, walk-in refrigerator, steam table, stove, dishwasher and convection oven.

Funding in the amount of \$10,000 is proposed for FY2022-2023 to address anticipated replacement or critical repairs to the major kitchen appliances.



## JUSTIFICATION

- Provision of efficient operating equipment and appliances to effectively run Senior Center programs.

## CATEGORY

This program is supported through the Senior Services Fund, with a focus on maintenance and improvements to the Town's public buildings infrastructure.

## FUNDING TIMELINE

- Multi year funded capital equipment reserve

Senior Center	FY 2022-2023
Facility Equipment Improvement Fund	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>



**DEPARTMENT**

Senior Services

**PROGRAM TITLE**

Senior Van

**PROJECT DESCRIPTION**

The Department operates a 2003 van as a back-up vehicle to the 2011 van when it is off the road for service. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see a gradual increase in ridership. Barring any significant changes in this trend, a replacement for the 2003 van is projected in FY2024-2025.

**JUSTIFICATION**

- Provision of safe transport services for aging population to remain independent and in the community
- Reduces risk

**CATEGORY**

This equipment replacement is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.



**FUNDING TIMELINE**

- First year of 3-year funded capital project

Senior Transportation	FY 2022-2023
Senior Van	\$79,000
<b>TOTAL</b>	<b>\$79,000</b>



## Neighborhood Guild Project Descriptions

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### DEPARTMENT

Neighborhood Guild Fund

### PROGRAM TITLE

Neighborhood Guild Improvements

### PROGRAM DESCRIPTION

In the last five years the Neighborhood Guild has undergone numerous interior and exterior improvements that will continue in FY 2022-2023. The scope of work to be conducted is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. Improvements proposed for FY 2022-2023 and 2023-2024 consist of the following elements:

#### **Exterior Main Entrance Alcove Rehabilitation**

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling, and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$85,000.

#### **Replacement of Windows/Installation of new HVAC**

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual AC units in order to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate controlled environment for year round programs. The projected cost is \$615,000.



#### **Roof Replacement, Cupola Restoration, Chimney Re-pointing**

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables are in need of restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$100,000.

#### **Fire Protection/Fire Alarm Upgrades/Mechanical, Electrical and Plumbing**

The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired, high-efficiency sealed combustion boilers with new flue and intake pipes is recommended. Provision of a new 1200 amp 120/208 volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$200,000

## Neighborhood Guild Project Descriptions, *continued*

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### **Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic**

Within the current year the majority of the Department's sports and fitness programs that were held at the Guild will transition to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium and select activity areas, the Department's administrative offices, at an estimated cost of \$100,000.

#### **JUSTIFICATION**

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

#### **CATEGORY**

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

#### **FUNDING TIMELINE**

- Multi-year funded capital project

<b>Neighborhood Guild</b>	<b>FY 2022-2023</b>
Exterior Main Entrance Alcove	\$85,000
Window Replacement/ HVAC	615,000
Roof Replacement	100,000
Fire Protection/Fire Alarm/MEP Improvements	200,000
Interior Restoration	100,000
<b>Total Program Cost</b>	<b>\$1,100,000</b>



## Water Fund Project Descriptions

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### DEPARTMENT

Public Services – Utilities – Water Division

### PROGRAM TITLE

Water Program

### PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2022-2023 include:

- **Victoria Lane and Mautucket Road Water Tank Repairs: \$100,000**

Spot paint repairs were completed in the Fall of 2020 to the Water Division's Mautucket Road and Victoria Lane water tanks. It was noted during the painting work that some of the base anchor bolts were corroded and will need to be repaired. Funding in the amount of \$40,000 was budgeted in FY 2020-2021 for this work, but an additional \$100,000 is proposed since \$40,000 may not be adequate to perform the needed repairs.

- **Victoria Lane and Mautucket Road Water Tank Exterior Cleaning: \$57,000**

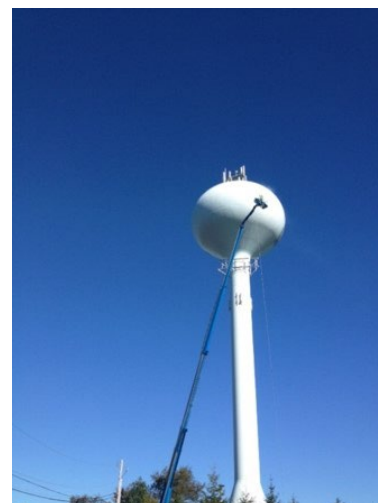
The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last pressure washed in October 2020. The tanks are once again in need of exterior powerwashing to remove mold that grows on the polyurethane based exterior paint system. Specialized high-reach man lifts will be required for both tanks. Victoria lane tank is expected to cost \$42,000 to pressure wash (as compared to \$15,000 for Mautucket Road tank) due to the height of the tank. FY 2022-2023 funding in the amount of \$57,000 is proposed for both tanks.

- **Victoria Lane Water Tank Standby Generator: \$10,000**

The Victoria Lane water tank receives and transmits a SCADA signal for its control system. As such, it is important that the system continues to operate during power outages, whereby a standby generator is proposed in the amount of \$10,000. It should be noted that the Water Division is working with Union Fire District (UFD) to utilize a shared generator at the Mautucket Road tank site.

- **Suez Interconnection & Factory Pond Standby Generators: \$30,000**

Similar to the Victoria Lane water tank, the Suez meter interconnection and Factory Pond complex both receive and transmit a SCADA signal for their control systems. As such, it is important that the systems continue to operate during power outages, whereby a standby generator is proposed in the amount of \$30,000 for both sites.





- **Water Treatment Reserve: \$40,000**

The South Shore water system has had sporadic exceedances in the past with regard to bacteriological contaminants (ex.: total coliform), particularly in the vicinity of the Mautucket water tank. A funding reserve in the amount of \$40,000 is proposed for FY 2022-2023 in the event additional water treatment engineering and/ or improvements are required.

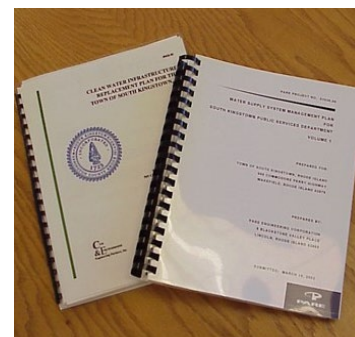


- **Capital Infrastructure Plan: \$20,000**

As required by RI General Law §46-15.6 all potable water supply systems must prepare a Capital Infrastructure Plan (CIP) within one- (1) year of completing its five- (5) year update to their Water System Supply Management Plan (WSSMP). Since the Water Division's next update must be completed on or before November 14, 2024, the next CIP update needs to be prepared during FY 2022-2023, in conjunction with the WSSMP, whereby \$20,000 in funding is proposed.

- **Vulnerability Assessment Plan: \$20,000**

In accordance with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002, community water systems were required to conduct vulnerability assessments and prepare a Vulnerability Assessment (VA) and an Emergency Action Plan (EAP). These documents were prepared in 2004 and are now in need of being updated. Funding in the amount of \$20,000 is proposed for this work during FY 2022-2023.



- **Water Supply Management Plan – Five (5) Year Update: \$30,000**

As required by RI General Law §46-15.3 all potable water supply systems must prepare a Water Supply Systems Management Plan (WSSMP) update every five (5) years. This document, which essentially serves as the Water Division's short and long-term facilities plan was last approved in March of 2019 and must be updated prior to November 14, 2024. Funding in the amount of \$30,000 is proposed for this work during FY 2022-2023.

### JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

### CATEGORY

- This program is supported through the Water Enterprise Fund, with a focus on improving/maintaining water infrastructure and equipment.

## Water Fund Project Descriptions, *continued*

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### FUNDING TIMELINE

- Multi-year funded capital projects

<b>Water Enterprise Fund</b>	<b>FY 2022-2023</b>
Mautucket Water Tank Cleaning	\$15,000
Mautucket Tank Repair	50,000
Victoria Lane Water Tank Cleaning	42,000
Victoria Lane Tank Repair	50,000
Victoria Lane Standby Generator	10,000
RIDOH Capital Infrastructure Plan	20,000
RIDOH Vulnerability Assessment Plan	20,000
Water Supply Mgmt. Plan Reaffirmation	30,000
Water Treatment Reserve	40,000
Interconnect & Factory Pond Standby Generator	30,000
<b>Total Equipment Replacement &amp; Repairs</b>	<b>\$307,000</b>



## Wastewater Fund Project Descriptions

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### DEPARTMENT

Public Services – Utilities – Wastewater Division

### PROGRAM TITLE

Wastewater Program

### PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution.

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2020-2021: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2020-2021: SK=15.10%; URI=84.90% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

The flows and associated percentages noted above are for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.



## Wastewater Fund Project Descriptions, *continued*

Wastewater Fund capital improvements proposed for FY 2022-2023 are shown below:

▪ **WWTF Telemetry and Control Upgrade: \$120,000**

The Supervisory Control Data Acquisition (SCADA) system at the Regional wastewater treatment facility (WWTF) was originally installed 18 years ago with some upgrades done in 2018. However, many of the original programmable logic controls (PLCs) and input/ out (I/O) modules need to be upgraded during FY 2022=2023.



Regional WWTF flows will be used for cost apportionment as shown below:

- Total Projected Cost .....\$120,000
- TSK Share (40.00%) ..... \$40,000

▪ **Pump Station Improvements – Silver Lake Upgrades: \$20,000**

The Silver Lake pump station utilizes a macerator/ grinder that grinds debris to prevent the pumps from being damaged. This grinder incorporates a set of cutters that must be replaced every two (2) years to ensure optimum performance. Regional partner apportionment will be based upon Silver Lake pump station flows.



- Total Projected Cost .....\$20,000
- TSK Share (72.26%).....\$14,452

▪ **Pump Station Improvements – Kingston Upgrades: \$50,000**

The Kingston pump station utilizes a proprietary chemical to reduce odors and mitigate the corrosive composition of the force main wastewater that is a result of detention time. The existing chemical storage tank is now 13 years old and is in need of replacement. Regional partner apportionment will be based upon Kingston pump station flows.

- Total Projected Cost .....\$50,000
- TSK Share (24.18%).....\$12,090

▪ **WWTF Sludge Pump Replacement: \$50,000**

The WWTF waste activated sludge (WAS) outbuilding utilizes two pumps that date back to original WWTF construction in the mid-1970s, whereby they have reached their useful life and will require replacement. The proposed pump will be an “in-kind” replacement by the original manufacturer to avoid complex and expensive piping system modifications.



Since the pump will be an in-kind replacement, all work will be performed by WWTF staff at a significant savings to the Town



## Wastewater Fund Project Descriptions, *continued*

and its regional partners. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost .....\$50,000
- TSK Share (40.00%).....\$20,000

▪ **Septage Holding Tank: \$50,000**

This tank is located at the WWTF and is adjacent to the septage receiving area. The subject tank holds processed liquid sludge prior to pickup by the Town’s sludge incineration contractor (SYNAGRO). Due to the corrosive nature of the liquid sludge, this steel tank is now in need of replacement. WWTF flow cost sharing will be used to apportion this capital expenditure.



- Total Projected Cost .....\$50,000
- TSK Regional Partner Share (40.00%) .....\$20,000

▪ **Collection System Interceptor Repair and Cleaning: \$50,000**

Since original construction of the wastewater collection system in the mid-1970s, the Wastewater Division cleans the lateral sewer system over a two (2) year repeating cycle using a high-pressure “jet-spray” machine. This ensures that the lateral sewer system (which comprises the vast majority of the overall collection system) is free from blockages and associated backups. However, the large diameter interceptor that runs along Route 108 and Saugatucket River is beyond in-house capabilities whereby a third party contractor is required for cleaning, inspection and repairs, if necessary. FY 2022-2023 represents the third year of a 3-year funding cycle for interceptor repair and cleaning. Silver Lake pump flows cost sharing will be used for this project as shown below:



- 2021-2022 Reserve Funding .....\$50,000
- TSK Regional Partner Share (72.26%) .....\$36,130

▪ **Rolling Stock Equipment Replacement \$45,000**

The Wastewater Division uses a Yanmar diesel tractor to maintain the grounds at the Regional WWTF. This piece of equipment was purchased in the late 1980’s, has now seen its useful life, and is in need of replacement. WWTF apportionment is proposed for this equipment acquisition.



- Total Project Cost .....\$45,000
- TSK Regional Partner Share (40.00%) .....\$18,000

### JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order

## Wastewater Fund Project Descriptions, *continued*



- Avoid costly, frequent repairs

### CATEGORY

- This program is supported through the Wastewater Fund, with a focus on improving/maintaining wastewater infrastructure and existing equipment for the collection and treatment of sewage.

### FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	FY 2022-2023
<b>WWTF, Telemetry &amp; Pump Stations</b>	
WWTF Telemetry and Control Upgrade	\$120,000
Silver Lake P. S. Upgrades	20,000
Kingston P. S. Upgrades	50,000
<b>Solids Handling</b>	
Waste Sludge Pumps	50,000
Septage Holding Tank	50,000
<b>Collection System</b>	
Interceptor Repair and Cleaning	50,000
<b>Equipment &amp; GIS</b>	
Rolling Stock Equipment Replacement	45,000
<b>Total</b>	<b>\$385,000</b>



## School Fund Project Descriptions

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### DEPARTMENT

School Fund

### PROGRAM TITLE

Technology - Equipment Replacement

### PROGRAM DESCRIPTION

The district knows that it is more important now than ever to support a digital infrastructure that can promote collaboration and innovative instructional approaches. Through a fully supported 1:1 digital learning environment, teachers are engaging students in a more student-centered learning environment from more traditional, teacher-centered classrooms. This instructional shift, coupled with digital tools and resources, are helping our students to improve their achievement and prepare them for success in college, careers and as global citizens. The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. A list of projects for FY 2022-2023 is shown on page 6 -7 of the Town Manager's Proposed CIP.

### Technology

*Elementary schools 1:1 grades 2-4 \$95,078*

With the recent Covid-19 Virtual Learning it has become essential to have a completed 1:1 PK-12 grade with iPads(PK-1) and Laptops (2-12) for the entire district. This will let us be flexible for the future no matter what learning platform is established and any location for learning. This is the 3rd payment on a 4-year lease for 750 Dell Latitude 3190 2-in-1 with Insights Financial Services.

*Computer Equity/Replacement \$5,250*

The District Technology Plan's goal is to provide equitable access to technology for all of our students and teachers. Funds will be used to replace the oldest machines in our schools and new equipment will be distributed based on need. Our staff computers/laptops will also be replaced based on age and need. The district laptops for teachers are at 6-7 years old, and a replacement procedure will start this year to procure new laptops and a deletion of 11-12-year-old Dell desktop teacher units.

