SECTION 05

Financing Plan





FINANCING PLAN

Financing Plan - Districts must consider the impact on the operating budget of implementing the project in such detail and format as required by the CESE, including but not limited to, an estimate of the costs of additional maintenance required of the district, the costs of additional instructional or support staff, additional utility costs, the costs of additional transportation, if any, and the estimated revenue, if any, from the sale or lease of any school facility decommissioned as a result of implementing the project. Consider how financing this project will impact the district, including, the district's current level of indebtedness, and estimate potential increases in the local tax rate as a result of this project. Indicate how this project will be financed. If the project is to be supported by financing other than a general obligation bond, please indicate the alternative financial mechanism selected and a brief explanation as to why it is sound and cost efficient both in terms of the project itself and overall municipal fiscal policy and practice.

Financing Plan:

The impact upon South Kingstown Public Schools is projected as outlined below:

Maintenance Cost Savings – It is estimated that the new high school will significantly lower maintenance costs, especially in the next 0 – 5 years what will result in significant cost savings to the School Department for annual maintenance at the South Kingstown High School that will be available to bolster maintenance and upkeep at Broad Rock Middle School, and Matunuck, Peace Dale, and West Kingston Elementary Schools.

Instructional/Support Staff Costs - Additional instructional and/or support staff are not contemplated. As enrollment decreases, normal staff attrition will continue to occur.

Utility Costs – There should be a significant decrease in overall utility costs at the new South Kingstown High School building with significantly fewer square feet than the existing building, even with the addition of central air-conditioning to the entire building. Utility costs will also be mitigated due to the use of high energy-efficient equipment for both air-conditioning and heating/ventilating the building.

Town Council Vote – South Kingstown Town Council voted to issue bonds in the amount of \$125 M for a new South Kingstown High School facility. This proposal is requesting approval of funding up to \$150 M should the opportunity arise to be able to fund a greater amount (up to \$25M) and receive a State match.

Referendum – Upon successful approvals of the Capital Program, the Town of South Kingstown intends to hold a Bond Referendum on Tuesday, November 7, 2023.

Financing Plan Exhibits:

- 1. Town of South Kingstown Capital Improvement Program
- 2. Town of South Kingstown Municipal Budget Program (FY' 2023-24)
- 3. South Kingstown Public Schools FY'22 Budget Report
- 4. Schedule and Cash Flow



Exhibit 1

Town of South Kingstown Capital Improvement Plan



TOWN COUNCIL ADOPTED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029



DECEMBER 1, 2022

TOWN COUNCIL

Rory H. McEntee, President
Michael K. Marran, Vice-President
Patricia A. Alley
Deborah D. Bergner
Jessica L. Rose

TOWN MANAGER

James M. Manni

www.southkingstownri.com

Town of South Kingstown

FY 2023-2024 to FY 2028-2029 Capital Improvement Program

Notice of Public Hearing

The Town Manager has prepared the six-year Capital Improvement Program for the period FY 2023-2024 through FY 2028-2029 which includes the following proposed project expenditures:

I. <u>2023-2024 Capital Budget</u>

Α.	General Fund	FY 2023-2024
	1 Park Rehabilitation/Improvements	\$220,000
	2 Recreation Equipment Acquisition/Replacement	33,000
	3 Harbor Patrol Equipment Replacement	25,000
	4 Road Improvement Program	748,125
	5 Public Works Equipment Acquisition/Replacement	200,000
	6 Public Safety Computer System Equipment	15,000
	7 Public Safety Communications Equipment	50,000
	8 Public Safety Building - General	45,000
	9 Public Safety Accident/Crime Scene Reconstruction Equipment	35,000
	10 EMS Medical Diagnostics/Equipment	35,000
	11 Facilities Improvements - North Station	15,000
	12 Fire Alarm/Generator for North Station	30,000
	13 Repair Existing Tower at PD	15,000
	14 Library Balcony Renovation	80,000
	15 Library Roof Replacement - Peace Dale	10,000
	16 Library Roof Replacement - Kingston	10,000
	17 Library Parking Improvements	5,000
	18 Information Technology Program	70,000
	19 Administrative Services	40,000
	20 Planning Program	37,000
	21 Property Appraisal Program	75,000
	22 Town Hall Renovations and Upkeep	60,000
	23 Pool Car/Facilities Superintendent Truck	45,000
		\$1,898,125
В.	Senior Services Fund	
	1 Senior Center Facility Improvements	\$10,000
	2 Exterior Re-side/Stain/Paint Above Flat Roof	\$15,000
	3 Interior Upgrades: Carpet & Furnishings	\$10,000
	4 Senior Van - 12 passenger	40,000
		\$75,000
c.	Recreation Center Fund	
	1 Recreation Center-Broad Rock & St. Dominic Road	\$5,000
	2 Flooring Repair / Replacement	\$15,000
		\$20,000