*1:1 Student to Computer Program ( 9th Grade (189) \$103,950 and 2nd Grade (161) \$84,525)*

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the freshman class for year 2022-2023 and the 2nd grade class. The life expectancy of these laptops range from four to eight years. Upon graduation, the students will return these laptops, which will be re-distributed, to Elementary, Middle School students and used as spare computers. The new distribution process is for a new laptop for the 2nd grade and then for the 9th grades students. This year's laptops will introduce a 10 point of touch screen.

*Teacher Laptop Replacement Program (90) \$53,910*

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the starting to replace the 8-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years.



## School Fund Project Descriptions, *continued*

### *Cisco Wireless Controllers/Cisco Wireless Access points \$54,104*

As the District continues with the implementation of the laptop program, The Cisco wireless will need to be updated to the latest firmware to continue to provide uninterrupted service for the students in the classrooms, we will need to replace the aging Cisco controllers that provide access to everyone in the building. We will be replacing a 10-year-old controller that has reach its end of life support from Cisco support. We will also be replacing the aging Cisco Access Points are 8 years old and will need to be replaced over the next 3 years at each building totals 425 in the district.

### *Network Hardware \$20,054*

The District wide area networking environment within each school having a local and wide area network to connect to the internet, wireless, Google Mail/Microsoft 365 and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. This is particularly true of the networks in our elementary schools. Upgrades are also necessary to support our, Disaster Recovery, Cyber Security upgrades, new high end IP telephone system and the new Cisco Classroom Wireless. Funding will be used for the purchase of backup servers, Cisco Umbrella, Meraki cameras, HALO detectors (Vape detectors), server upgrades, routers, switches, fiber optic cabling, etc.

#### JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

#### CATEGORY

- This program is supported through the School Fund, and is based upon a replacement cycle for devices.

#### FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	FY 2022-2023
<b>Technology</b>	
Middle Schools Computer Devices	\$24,492
Support Staff Laptops	53,910
Office Computer Equipment	5,250
Computer Equity/Replacement/Lease	95,078
Student Computer Initiative (1:1 9th Gr-189)	103,950
Student Computer Initiative (1:1 2nd Gr-161)	84,525
Wireless Access Points	54,104
Network Hardware	20,054
<b>Total Technology Cost</b>	<b>\$441,363</b>

## School Fund Project Descriptions, *continued*



### DEPARTMENT

School Fund

### PROGRAM TITLE

District-wide Projects

### PROGRAM DESCRIPTION

The School Department's proposed district-wide projects for FY 2022-2023 are detailed on pages 6–7 and 6-8 of the Town Manager's Proposed CIP. The Department has a primary focus of health and safety with special attention to indoor air quality. This will contribute to a favorable environment for students, performance of teachers and staff, and a sense of comfort, health and well-being. As have learned in the recent months, this is essential in order to focus on the School District's core mission of educating children.

### JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

School Fund District-Wide Projects	FY 2022-2023
<b>District-Wide Projects</b>	
Matunuck Fire Alarm Panel	\$45,000
H.S. Cafeteria HVAC Unit	55,000
Broad Rock Building PA System	80,223
<b>Total District-Wide Cost</b>	<b>\$180,223</b>

# CIP SUMMARY



Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Recreation Program</b>								
Park Rehabilitation/Improvements	\$100,000	\$ 135,000	\$ 230,000	\$ 250,000	\$ 312,000	\$ 282,000	\$ 275,000	\$1,484,000
Equipment Acquisition/Replacement	178,000	143,000	228,000	168,000	142,000	183,000	232,000	1,096,000
Harbor Patrol - Equipment Replacement	0	0	30,000	30,000	30,000	30,000	0	120,000
<b>Subtotal - Recreation Dept.</b>	<b>\$278,000</b>	<b>\$ 278,000</b>	<b>\$ 488,000</b>	<b>\$ 448,000</b>	<b>\$ 484,000</b>	<b>\$ 495,000</b>	<b>\$ 507,000</b>	<b>\$ 2,700,000</b>
<b>Public Services Program</b>								
Road Improvement Program	\$690,000	\$700,000	\$710,000	\$730,000	\$674,990	\$674,990	\$674,990	\$4,164,970
Equipment Acquisition/Replacement	374,000	345,000	399,000	400,000	387,000	365,000	375,000	2,271,000
<b>Subtotal - Public Services Dept.</b>	<b>\$1,064,000</b>	<b>\$1,045,000</b>	<b>\$1,109,000</b>	<b>\$1,130,000</b>	<b>\$1,061,990</b>	<b>\$1,039,990</b>	<b>\$1,049,990</b>	<b>\$6,435,970</b>
<b>Public Safety Program</b>								
Computer System Equipment	\$20,000	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$115,000
Communications Equipment	30,000	30,000	30,000	45,000	20,000	20,000	15,000	160,000
Public Safety Building - General	15,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Animal Control Vehicle Replacement	0	25,000	25,000	0	0	0	0	50,000
<b>Subtotal - Public Safety Dept.</b>	<b>\$65,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$75,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$385,000</b>
<b>Emergency Medical Services</b>								
Medical Diagnostics/Equipment	\$49,000	\$34,000	\$31,000	\$0	\$0	\$15,000	\$15,000	\$95,000
Facilities Improvements - North Station	0	20,000	0	0	0	0	0	20,000
Facilities Improvements - South Station	0	0	0	0	0	0	0	0
Mobile Computing Upgrade	0	0	0	0	0	0	0	0
EMS Vehicle Replacement #1	49,000	49,000	49,000	49,000	49,000	0	0	196,000
EMS Vehicle Replacement #2	0	0	0	35,000	35,000	0	0	70,000
EMS Vehicle Replacement #3	0	0	0	0	0	49,000	49,000	98,000
EMS Vehicle - Administrative EMS1	40,000	0	0	0	0	0	0	0
<b>Subtotal - EMS Dept.</b>	<b>\$138,000</b>	<b>\$103,000</b>	<b>\$80,000</b>	<b>\$84,000</b>	<b>\$84,000</b>	<b>\$64,000</b>	<b>\$64,000</b>	<b>\$479,000</b>
<b>Fire Alarm Division</b>								
Prism Digitizers - panic and burglar alarms	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Hall Fire Alarm Upgrade	0	0	20,000	20,000	20,000	0	0	60,000
Radio Replacement	12,500	0	0	0	0	0	0	0
Vehicle Replacement	7,000	16,000	16,000	16,000	16,000	16,000	9,000	89,000
<b>Subtotal - Fire Alarm Division</b>	<b>\$29,500</b>	<b>\$16,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$16,000</b>	<b>\$9,000</b>	<b>\$149,000</b>

# CIP SUMMARY



General Fund (101), continued	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Library Program</b>								
Water Service Line Replacement - RBH Library	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Access - All Locations	0	20,000	0	0	0	0	0	20,000
Roof Replacement - Peace Dale	0	5,000	30,000	35,000	30,000	0	0	100,000
Roof Replacement - Kingston	0	5,000	12,500	12,500	10,000	10,000	0	50,000
Parking Improvements	0	15,000	15,000	15,000	15,000	15,000	15,000	90,000
<b>Subtotal - Library Program</b>	<b>\$35,000</b>	<b>\$45,000</b>	<b>\$57,500</b>	<b>\$62,500</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>\$260,000</b>
<b>General Government</b>								
Information Technology Program	\$83,200	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$400,000
Administrative Services	0	0	25,000	25,000	0	0	0	50,000
Planning Program	0	30,000	92,500	102,500	45,000	0	0	270,000
Property Appraisal Program	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Town Hall - Renovations and Upkeep	47,000	69,500	95,000	85,000	35,000	35,000	10,000	329,500
South Road School Building	0	10,000	0	10,000	0	10,000	0	30,000
Facilities Equipment and Vehicles	40,000	50,000	13,000	28,000	40,000	15,000	0	146,000
<b>Subtotal - General Government</b>	<b>\$200,200</b>	<b>\$239,500</b>	<b>\$325,500</b>	<b>\$360,500</b>	<b>\$170,000</b>	<b>\$140,000</b>	<b>\$170,000</b>	<b>\$1,405,500</b>
<b>TOTAL General Fund (101)</b>	<b>\$1,809,700</b>	<b>\$1,806,500</b>	<b>\$2,176,000</b>	<b>\$2,196,000</b>	<b>\$1,940,990</b>	<b>\$1,829,990</b>	<b>\$1,864,990</b>	<b>\$11,814,470</b>

## CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND

Senior Services Program (304)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Adult Day Services Center Improvements</b>								
Facilities Improvement Fund	\$0	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$30,000
<b>Senior Center Facility Improvements</b>								
Asphalt Roof Shingle Replacement	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$20,000
Facilities Improvement Fund	0	10,000	0	0	0	0	0	10,000
Facility Access Control (fob system)	10,000	0	0	0	0	0	0	0
Interior Upgrades: Carpet & Furnishings	0	0	0	10,000	10,000	0	0	20,000
HVAC Replacement Reserve	0	0	0	10,000	10,000	10,000	0	30,000
Parking Lot Improvements-Reclaim & Paving	0	0	0	15,000	15,000	15,000	15,000	60,000
Concrete Walkway - Replacement	30,000	0	0	0	0	0	0	0
<b>Senior Transportation</b>								
Senior Van - 12 Passenger	\$0	79,000	40,000	40,000	-	-	-	\$159,000
<b>TOTAL Senior Services Fund (304)</b>	<b>\$40,000</b>	<b>\$89,000</b>	<b>\$50,000</b>	<b>\$85,000</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$329,000</b>

## CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND

Neighborhood Guild Fund (306)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Neighborhood Guild Improvements</b>								
Exterior Main Entrance Alcove	\$75,000	\$85,000	\$0	\$0	\$0	\$0	\$0	\$85,000
Window Replacement/HVAC	945,000	615,000	0	0	0	0	0	615,000
Roof Replacement	50,000	100,000	0	0	0	0	0	100,000
Interior Restoration	30,000	100,000	0	0	0	0	0	100,000
Fire Protection/Fire Alarm	0	200,000	0	0	0	0	0	200,000
Security/Surveillance System	15,000	0	0	0	0	0	0	0
Floor Cleaning Machine	10,000	0	0	0	0	0	0	0
<b>TOTAL Neighborhood Guild Fund (306)</b>	<b>\$1,125,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,000</b>

# CIP SUMMARY



CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Water Storage</b>								
Mautucket Water Tank Cleaning	\$0	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$51,000
Mautucket Tank Repair	20,000	50,000	0	0	30,000	0	0	80,000
Victoria Lane Water Tank Cleaning	0	42,000	0	44,000	0	46,000	0	132,000
Victoria Lane Tank Repair	20,000	50,000	0	0	3,000	0	0	53,000
Victoria Lane Standby Generator	0	10,000	0	0	0	0	0	10,000
SCADA/Telemetry Upgrades	0	0	38,000	0	0	0	0	38,000
<b>Water Supply</b>								
RIDOH Capital Infrastructure Plan	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	20,000	0	0	0	0	0	20,000
Water Supply Mgmt. Plan Reaffirmation	0	30,000	0	0	0	0	0	30,000
Pump Station Infrastructure	0	0	0	0	10,000	0	0	10,000
Water Treatment Reserve	60,000	40,000	20,000	20,000	30,000	0	0	110,000
<b>Water Distribution</b>								
Leak Detection Reserve	\$25,000	\$0	\$0	\$0	\$25,000	\$0	\$0	\$25,000
Water Main Replacement Reserve	10,000	0	25,000	25,000	0	25,000	0	75,000
Valve Exercising Machine	15,000	0	25,000	25,000	0	25,000	0	75,000
Interconnect & Factory Pond Standby Generator	0	30,000	0	0	0	0	0	30,000
<b>Equipment &amp; GIS</b>								
DPS Office Building Contribution	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$0	\$30,000
Rolling Stock Equipment Replacement	7,000	0	37,000	35,000	45,000	0	0	117,000
GIS Upgrade	0	0	20,000	0	20,000	20,000	0	60,000
<b>Metering Services</b>								
<b>TOTAL Water Fund (702)</b>	<b>\$157,000</b>	<b>\$307,000</b>	<b>\$165,000</b>	<b>\$181,000</b>	<b>\$163,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$966,000</b>

CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>WWTF, Telemetry &amp; Pump Stations</b>								
WWTF Building Infrastructure Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WWTF Telemetry and Control Upgrade	20,000	120,000	100,000	0	0	150,000	200,000	570,000
WWTF Standby Generator Replacement	0	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	0	0	0	20,000	0	20,000
Local Pump Station Improvements	10,000	0	0	20,000	0	0	10,000	30,000
Silver Lake P. S. Upgrades	10,000	20,000	0	20,000	22,000	0	0	62,000
Kingston P. S. Upgrades	10,000	50,000	0	20,000	22,000	0	0	92,000
<b>Solids Handling</b>								
Solids Handling Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Sludge Pumps	0	50,000	0	0	0	0	0	50,000
Septage Holding Tank	0	50,000	0	0	0	0	0	50,000
Septage Building	0	0	0	0	0	0	0	0
<b>Primary Treatment</b>								
Influent Headworks	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Primary Treatment Upgrade	0	0	0	0	0	0	0	0
Primary Grease & Sludge Pumps	0	0	0	0	0	0	0	0
<b>Secondary Treatment</b>								
Chemical Storage Building Repair	\$40,000	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Aeration Equipment Upgrade	50,000	0	150,000	200,000	100,000	0	60,000	510,000
Clarifier Repair	0	0	0	0	0	0	0	0
RAS Pump Replacement	0	0	0	0	0	0	0	0
<b>Collection System</b>								
Evaluation Report	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Interceptor Repair and Cleaning	150,000	50,000	0	0	200,000	100,000	0	350,000
Kingstown Force Main Replacement	0	0	0	0	0	0	0	0
<b>Equipment &amp; GIS</b>								
Collection System Maint. Equipment	\$0	\$0	\$0	\$80,000	\$0	\$75,000	\$75,000	\$230,000
Rolling Stock Equipment Replacement	0	45,000	0	0	35,000	0	50,000	130,000
DPS Building Improvement Contribution	20,000	0	0	20,000	0	0	0	20,000
Geographic Information System Upgrade	12,000	0	25,000	10,000	0	0	0	35,000
<b>TOTAL Wastewater Fund (704)</b>	<b>\$362,000</b>	<b>\$385,000</b>	<b>\$350,000</b>	<b>\$395,000</b>	<b>\$379,000</b>	<b>\$345,000</b>	<b>\$395,000</b>	<b>\$2,249,000</b>

# CIP SUMMARY



Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Technology</b>								
High School Computer Labs	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Middle Schools Computer Devices	0	24,492	0	0	25,000	0	0	49,492
Elementary School Devices	0	0	0	0	0	0	0	0
Telecommunications Program	0	0	25,000	25,000	0	25,000	25,000	100,000
Support Staff Laptops	0	53,910	53,910	0	0	0	50,000	157,820
Office Computer Equipment	0	5,250	5,250	5,250	5,250	5,250	5,250	31,500
Office Computer Equipment Replacement	40,000	0	0	50,000	0	0	0	50,000
Computer Equity/Replacement/Lease	95,213	95,078	95,078	0	0	0	0	190,156
Student Computer Initiative (1:1 9th Gr-189)	160,000	103,950	105,000	105,000	100,000	100,000	100,000	613,950
Student Computer Initiative (1:1 2nd Gr-161)	0	84,525	85,000	85,000	85,000	85,000	85,000	509,525
Wireless Controllers	25,000	0	0	25,000	0	0	0	25,000
Server Room UPS	0	0	0	0	25,000	0	0	25,000
Storage Array	0	0	0	0	0	50,000	0	50,000
Cisco Main Core Switch	0	0	0	0	125,000	0	0	125,000
Cisco Phone Server	0	0	50,000	0	0	0	0	50,000
Wireless Access Points	0	54,104	54,104	54,104	54,104	0	0	216,416
Network Hardware	50,000	20,054	25,000	50,000	25,000	50,000	50,000	220,054
<b>Subtotal Technology</b>	<b>\$370,213</b>	<b>\$441,363</b>	<b>\$498,342</b>	<b>\$444,354</b>	<b>\$444,354</b>	<b>\$315,250</b>	<b>\$315,250</b>	<b>\$2,458,913</b>
<b>District-Wide Projects</b>								
H.S. Skylights	0	0	16,000	0	0	0	0	\$16,000
H.S. Office Renovation	0	0	0	0	0	0	35,000	35,000
Vehicle Replacement Program	0	0	110,000	55,000	0	55,000	0	220,000
Vehicle Sander	0	0	0	0	6,000	0	0	6,000
Vehicle Tow Trailer	0	0	2,500	0	0	0	0	2,500
Custodial Machine	0	0	11,000	11,000	4,500	4,500	11,000	42,000
HVAC Roof Top Units	25,000	0	90,000	45,000	45,000	45,000	45,000	270,000
Exterior Restoration/Painting Program	0	0	20,000	10,000	10,000	10,000	10,000	60,000
Fire Alarm Systems	0	0	50,000	0	0	0	45,000	95,000
District Security Camera Upgrades	60,000	0	0	0	0	0	25,000	25,000
HVAC Controls	52,000	0	0	55,000	0	0	0	55,000
Video/UPS Intercom System	30,000	0	0	0	0	0	0	0
West Kingston Interior and Exterior Doors	0	0	56,400	0	0	0	0	56,400
Matunuck Interior and Exterior Doors	0	0	42,756	0	0	0	0	42,756
Matunuck Fire Alarm Panel	0	45,000	0	0	0	0	0	45,000
West Kingston Fire Alarm Panel	0	0	45,000	0	0	0	0	45,000
Bathroom Upgrades Curtis Corner	0	0	35,000	0	0	0	0	35,000
Bathroom Upgrades High School	0	0	55,000	0	0	0	0	55,000
Bathroom Upgrades Broad Rock	0	0	0	25,000	0	0	0	25,000
H.S. Guidance Space Renovation	0	0	0	0	0	0	35,000	35,000
H.S. Chimney	0	0	75,000	0	0	0	0	75,000
H.S. Caf HVAC Unit	0	55,000	0	0	0	0	0	55,000
Peace Dale HVAC Unit	0	0	55,000	0	0	0	0	55,000
Peace Dale Lower Level Carpet replacement	0	0	60,000	0	0	0	0	60,000
West Kingston HVAC Ventilation System	0	0	947,701	0	0	0	0	947,701
Wakefield HVAC Ventilation System	0	0	0	757,859	0	0	0	757,859
H.S. HVAC Ventilation System	0	0	0	0	0	1,500,000	0	1,500,000

# CIP SUMMARY



CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400), continued	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>District-Wide Projects</b>								
Peace Dale HVAC Ventilation System	0	0	0	0	1,298,000	0	0	1,298,000
H. S. Auditorium Entrance Replacement	0	0	50,000	0	0	0	0	50,000
Broad Rock Building PA System	0	80,223	0	0	0	0	0	80,223
H.S Parking Lot Recoating	0	0	40,000	0	0	0	0	40,000
H.S. Fire Alarm Panel	0	0	175,000	0	0	0	0	175,000
H.S Lower Roof Replacement	0	0	475,000	0	0	0	0	475,000
Curtis Corner Parking Lot	0	0	750,000	0	0	0	0	750,000
West Kingston Parking Lot	0	0	0	400,000	0	0	0	400,000
Matunuck Parking Lot	0	0	0	0	300,000	0	0	300,000
Wakefield Window Replacement	0	0	0	0	610,241	0	0	610,241
H.S. Brick Repair at the Loading Dock	0	0	16,100	0	0	0	0	16,100
Broad Rock Internal Gutter Main Entrance	0	0	0	25,543	0	0	0	25,543
<b>Subtotal District-wide Projects</b>	<b>\$167,000</b>	<b>\$180,223</b>	<b>\$3,177,457</b>	<b>\$1,384,402</b>	<b>\$2,273,741</b>	<b>\$1,614,500</b>	<b>\$206,000</b>	<b>\$8,836,322</b>
<b>TOTAL School Fund (400)</b>	<b>\$537,213</b>	<b>\$621,586</b>	<b>\$3,675,799</b>	<b>\$1,828,756</b>	<b>\$2,718,095</b>	<b>\$1,929,750</b>	<b>\$521,250</b>	<b>\$11,295,235</b>
<b>Unassigned Funds Forwarded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFER School Fund (400)</b>	<b>\$537,213</b>	<b>\$621,586</b>	<b>\$3,675,799</b>	<b>\$1,828,756</b>	<b>\$2,718,095</b>	<b>\$1,929,750</b>	<b>\$521,250</b>	<b>\$11,295,235</b>
<b>Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)</b>								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Open Space and Recreational Programs</b>								
Open Space Acquisition Program	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$225,000
Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Saugatucket Park Improvements	60,000	0	0	0	0	55,000	25,000	80,000
Neighborhood Guild Improvements	1,125,000	1,125,000	0	0	0	0	0	1,125,000
Marina Park Improvements	335,101	384,000	0	0	50,000	50,000	75,000	559,000
Town Beach Program	15,000	55,793	70,793	55,793	55,793	55,793	85,793	379,755
Old Mountain Field Improvements	595,000	50,000	227,803	227,803	242,803	25,000	0	773,410
Harbor Patrol - Equipment Replacement	0	0	30,000	30,000	30,000	110,000	0	200,000
<b>General Municipal Programs</b>								
Information Technology Program	\$83,200	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$400,000
Planning Program	0	30,000	92,500	102,500	45,000	0	0	270,000
Administrative Services	0	0	25,000	25,000	0	0	0	50,000
Library System	35,000	45,000	57,500	62,500	55,000	25,000	15,000	260,000
Road Improvement Program	1,006,100	4,681,870	1,072,775	710,000	755,125	534,575	660,625	8,414,970
Police Element	65,000	80,000	80,000	75,000	50,000	50,000	50,000	385,000
Infrastructure-Analog UHF Radio System	2,200,000	2,200,000	0	0	0	0	0	2,200,000
Emergency Medical Services Program	138,000	103,000	80,000	84,000	84,000	64,000	64,000	479,000
Communications Program	16,000	16,000	36,000	36,000	36,000	16,000	9,000	149,000
Property Revaluation Program	535,846	16,426	16,426	265,326	16,426	16,426	295,426	626,453
Town Hall Improvements	87,000	119,500	108,000	113,000	75,000	50,000	10,000	475,500
South Road School Building	0	10,000	0	10,000	0	10,000	0	30,000
<b>Senior Services Program</b>								
Vehicle Acquisition	\$0	79,000	40,000	40,000	\$0	\$0	\$0	\$159,000
Adult Day Services	0	0	10,000	0	10,000	0	10,000	30,000
Senior Center	40,000	10,000	0	45,000	45,000	25,000	15,000	140,000
<b>Utility Department Programs</b>								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kingston Force Main Replacement	0	0	0	0	0	0	0	0
<b>School Department Programs</b>								
General Building Renovations, Technology, & District-Wide Proje	\$537,213	\$1,021,586	\$46,175,799	\$44,328,756	\$7,712,303	\$2,945,244	\$1,581,510	\$103,765,197
<b>TOTAL Long Range Program</b>	<b>\$6,958,460</b>	<b>\$10,123,174</b>	<b>\$48,277,595</b>	<b>\$46,375,677</b>	<b>\$9,367,449</b>	<b>\$4,167,037</b>	<b>\$3,111,353</b>	<b>\$121,422,285</b>