D.	Neighborhood Guild Fund	
	1 Exterior Main Entrance Alcove	\$110,000
	2 Window Replacement/HVAC	625,000
	3 Roof Replacement	120,000
	4 Interior Restoration	110,000
	5 Fire Protection/Fire Alarm	220,000
	6 Security/Surveillance System	15,000
		\$1,200,000
E.	Water Fund	
	1 SCADA/Telemetry Upgrades	\$38,000
	2 Water Treatment Reserve	20,000
	3 Water Main Replacement Reserve	25,000
	4 Valve Excercising Machine	25,000
	5 Rolling Stock Equipment Replacement	37,000
	6 GIS Upgrade	20,000
		\$165,000
_	Mostowatov Fund	
F.	Wastewater Fund 1 WWTE Building /Infrastructure Ungrades	¢1E0 000
	1 WWTF Building/Infrastructure Upgrades	\$150,000
	2 WWTF Telemetry and Control Upgrades	30,000
	3 Evaluation Report	25,000
	4 Collection System Maintenance Equipment 5 Geographic Information System Upgrade	50,000 25,000
	3 deographic information system opgrade	
		\$280,000
		\$280,000
G.	School Fund	\$280,000
G.	School Fund 1 Support Staff Laptops	\$280,000 \$56,250
G.		
G.	1 Support Staff Laptops	\$56,250
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease	\$56,250 95,078
G.	1 Support Staff Laptops2 Computer Equity/Replacement/Lease3 Student Computer Initiative (1:1 9th Gr)	\$56,250 95,078 118,134
G.	 1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 	\$56,250 95,078 118,134 88,463
G.	 1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 	\$56,250 95,078 118,134 88,463 10,000
G.	 1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 	\$56,250 95,078 118,134 88,463 10,000 54,109
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware District Panic Buttons 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware District Panic Buttons District Defibrillator 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades 11 Broad Rock Robotics Room	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware District Panic Buttons District Defibrillator District Security Camera Upgrades Broad Rock Robotics Room H.S. Fire Alarm Panel 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware District Panic Buttons District Defibrillator District Security Camera Upgrades Broad Rock Robotics Room H.S. Fire Alarm Panel Broad Rock Gym Floor 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades 11 Broad Rock Robotics Room 12 H.S. Fire Alarm Panel 13 Broad Rock Gym Floor 14 Bathroom Upgrades Broad Rock	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades 11 Broad Rock Robotics Room 12 H.S. Fire Alarm Panel 13 Broad Rock Gym Floor 14 Bathroom Upgrades Broad Rock 15 Kitchen Upgrades Broad Rock	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000 15,000 12,000
G.	 Support Staff Laptops Computer Equity/Replacement/Lease Student Computer Initiative (1:1 9th Gr) Student Computer Initiative (1:1 2nd Gr) Telecommunications Program Wireless Access Points Network Hardware District Panic Buttons District Defibrillator District Security Camera Upgrades Broad Rock Robotics Room H.S. Fire Alarm Panel Broad Rock Gym Floor Bathroom Upgrades Broad Rock Kitchen Upgrades Broad Rock Broad Rock Parking Lot Safety 	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000 12,000 8,500
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades 11 Broad Rock Robotics Room 12 H.S. Fire Alarm Panel 13 Broad Rock Gym Floor 14 Bathroom Upgrades Broad Rock 15 Kitchen Upgrades Broad Rock 16 Broad Rock Parking Lot Safety 17 HVAC Controls	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000 12,000 8,500 75,000
G.	1 Support Staff Laptops 2 Computer Equity/Replacement/Lease 3 Student Computer Initiative (1:1 9th Gr) 4 Student Computer Initiative (1:1 2nd Gr) 5 Telecommunications Program 6 Wireless Access Points 7 Network Hardware 8 District Panic Buttons 9 District Defibrillator 10 District Security Camera Upgrades 11 Broad Rock Robotics Room 12 H.S. Fire Alarm Panel 13 Broad Rock Gym Floor 14 Bathroom Upgrades Broad Rock 15 Kitchen Upgrades Broad Rock 16 Broad Rock Parking Lot Safety 17 HVAC Controls	\$56,250 95,078 118,134 88,463 10,000 54,109 30,054 10,000 25,000 106,000 8,500 45,000 15,000 15,000 12,000 8,500 75,000 55,000

II. Long-Term Capital Projects

Listed below are the program costs that would be required to complete proposed major capital projects during the six-year period FY 2023-2024 through FY 2028-2029:

Six-Year Long Term Element

Total	\$175,198,104
School Department Programs	163,103,342_
Senior Services Program	280,000
General Municipal Programs	8,515,762
Harbor Patrol	200,000
Leisure Services Programs	2,589,000
Village Infrastructure	60,000
Affordable Housing	225,000
Open Space Program	\$225,000

III. Fair Share Development Fees (Effective July 1, 2023)

Recreational Facilities

Single Household Fee	\$4,338
Households with two bedrooms or less	\$3,480

Copies of the complete Capital Improvement Program are available on the Town's website www.southkingstownri.com or by request via townhall@southkingstownri.com or (401) 789-9331 ext. 1201

The South Kingstown Town Council will hold a Public Hearing on the proposed Capital Improvement Program on Monday, January 23, 2023, at 7:30PM.