# CIP SUMMARY



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$6,958,460	\$10,162,174	\$48,277,595	\$46,336,677	\$9,367,449	\$4,167,037	\$3,111,353	\$121,422,285
Annual Funding Element	2,905,913	3,209,086	6,416,799	4,685,756	5,256,085	4,279,740	2,806,240	26,653,705
Less Road Improvement Transfers	(690,000)	(700,000)	(710,000)	(730,000)	(674,990)	(674,990)	(674,990)	(4,164,970)
Less Recreation Program Transfers	(50,000)	(60,000)	(25,000)	(10,000)	(85,000)	(120,000)	(140,000)	(440,000)
Less Public Safety/EMS/Fire Alarm Programs	(232,500)	(199,000)	(196,000)	(195,000)	(170,000)	(130,000)	(123,000)	(1,013,000)
Less Library Program Transfers	(35,000)	(45,000)	(57,500)	(62,500)	(55,000)	(25,000)	(15,000)	(260,000)
Less Information Technology Transfers	(83,200)	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(400,000)
Less Administrative Services Transfers	0	0	(25,000)	(25,000)	0	0	0	(50,000)
Less Planning Department Transfers	0	(30,000)	(92,500)	(102,500)	(45,000)	0	0	(270,000)
Less Revaluation Program	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(180,000)
Less Town Hall Improvement Transfers	(47,000)	(69,500)	(95,000)	(85,000)	(35,000)	(35,000)	(10,000)	(329,500)
Less Senior Programs	(40,000)	(89,000)	(50,000)	(85,000)	(55,000)	(25,000)	(25,000)	(329,000)
<b>Subtotal Annual Funding Transfers</b>	<b>(\$1,207,700)</b>	<b>(\$1,272,500)</b>	<b>(\$1,351,000)</b>	<b>(\$1,405,000)</b>	<b>(\$1,169,990)</b>	<b>(\$1,089,990)</b>	<b>(\$1,147,990)</b>	<b>(\$7,436,470)</b>
<b>NET TOTAL Capital Improvement Program</b>	<b>\$8,656,673</b>	<b>\$12,098,759.90</b>	<b>\$53,343,394</b>	<b>\$49,617,432</b>	<b>\$13,453,544</b>	<b>\$7,356,787</b>	<b>\$4,769,603</b>	<b>\$140,639,521</b>

Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June
<b>GENERAL TOWN BONDS</b>					
Advance refunding (Playfield/Road/OS/Green Hill Park)	11/13/12	06/15/24	1.90%	\$ 2,312,000	\$ 404,114
Advance refunding (Pub Safety/OS/TIP/Roads)	04/08/15	06/15/27	2.0% - 4.0%	3,644,413	1,335,000
Community Gymnasium/Road Bond	08/16/17	08/15/37	2.0% - 4.0%	4,440,000	3,705,000
<b>Subtotal General Town Bonds</b>				<b>\$ 10,396,413</b>	<b>\$ 5,444,114</b>
<b>SCHOOL BONDS</b>					
School Improvement Series 2009 A	05/01/10	11/01/29	2.55% - 5.00%	\$ 1,200,000	\$ 540,000
Advance refunding (School Imp/Wakefield/Playfields)	11/13/12	06/15/24	1.90%	1,951,000	374,886
Advance refunding (Sch Imp/BRMS/Fields)	04/08/15	06/15/27	2.0% - 4.0%	3,290,587	595,000
School Improvements	08/16/17	08/15/37	2.0% - 4.0%	980,000	830,000
School Improvements	05/12/20	03/31/40	2.58%	3,875,000	3,680,000
<b>Subtotal School Bonds</b>				<b>\$ 11,296,587</b>	<b>\$ 6,019,886</b>
<b>BUSINESS-TYPE ACTIVITIES</b>					
General obligation and revenue bonds:					
Wastewater fund - GO bond	11/13/02	09/01/23	1.38%	\$ 500,000	\$ 87,000
Solid waste fund - GO bond	09/03/02	09/01/22	1.14%	2,000,000	253,152
Solid waste fund - GO bond	11/22/05	09/01/25	1.34%	950,000	273,000
<b>Subtotal Business-Type Activities</b>				<b>\$ 3,450,000</b>	<b>\$ 613,152</b>
<b>TOTAL Outstanding Debt Service</b>				<b>\$ 25,143,000</b>	<b>\$ 12,077,152</b>



**TAB 22**  
**APPENDIX**

Glossary..... 22 - 1

**FISCAL YEAR 2022-2023 PROPOSED**  
**MUNICIPAL BUDGET PROGRAM**  
**TOWN OF SOUTH KINGSTOWN, RHODE ISLAND**



## Glossary

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### A

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#### **ABATEMENT**

The ending, reduction, or lessening of an item.

#### **ACCRUAL BASIS OF ACCOUNTING**

The basis of accounting in which revenues are recorded when earned and expenses are recorded at the time they are incurred; instead of when cash is actually received or disbursed.

#### **ACS**

*Refer to American Community Survey*

#### **ADJUSTED BUDGET**

The Adopted Budget, adjusted to reflect any increases or decreases recognized since budget adoption.

#### **ADOPTED BUDGET**

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Approved Budget or the Final Budget.

#### **ALLOCATE**

To divide or distribute a lump sum over multiple accounts or funds.

#### **AMEND (AMENDED, OR AMENDMENT)**

Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Town Manager or Town Council.

#### **AMERICAN COMMUNITY SURVEY (ACS)**

An ongoing statistical survey by the US Census Bureau.

#### **APPROPRIATION**

An authorization made by the Town Council to expend funds for certain purposes within a specific time frame.

#### **APPROVED BUDGET**

The budget, formally adopted by the Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Final Budget.

#### **ASSESSED VALUE**

The fair market value set on real and other property as a basis for levying taxes.

#### **ASSET**

Resource(s) owned or held by a government which possess monetary value.

#### **AUDIT**

An official inspection of an organization's financial accounts, typically by an independent body.



### **B**

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#### **BALANCED BUDGET**

A true structurally balanced budget is one that supports financial sustainability for multiple years in the future. Recurring and non-recurring revenues, and recurring and non-recurring expenditures are recognized, as well as reserves. Ideally, recurring revenues are equal to recurring expenditures in the adopted budget.

#### **BOND**

A written promise to pay a sum of money on a specific date at a specific interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and sewer systems.

#### **BOND RATING**

A rating from a schedule of grades issued by a bond rating agency indicating the probability of timely repayment of principal and interest on bonds issued by a municipality.