Individuals requesting American Sign Language interpreters or CART service must call the Town Clerk's Office at 401-789-9331 seventy-two (72) hours in advance of the meeting date.

Susan M. Flynn, CMC Town Clerk TC#

Publish Two Issues - The Narragansett Times - Friday, January 13, 2023 and Friday, January 20, 2023

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TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029

How to Use this CIP Budget Document



Town Manager's Proposed Capital Improvement Program

The Town Manager's Proposed Capital Improvement Program (CIP) for Fiscal Period 2023-2024 through 2028-2029 is organized as detailed within the *Table of Contents*, and divided into six tabs. Each tab may contain multiple related or similar topics.

The first tab within the CIP is the *Introduction*. In addition to this How to Use guide, the reader is provided with information about how and why the Town develops a Capital Improvement Program. Answers to common questions and other helpful information are provided, as well as reference to the Town's CIP & Capital Budget Ordinance which defines the required CIP process. The last section of the CIP's *Introduction* provides a Statistical Profile of the Town.

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

The objective of the CIP's third tab, *Long Term Debt Management*, is to provide detailed financial data relative to the Town's long term debt management program. Of particular importance within this analysis is the documentation of the Town's ability to plan for and finance major public improvements. This section is presented in four sections; *Bonded Debt Level Position*, *Long Term Financial Program*, *Projected Debt Service Schedules*, and *Fair Share Development Fees*.

The CIP's fourth tab, Long Term Program Descriptions, provides narrative descriptions and detailed charts for each of the proposed capital programs and projects planned over the six-year program. This section is presented in four sections; Open Space and Leisure Service Programs, General Municipal Programs, Utility Programs, and the School Program.

The fifth tab of the CIP, *Pay As You Go Project Descriptions*, provides narrative descriptions for each of the projects proposed in the Capital Budget for FY 2023-2024. The Capital Budget, also called the Pay As You Go element, is the first year of the CIP and is incorporated into the FY 2023-2024 operating budget.

The final tab, *Capital Improvement Program*, provides a detailed summary of the CIP, as provided through a variety of charts identifying the spending proposal for the Fiscal Period 2023-2024 through 2028-2029.

Capital Improvement Program FAQ



What is a capital project?

A capital project is a major, non-recurring, tangible fixed asset. Capital projects include property acquisition, major improvements to an existing facility, and new building construction. Other costs may include project related architectural and engineering fees, site work, and bond issuance costs, if needed. Capital facilities and infrastructure refer to all public facilities, including both municipal and school, such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. The estimated cost for a capital project must be over \$10,000 and the project must have an expected useful life greater than the lifespan of any debt used to fund the project.

What is a Capital Improvement Program?

A Capital Improvement Program (CIP) is a multi-year plan for sustaining and improving a community's infrastructure, which the Town annually reviews and updates. A CIP includes two aspects, the capital budget and the capital program, with the capital budget being the first year of the multi-year plan. The Town's CIP fiscal period is six years, allowing the Town to strategically plan and fiscally prepare in advance for capital projects. The CIP identifies each planned capital project, the amount of funding that is projected to be allocated in each of the project's funding years, as well as the projected funding source.

Why does the Town have Capital Improvement Program?

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), which is prepared and reviewed annually. The development of a CIP provides many benefits, and the Town leverages the CIP to strategically invest in and develop capital projects. Because of its multi-year nature, the CIP helps ensure the financial health of the Town, promotes an orderly and systematic planning process for the preservation of major equipment, facilities, and infrastructure, and allows management to make sound decisions on affordability. A review of needs is assessed annually to ensure the appropriate levels of spending and types of spending by project are understood and outlined in the CIP. Implementation of the identified projects and programs may be delayed or accelerated due to funding availability, construction plan readiness, and available project management resources.

The intent of the Town's CIP is threefold: to provide a comprehensive community needs statement; to provide for the development of a prioritized implementation schedule for meeting the community needs statement; and to provide financial data relative to the community's ability to manage and finance the costs associated with meeting these defined needs.

What is the CIP development timeframe?

The Capital Improvement Program (CIP) is prepared by the Town Manager and approved by the Town Council annually, and shall determine the Town's capital needs. The CIP is prepared, presented, and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*. The proposed 2023-2024 Budget Calendar is presented on the following page.



FY 2023-2024 Proposed Budget Calendar

December 2022

Wednesday, 1 Capital Improvement Program Budget submission to Town Council

January 2023

Wednesday, 4	Work session #1 with Town Manager and department heads to review proposed CIP
Thursday, 5	Work session #2 with Town Manager and School Committee to review proposed CIP
Monday, 23	Public Hearing on six-year CIP Fiscal Period 2023-2024 through 2028-2029, and Adoption
	of CIP (deadline is February 1)

What is the CIP planning process?

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

- Annually, each department updates prior year capital project requests and identifies new projects and/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, 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;
 - o Preserve the existing tax base while assuring infrastructure/assets;
 - Outline a realistic CIP plan within financial resources available;
 - o Determine outcome should a project be deferred

What is the difference between Pay As You Go and Long Term Major Projects?

The six-year CIP includes two related elements, the Annual Funding element, also called the Pay As You Go (PAYG) element, and the Long Term Major Projects element, which combine to create the full CIP Program. The Pay As You Go element includes specific non-recurring capital projects, and the Long Term Major Projects element includes long term, ongoing or recurring programs and projects. It is important to note the first year of the CIP's Pay As You Go element is the Capital Budget portion of the Town's annual operating budget.



What are the different types of capital projects?

The following table outlines the different categories within the Town's Capital Improvement Program:

cription vides for the maintenance, repair, and improvement to the Town's municipal public dings and infrastructure; Promotes asset preservation, improved energy efficiency,
dings and infrastructure; Promotes asset preservation, improved energy efficiency,
- · · · · · · · · · · · · · · · · · · ·
reduced maintenance and operational costs
vides for the development, maintenance, and repair of the Town's park system, eation facilities, athletic fields, and playground components; Promotes asset servation, improved safety and accessibility, and provides opportunities for imunity involvement, improved quality of life, cultural enrichment, and tourism
vides for enhanced public safety related infrastructure and equipment; Promotes et preservation, improved safety, and emergency response
vides for improvements to roadway infrastructure, dams and bridges, sidewalks, sion, etc.; Promotes public safety for pedestrians and vehicular users
vides for the replacement of aging equipment and the acquisition of new ipment, as needed; Promotes scheduled asset management and replacement, and used operational and maintenance costs
vides for economic and community development initiatives, such as the bike path nector and other passive recreation management plans; Promotes enhancement ne Town's taxable real estate and neighborhood initiatives
vides for wastewater related infrastructure and equipment; Promotes scheduled ipment replacement, enhanced service efficiency, and the environmental health of community
vides for scheduled replacement of public water supply infrastructure and ipment; Promotes public health and safety
vides for educational facilities related capital projects and improvements; Promotes et preservation, improved building management, and building safety

What are the CIP's funding sources?

The Town carefully examines all funding sources for projects included in the Capital Improvement Program. The potential sources of funding for CIP projects can include:

- Property Tax Support
- Fair Share Development Fees
- Assets held by Capital Reserve Funds
- State School Housing Aid
- Real Estate Conveyance Fees

- Retained Earnings within Utility Funds
- General Obligation Bonds
- Future CIP Revenue Transfers
- State, Federal, and Non-Profit Grants
- Neighborhood Guild Retained Earnings

Introduction: 1 - 4

Category	General Fund	Enterprise Funds	School Fund	Other
Town Facility Maintenance & Improvements	$\overline{\checkmark}$	\checkmark	$\overline{\mathbf{Z}}$	$\overline{\checkmark}$
Recreation Facilities	$\overline{\checkmark}$	\checkmark		$\overline{\checkmark}$
Public Safety	$\overline{\checkmark}$			$\overline{\checkmark}$
Roadway	$\overline{\checkmark}$			$\overline{\checkmark}$
Equipment Acquisition & Replacement	$\overline{\checkmark}$		$\overline{\square}$	$\overline{\checkmark}$
Economic & Community Development	$\overline{\checkmark}$			$\overline{\checkmark}$
Wastewater				$\overline{\checkmark}$
Water		\checkmark		$\overline{\checkmark}$
Education			$\overline{\square}$	$\overline{\checkmark}$

CIP & Capital Budget Ordinance

The following is an excerpt from the Town's Code of Ordinances that describes the process for preparing, reviewing, adopting, and amending the Capital Improvement Program and Capital Budget, and includes language as found within *Chapter 6 - Finance, Article III* of the Town Code.

Article III - Capital Improvement Program and Capital Budget Ordinance

Sec. 6-41 Capital Improvement Program

The capital improvement program (CIP), prepared by the town manager and approved by the town council, shall determine the town's capital needs. The program shall be a six-year plan for the acquisition, development and/or improvement of the town's facilities, infrastructure and capital projects. Projects included in the CIP shall be prioritized, and the means for financing each shall be identified. The first year of the program shall be the capital budget. The CIP shall be revised and supplemented each year in keeping with the council's stated policies on debt management.