#### **BUDGET**

A financial plan showing all planned expenditures and revenues over a specific time period (usually a fiscal year). The proposed budget is the plan submitted by the Town Manager to the Town Council. After Council review and amendments, the budget is approved and becomes the adopted budget.

#### **BUDGET CALENDAR**

The schedule of key dates or milestones the Town follows in the preparation, adoption, and administration of the budget.

#### **BUDGET DOCUMENT**

The official written statement prepared in order to present a comprehensive financial program of an organization. A budget document serves as a policy document, an operations guide, a financial plan, and a communications device. The proposed budget document is initially prepared and submitted by the Town Manager to the Town Council for review and consideration. The Town Council will amend as necessary, and approve, or adopt, the budget.

#### **BUDGET HEARING**

As required by law, the Town Council adopts a preliminary budget, then conducts two public hearings to receive and consider input from the public on the proposed budget. Following the final public hearing, the Town Council adopts a final budget.

#### **BUDGET MESSAGE**

A written general discussion by the Town Manager to the Town Council and the Town residents included in the proposed budget, describing the government's fiscal and management plan for the upcoming fiscal year, explaining principal budget issues against the background of financial experience of recent years and presents recommendations made by the Town Manager.

#### **BUDGET PROCEDURE**

The procedure the Town follows in developing the budget, as defined in the Town Charter: Article IV, Section 4220 Budget Procedures.



### **BUDGET REFERENDUM**

A vote by the Town's electors (residents eligible to vote) specifically regarding the budget.

### **BUDGETARY CONTROL**

The control mechanism used by a government or enterprise to keep expenditures, in accordance with an approved budget, within the limitations of available appropriations and available revenues.

## **C**

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### **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*

### **CEPP**

An acronym for Civic Engagement and Public Participation; One of the Town Council's Goals and Objectives for the 2020-2022 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*



### **CIP**

Refer to *Capital Improvement Program*

### **COLA**

Refer to *Cost of Living Adjustment*

### **COLLECTIVE BARGAINING AGREEMENT (CBA)**

A legal contract between an employer and local union representing a group of employees of the Town (bargaining unit), 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**

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 hold positions within bargaining unit: Council 94, Local 1612. One of four bargaining units in Town.

### **CP**

An acronym for Cultural Priorities; One of the Town Council's Goals and Objectives for the 2020-2022 term.

### **CURRENT YEAR**

Typically used to reference the current fiscal year.

## **D**

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### **DEBT SERVICE**

The payment of principal and interest on borrowed funds such as bonds.

### **DEBT SERVICE FUND**

A fund, new as of FY 2016-2017, which allows for documentation of annual debt service requirements and all revenue sources available to meet outstanding debt obligations for all general obligation bonds issued for governmental purposes. The Town's debt service had previously been recognized within the General Fund.

### **DEFICIT**

- (1) The excess of the liabilities of a fund over its assets.
- (2) The amount by which expenditures exceed revenues in an accounting period.

### **DELINQUENT TAXES**

Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

### **DEPARTMENT**

A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the Town is responsible.

### **DEPRECIATION**

The decrease in value of physical assets due to use and the passage of time.

### **DIRECT COSTS**

Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs.

### **DIVISION**

A unit of organization that is comprised of a specific operation within a functional area. Town departments may contain one or more divisions.

## **E**

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### **ET**

An acronym for Education and Training; One of the Town Council's Goals and Objectives for the 2020-2022 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.

### **ES**

An acronym for Economic Structure; One of the Town Council's Goals and Objectives for the 2020-2022 term.

### **EXPENDITURE**

Decrease in net financial resources to purchase or pay for a service or item. Expenditures include operating expenses, capital expenditures, and debt service payments that require current or future use of current assets.

## **F**

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### **FI**

An acronym for Facilities and Infrastructure; One of the Town Council's Goals and Objectives for the 2020-2022 term.

### **FINAL BUDGET**

The budget, formally adopted by Town Council, for the upcoming fiscal year. Also referred to as the Adopted Budget or the Approved Budget.

### **FINANCIAL MANAGEMENT**

The effective and efficient management of funds in such a manner as to accomplish the objectives of the organization.

### **FISCAL YEAR**

The twelve-month period of the budgetary year. The fiscal year for the Town's operating budget begins on July 1<sup>st</sup> and ends the following June 30<sup>th</sup>.

### **FIXED ASSET**

Assets of a long term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment, and improvements.

### **FTE**

*Refer to Full Time Equivalent*



### **FRINGE BENEFITS**

Job related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, social security, retirement, and group health and life insurance.

### **FUND**

An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

### **FUND BALANCE**

The difference between the assets and liabilities of a governmental fund and is the cumulative difference between all revenues and expenditures.

### **FUND TYPE**

A general industry term for categories into which all funds are classified in governmental accounting.

### **FULL TIME EQUIVALENT (FTE)**

An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, equaling one Full Time Equivalent (FTE) employee on hand.

### **FY**

*Refer to Fiscal Year*

## **G**

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### **GAAP**

*Refer to Generally Accepted Accounting Principles*

### **GASB**

*Refer to Governmental Accounting Standards Board*

### **GENERAL FUND**

The primary operating fund which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day to day operations of the Town.

### **GENERAL OBLIGATION BONDS**

Bonds sold by the Town to private investors to provide long-term financing for capital project needs. The Town pledges its full faith and credit to the repayment of these bonds.

### **GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)**

The uniform standards and guidelines used for financial accounting and reporting. These standards govern the form and content of the basic financial statements of an entity. These acceptable practices are modified from time to time. GAAP guidance is provided from various sources. The Governmental Accounting Standards Board (GASB) issues authoritative statements, interpretations of statements, technical bulletins,



implementation guides, and concept statements of position. The American Institute of CPAs issues the audit and accounting guides and statements of positions.

### **GEOGRAPHIC INFORMATION SYSTEM (GIS)**

- (1) A division of the Planning Department.
- (2) A computer program that uses specific data points to locate infrastructure and structures within the Town.

### **GFOA**

*Refer to Government Finance Officers Association*

### **GIS**

*Refer to Geographic Information System*

### **GOAL**

A broad statement of intended accomplishments or a description of a general condition deemed desirable.

### **GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)**

A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

### **GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)**

Organized in 1984 by the Financial Accounting Foundation, the Board was created to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

### **GOVERNMENTAL FUND**

A generic classification used by the GASB to refer to all funds other than proprietary and fiduciary funds. The general fund, special revenue funds, capital projects funds and debt service funds are the types of funds referred to as governmental funds.

### **GRANT**

An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program, or to be used/expended for a specific purpose, activity, or facility.

## **H**

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### **H**

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2020-2022 term.



## Glossary, *continued*

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### I

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#### **IAFF**

*Refer to International Association of Fire Fighters*

#### **IBPO**

*Refer to International Brotherhood of Police Officers*

#### **IMPACT FEE**

A fee imposed on new development as a total or partial reimbursement for the cost of expanded and/or additional services and/or facilities made necessary by the growth due to the new development.

#### **INTERNAL SERVICE FUND**

Proprietary funds used to report activity that provides services or goods to other funds, departments, or agencies of the Town on a cost-reimbursement basis.

#### **INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS (IAFF)**

South Kingstown employees within the EMS Department (exclusive of the EMS Director) hold positions within bargaining unit: IAFF, Local 3365. One of four bargaining units in Town.

#### **INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS (IBPO)**

South Kingstown employees who are sworn officers of the Police Department (exclusive of the Police Chief) hold positions within bargaining unit: IAFF, Local 489. One of four bargaining units in Town.