Sec. 6-42 Capital Facilities, Infrastructure and Capital Projects

Capital facilities and infrastructure refer to all public (municipal and school) facilities such as streets, bridges, water and sewer systems, parks, and wastewater treatment facilities. A capital project or improvement is a major nonrecurring tangible fixed asset with a useful life of at least five (5) years and a value in excess of ten thousand dollars (\$10,000.00). The term includes property acquisition, major improvements to an existing facility, and new building construction.

SEC. 6-43 SUBMISSION TO TOWN COUNCIL; CONTENTS

- (a) Submission to town council. The town manager shall prepare and submit to the town council a six year capital program no later than December 1 each year.
- (b) 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 (6) 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.

SEC. 6-44 TOWN COUNCIL ADOPTION

- (a) *Notice and hearing*. The town council shall publish in one or more newspapers of general circulation, a general summary of the capital improvement 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 ten (10) days after such publication, for a public hearing on the capital improvement program.
- (b) Adoption. The town council by resolution shall adopt the capital improvement program with or without amendment after the public hearing and on or before the first day of February.

SEC. 6-45 PUBLIC RECORDS

Copies of the capital improvement program shall be public records and shall be made available to the public at suitable places in the town.

Statistical Profile

A statistical profile of the Town is provided within the Capital Improvement Program 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.

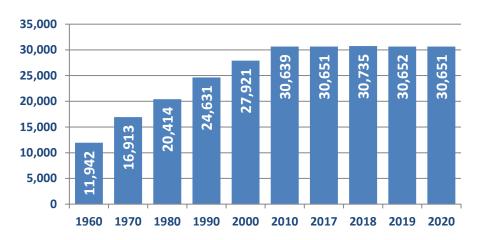
Population

The US Census Bureau's American Community Survey data indicate the 2020 population of South Kingstown was 30,651, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.4% increase in population (equivalent to 426 people) over a nine-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14 and a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2020	Percent	10 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	953	3.1%	(248)	-20.6
Age 5-14	3,714	13.3%	3,479	11.5%	2,791	9.1%	(688)	-19.8
Age 15-19	4,117	14.7%	4,597	15.2%	5,517	18.0%	920	20.0
Age 20-34	5,112	18.3%	5,023	16.6%	5,112	16.7%	89	1.8
Age 35-44	4,203	15.1%	3,453	11.4%	2,668	8.7%	(785)	-22.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,183	16.9%	(1,513)	-22.6
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,427	27.5%	2,650	45.9
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%



Population Growth



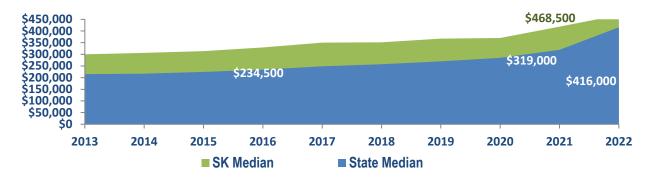
Housing

For 2020, the US Census Bureau 2015-2020 American Community Survey (ACS) 5-Year Estimates reported a total of 13,231 housing units in the Town of South Kingstown, of which 80.3% (10,627) were occupied year round, and the remaining 19.7% (2,604) were seasonal, recreational, occasional use, or vacant. Of the 10,627 occupied housing units, 73.7% were owner occupied and 26.3% were renter occupied. The average household size of an owner occupied unit was 2.47 persons, while the average household size of a rented unit was 2.20 persons.

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2016-2020 American Community Survey (ACS) 5-Year Estimates reported that in 2020, the median value of owner occupied homes in South Kingstown was \$419,900 as compared to \$371,400 in 2019, \$353,800 in 2018, \$344,000 in 2017, and \$329,822 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, 2021 was \$487,950. The median sale price of a single family home state-wide during the same period was \$375,000. 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: 2022 Housing Fact Book - Housing WorksRI at RWU



AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal	Single	Median	Average	Тах	\$	Percent
Year	Households	Sale Price	Assessment	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	468,500	401,370	5,800	32	0.55%
10 Year						
Increase	317	181,500	53,255	752	\$76	1.43%

^{*10} year average

[^] Median Sales Price – 2022 Housing Fact Book - HousingWorksRI at RWU

5 Year Property Tax Levy - History							
Fiscal Year	Town	School	Total	\$ Increase	% Increase		
2018-2019	18,232,765	55,256,815	73,489,580	2,160,599	3.03%		
2019-2020	19,640,330	56,484,979	76,125,309	2,635,729	3.59%		
2020-2021	19,319,591	57,102,843	76,422,435	297,126	0.39%		
2021-2022	19,195,441	57,433,065	76,628,505	206,071	0.27%		
2022-2023	20,374,495	57,868,573	78,243,068	1,614,563	2.11%		
5 Year Increase	\$2,141,730	\$2,611,758	\$4,753,488	\$6,914,087	1.88%		

^{*5} year average

	FY2021-2022	\$14.45		FY2021-2022	\$10.95		
	December		% of	December		% of	% of
	2020	Tax Rate	Tax	2021	Tax Rate	Tax	Tax
Tax Roll Comparison	Taxable Value	Levied	Roll	Taxable Value	Levied	Roll	Levy
Residential	4,527,996,100	65,429,544	85%	6,206,073,900	67,956,509	87%	87%
Commercial/Industrial	554,941,400	8,018,903	10%	619,234,300	6,780,616	9%	9%
Tangible	107,007,815	1,546,263	2%	108,814,811	1,191,522	2%	2%
Total value	5,189,945,315	74,994,710	98%	6,934,123,011	75,928,647	97%	97%
Less Exemptions	(64,135,163)	(926,753)	-1%	(90,753,521)	(993,751)	-1%	-1%
Flexible Base	5,125,810,152	74,067,957	97%	6,843,369,490	74,934,896	96%	96%
Motor Vehicles	229,007,988	4,284,739	6%	297,179,962	5,560,237	7%	7%
Less Exemptions	(92,107,099)	(1,723,324)	-2%	(120,322,671)	(2,251,237)	-3%	-3%
Net Motor vehicles	136,900,889	2,561,416	3%	176,857,291	3,309,000	4%	4%
Total Tax Roll /							
Levy	5,262,711,041	76,629,372	100%	7,020,226,781	78,243,896	100%	100%

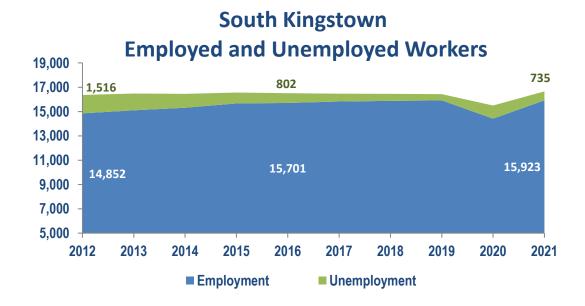
Source: Tax Roll comparison data obtained from the Assessor's Statement of Assessed Values and Levy Certification submitted to RI Division of Municipal Finance.



EMPLOYMENT

During Calendar 2021, the average labor force in the Town of South Kingstown was 16,658 with employment at 15,923 yielding an unemployment rate of 4.4%. Statewide, the unemployment rate for Calendar year 2021 was 5.4%. The September 2022 unemployment rate stands at 2.9% as compared to the statewide rate of 3.2%. It should be noted that the rates shown for 2021 reflect the local consequences of the COVID-19 pandemic. While the unemployment rate is significantly lower in 2021 than it was 2020, it is also substantially lower than the statewide 2021 unemployment rate. South Kingstown's relatively low pandemic-induced unemployment can be attributed 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).





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



FINANCIAL POSITION COMPARISON

The following chart provides a comparison of South Kingstown to several Washington County communities.

	Washington County Communities						
Fiscal Year 2021-2022	South Kingstown	Narragansett	North Kingstown	Westerly	Charlestown		
Assessments By Class - \$							
Residential	\$4,464,036,880	\$5,536,820,247	\$3,660,590,770	\$5,643,209,917	\$2,694,376,966		
Commercial	554,765,455	367,807,312	805,344,286	677,003,900	84,851,535		
Tangible	107,007,815	109,982,141	183,538,760	133,872,207	21,811,256		
Motor Vehicle	136,900,889	76,850,067	180,559,202	114,923,126	46,754,658		
Total (\$)	\$5,262,711,039	\$6,091,459,767	\$4,830,033,018	\$6,569,009,150	\$2,847,794,415		
Assessments By Class - %							
Residential	84.82%	90.89%	75.79%	85.91%	94.61%		
Commercial	10.54%	6.04%	16.67%	10.31%	2.98%		
Tangible	2.03%	1.81%	3.80%	2.04%	0.77%		
Motor Vehicle	2.60%	1.26%	3.74%	1.75%	1.64%		
Total (%)	100.00%	100.00%	100.00%	100.00%	100.00%		
Assessments By Class - Tax Rate (MF)							
Residential	\$14.45	\$8.86	\$17.50	\$11.52	\$8.18		
Commercial/Tangible	\$14.45	\$11.96	\$17.50	\$11.52	\$8.18		
Motor Vehicle	\$18.71	\$16.46	\$22.04	\$29.67	\$13.08		
Tax Levy FY 22 (MF)	\$76,628,505	\$56,035,515	\$85,043,886	\$77,593,563	\$23,523,790		
Percent Increase / Prior Year FY 21 (MF)	0.00%	0.00%	0.00%	0.00%	0.00%		
Levy Per Capita (MF)*	\$2,500	\$3,615	\$3,242	\$3,442	\$3,016		
Bond Rating FY 21 (PFMB)	Aa1	Aa2	Aa2	Aa3	Aa2		
Gross Direct Debt FY 20 (CAFR)	\$12,077,152	\$26,420,280	\$66,482,598	\$72,245,393	\$3,485,000		
Gross Briefer Bester 1 20 (Grant)							
Debt Per Capita FY20	\$394.02	\$1,710	\$2,529	\$3,211	\$444.97		
Debt Per Capita/ Per Capita Income	0.98%	3.52%	5.31%	7.24%	0.94%		
Net Pension Liability FY 21 (CAFR)	67,970,125	63,038,550	97,287,075	43,315,084	6,063,283		
Combined Direct Debt & Pension Liability	80,047,277	89,458,830	163,769,673	115,560,477	9,548,283		
Aver. Single Residential Unit (Town Data)	\$401,370	\$634,929	\$392,471	\$614,623	\$550,744		
Tax Levy on Avg Residential (Town Data)	\$5,800	\$5,625	\$6,868	\$7,080	\$4,505		
Personal Income (ACS) & (BEA)	\$2,000,669,923	\$1,213,546,928	\$2,025,181,080	\$1,614,978,434	\$597,790,146		
Median Family Income (ACS)	112,383	121,264	123,462	101,823	92,262		
Per Capita Income (ACS)	40,342	48,543	47,612	44,360	47,174		
Population (ACS)	30,651	15,451	26,289	22,501	7,832		