### J

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### K

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#### **KFD**

*Refer to Kingston Fire District*

#### **KINGSTON FIRE DISTRICT (KFD)**

One of two volunteer fire districts in Town.

### L

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#### **LU**

An acronym for Land Use; One of the Town Council's Goals and Objectives for the 2020-2022 term.

#### **LEVY**

*Refer to Tax Levy*



## Glossary, *continued*

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### LIABILITY

A financial debt or obligation incurred during the course of business operations.

### LINE ITEM

The classification of objects of expenditures (object codes) by major expense category.

## M

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### MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantities.

### MERS

*Refer to Municipal Employees Retirement System*

### MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

### MODIFIED ACCRUAL BASIS OF ACCOUNTING

“Basis of accounting” refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

### MOODY’S

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

### MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV).

### MUNICIPAL EMPLOYEES RETIREMENT SYSTEM (MERS)

The Town participates in the State administered Municipal Employees Retirement System (MERS).

### MUNICIPALITY

A city or town or other district possessing corporate existence and usually its own local government.

### MUNIS

The financial management software used by the Town.

## N

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### O

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#### **OBJECT**

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

#### **OBJECTIVE**

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

#### **OBLIGATION**

*Refer to Liability*

#### **OPERATING BUDGET**

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

#### **OPERATING EXPENDITURES**

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

#### **ORDINANCE**

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

#### **OWTS**

On-Site Wastewater Treatment System

### P

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#### **PAY AS YOU GO PROGRAM (PAYG)**

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

#### **PAYG**

*Refer to Pay As You Go Program*

#### **PAYMENT IN LIEU OF TAX (PILOT)**

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.



## Glossary, *continued*

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### **PDOB**

*Refer to Peace Dale Office Building*

### **PEACE DALE OFFICE BUILDING (PDOB)**

The Peace Dale Office Building (PDOB) serves as an extension of the Neighborhood Guild facility, housing recreational programming offered through the Parks and Recreation Department. In addition, the Department focuses on maximizing rental income through offering commercial rental space within PDOB to various service-oriented businesses and organizations.

### **PERCENT CHANGE**

The percentage change between two consecutive fiscal years. A minus sign “-” prior to the number indicates a decrease, whereas no minus sign indicates an increase.

### **PERMANENT FUND**

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

### **PETITION**

- (1) A formal written request, typically one signed by many people, appealing to authority with respect to a particular cause or issue.
- (2) According to the Town Charter: Article IV, Section 4220 Budget Procedures, any qualified elector may circulate a petition following the adoption of the preliminary budget by the Town Council, as well as following the final approval of the budget by the Town Council. Please refer to the Town Charter for specific and further details of the petition process.

### **PILOT**

*Refer to Payment in Lieu of Tax*

### **PPS**

An acronym for Policing and Public Safety; One of the Town Council’s Goals and Objectives for the 2020-2022 term.

### **PRELIMINARY BUDGET**

The Town Manager submits the Proposed Budget to the Town Council for consideration, and is initially approved with or without revision as the Preliminary Budget.

### **PROPOSED BUDGET**

The budget formally submitted by the Town Manager to the Town Council for consideration. Proposed budget documents are also available to the public, and are posted on the Town’s website.

### **PROPRIETARY FUNDS**

Funds used to account for a government’s ongoing organization and activities that are similar to those found in the private sector. There are two types of proprietary funds: enterprise funds and internal service funds.



### **PUBLIC HEARING**

A type of public meeting, where members of the public hear the facts about a planned project, local issue, or government action, and where members of the public can provide testimony recorded for public record about said topic.

## **Q**

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## **R**

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### **REAL PROPERTY**

Any property that is attached directly to land, as well as the land itself.

### **REFERENDUM**

A vote by the Town's electors (residents eligible to vote).

### **REFUNDING BOND**

A bond issued to pay off another bond to obtain better interest rates and/or bond conditions.

### **RESOLUTION**

An order of a legislative body requiring less legal formality than an ordinance or statute.

### **RESERVE**

A supply of a commodity not needed for immediate use, but available if required.

### **RETAINED EARNINGS**

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

### **REVENUE**

The yield from various sources of income, such as taxes, that the Town collects and receives into the treasury for public use.

### **RIDOT**

Rhode Island Department of Transportation

### **RIGL**

Rhode Island General Law



### S

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#### SC

School Committee

#### SCH

- (1) South County Hospital
- (2) An acronym for South County Hospital; One of the Town Council's Goals and Objectives for the 2020-2022 term.

#### SK

South Kingstown

#### SKMEA

Some South Kingstown municipal employees hold positions within this bargaining unit: South Kingstown Municipal Employees Association, a local of National Education Association Rhode Island (NEARI). One of four bargaining units in Town.

#### SNR

An acronym for Sustainability and Natural Resources; One of the Town Council's Goals and Objectives for the 2020-2022 term.

#### SOLID WASTE ENTERPRISE FUND

The enterprise fund that accounts for the solid waste disposal operations for the Town. The cost of providing services is financed or recovered through user fees.

#### SPECIAL REVENUE FUND

Fund(s) used to account for the revenue derived from specific sources that are restricted by law or policy to finance specific activities.

#### SPECIFIC PERFORMANCE MEASUREMENT

Specific quantitative or qualitative metrics and/or measures of the work performed.

#### STANDARD & POOR'S

An American financial services company that publishes financial research and analysis on stocks and bonds. The company issues credit ratings for the debt of public and private corporations and is considered one of the Big Three credit-rating agencies, along with Moody's and Fitch Ratings.

#### STATUTE

A written law enacted by a duly organized and constituted legislative body.

### T

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#### TAX BASE

Taxable property value from which the Town receives tax dollars.



### **TAX LEVY**

A property tax, or millage tax, is a levy on property that the owner is required to pay. The tax is levied by the governing authority (the Town Council) of the jurisdiction (the Town) in which the property is located, using the revenue to fund programs and services. The municipality sets a percentage rate for imposing taxes, called a tax levy rate, which is then calculated against the assessed value of each resident's taxable property, determining the dollar amount of taxes owed by the property owner.

### **TAX ROLL**

A breakdown of all property within a given jurisdiction, such as a city or town, that can be taxed. The tax roll will list each property and its assessed value. The Tax Roll is created by the taxing assessor or other authority within the jurisdiction.

### **TBF**

An acronym for Taxes, Budget, and Fiscal Management; One of the Town Council's Goals and Objectives for the 2020-2022 term.

### **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.

### **TTS**

An acronym for Transportation and Traffic Safety; One of the Town Council's Goals and Objectives for the 2020-2022 term.

## **U**

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### **UFB**

*Refer to Unassigned Fund Balance*

### **UFD**

*Refer to Union Fire District*



## Glossary, *continued*

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### **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 2020-2022 term.

### **USER CHARGES**

*Refer to User Fees*

### **USER FEES**

Revenue derived from charging fees for direct receipt of a public service by the party benefiting from the service.

## **V**

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### **VALUATION**

The dollar value of property assigned by the Tax Assessor.

### **VUR**

An acronym for Supporting Vulnerable and Underserved Residents; One of the Town Council's Goals and Objectives for the 2020-2022 term.

## **W**

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### **WASTEWATER ENTERPRISE FUND**

The enterprise fund that accounts for the operations of the Town-owned wastewater system. The cost of providing services is financed or recovered through user fees.

## Glossary, *continued*

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### **WATER ENTERPRISE FUND**

The enterprise fund that accounts for the operations of the Town-owned water system, servicing the South Shore and Middlebridge areas of Town. The cost of providing service is financed or recovered through user fees.

X

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Y

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Z

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