Sources: RI Division of Municipal Finance (MF); US Census 2017-2021 American Community Survey (ACS); Bureau of Economic Analysis (BEA); Public Finance Management Board Debt Affordability Study July 25, 2020 (PFMB); Comprehensive Annual Financial Report FY ended 6/30/21 (CAFR).

^{*}Levy per capita from MF is calculated using the 5 Year ACS 2016-2020 U.S. Census Bureau Data, Population Division.

					MUNICI	PAL BUE	OGET TRENDS						
Fiscal Year	2018-2019		2019-2020		2020-2021		2021-2022		2022-2023	Percent	5 Year	5 Year Average	Percent
Assessment Date	12/31/2017	Share	12/31/2018	Share	12/31/2019	Share	12/31/2020	Share	12/31/2021	Share	Inc/(Dec)	Annual Inc	Inc/(Dec)
General Fund Revenue Statement	\$72,504,058	90.27%	\$74,907,098	90.38%	\$76,745,663	89.24%	\$76,402,551	88.79%	\$74,546,581	85.29%	\$2,042,523	\$408,505	0.56%
Current Year Property Taxes	\$72,504,058 883,250	1.10%	873,250	1.05%	878,250	1.02%	\$76,402,551 878,250	1.02%	\$74,546,581 878,250	1.00%	\$2,042,523 (\$5,000)	\$408,505 (1,000)	-0.11%
Prior Year Taxes and Penalty State Aid	2,507,572	3.12%	2,594,632	3.13%	3,067,818	3.57%	3,268,298	3.80%	5,882,097	6.73%	\$3,374,525	674,905	26.91%
Local Revenue	3,875,788	4.83%	3,957,948	4.78%	4,950,792	5.76%	4,182,836	4.86%	4,829,385	5.53%	\$953,597	190,719	4.92%
Fund Balance Forwarded	550.000	0.68%	550.000	0.66%	361.061	0.42%	1.320.208	1.53%	1.263.608	1.45%	\$713.608	142.722	25.95%
Total General Fund Revenues	\$80,320,668		\$82,882,928		\$86,003,584	100.00%	\$86,052,143		\$87,399,921	1.45%	\$7,079,253	\$1,415,851	25.95% 1.76%
	\$80,320,008	100.00%	302,002,320	100.00%	300,003,304	100.00%	300,032,143	100.00%	307,333,321	100.00%	\$1,019,255	\$1,415,651	1.70%
Municipal Expenditure Program			•				•						
Municipal Program	\$22,983,475	28.61%	\$24,376,434	29.55%	\$26,232,589	30.50%	\$26,302,438	30.57%	\$28,356,929	32.45%	\$5,373,454	\$1,074,691	4.68%
School Fund Transfer	53,952,664	67.17%	54,492,191	66.06%	55,994,773	65.11%	55,994,773	65.07%	55,994,773	64.07%	\$2,042,109	408,422	0.76%
Capital Budget	1,532,500	1.91%	1,634,000	1.98%	1,830,990	2.13%	1,809,700	2.10%	1,806,500	2.07%	\$274,000	54,800	3.58%
School Debt Service	1,134,851	1.41%	1,036,073	1.26%	1,024,800	1.19%	960,691	1.12%	616,185	0.71%	(\$518,666)	(103,733)	-9.14%
Guild Debt Service	0	0.00%	0	0.00%	0	0.00%	0	0.00%	84,022	0.10%	\$84,022	16,804	#DIV/0!
Town Debt Service	1,040,107	1.29%	949,221	1.15%	920,432	1.07%	984,541	1.14%	541,512	0.62%	(\$498,595)	(99,719)	-9.59%
General Fund Cost	\$80,320,668	100.40%	\$82,487,919	100.00%		100.00%	\$86,052,143	100.00%	\$87,399,921	100.00%	\$7,079,253	\$1,415,851	1.76%
Plus 3rd Party School Aid	\$7,248,908		\$6,494,989		\$5,862,057		\$5,973,397		\$5,737,100		(\$2,421,164)	(484,233)	-6.68%
School/Municipal Cost	\$87,569,576		\$88,982,908		\$91,865,641		\$92,025,540		\$93,137,021		\$5,567,445	\$1,113,489	1.27%
School Fund Revenue Statement	4												
General Fund Tax Transfer	\$53,952,664	88.16%	\$54,492,191	89.35%	\$55,994,773	90.52%	\$55,994,773	90.36%	\$55,994,773	90.71%	\$2,042,109	408,422	0.76%
State Aid	6,108,908	9.98%	5,353,387	8.78%	5,090,057	8.23%	5,231,308	8.44%	5,214,173	8.45%	(\$894,735)	(178,947)	-2.93%
Local Revenue	1,140,000	1.86%	1,141,602	1.87%	772,000	1.25%	742,089	1.20%	522,927	0.85%	(\$617,073)	. , ,	-10.83%
Total School Fund Revenues	\$61,201,572	100.00%	\$60,987,180	100.00%	\$61,856,830	100.00%	\$61,968,170	100.00%	\$61,731,873	100.00%	\$530,301	\$106,060	0.17%
Combined Revenue Statement													
Property Taxes	\$72,504,058	82.80%	\$74,907,098	83.81%	\$76,745,663	83.54%	\$76,402,551	83.02%	\$74,546,581	80.04%	\$2,042,523	408,505	0.56%
State Aid	8,616,480	9.84%	7,948,019	8.89%	8,157,875	8.88%	8,499,606	9.24%	11,096,270	11.91%	\$2,479,790	495,958	5.76%
Local Revenues	6,449,038	7.36%	6,522,800	7.30%	6,962,103	7.58%	7,123,383	7.74%	7,494,170	8.05%	\$1,045,132	209,026	3.24%
Total Revenues	\$87,569,576	100.00%	\$89,377,917	100.00%	\$91,865,641	100.00%	\$92,025,540	100.00%	\$93,137,021	100.00%	\$5,567,445	\$1,113,489	1.27%
											M. J. 134 J. D. G. 24	Property	Municipal
Real and Tangible Property Roll											Market Value Per Capita	Classification	Tax Rates
Residential	\$3,882,445,124	83.44%	\$4,390,145,043	84.13%	\$4,433,073,541	84.51%	\$4,464,036,880	84.82%	\$6,115,517,343	87.11%	\$192,004	Flexible Rate	\$10.95
Commercial/Industrial/Utilities	481,995,863	10.36%	545,424,264	10.45%	552,802,029	10.54%	554,765,455	10.54%	619,037,334	8.82%	\$19,435	Motor Vehicle	\$18.71
Tangible	113,421,110	2.44%	114,091,164	2.19%	114,464,194	2.18%	107,007,815	2.03%	108,814,811	1.55%	\$3,416	Tangible	\$14.45
Net Real and Tangible Property Roll	\$4,477,862,097	96.2%	\$5,049,660,471	96.8%	\$5,100,339,764	97.2%	\$5,125,810,150	97.4%	\$6,843,369,488	97.5%	\$214,856	•	
Net Real and Tangible Property Roll	\$4,477,862,097	96.24%	\$5,049,660,471	96.76%	\$5,100,339,764	97.23%	\$5,125,810,150	97.40%	\$6,843,369,488	97.48%	\$214,856		
Annual Increase in Flex. Roll	\$43,995,940	0.99%	\$571,798,374	12.77%	\$50,679,293	1.00%	\$76,149,679	1.51%	\$1,743,029,724	34.17%			
Motor Vehicle Excise Tax Roll	, .,,		, , , , , , , ,		, , ,		, , , , ,		. , .,,			2019 ACS 5 Yr	30,652
Motor Vehicles - Excise	\$175,178,185	3.76%	\$168,826,026	3.24%	\$145,574,064	2.77%	\$136,900,889	2.60%	\$176,857,291	2.52%	\$5,553		,
Total Taxable Property Values	\$4,653,040,282	100.0%	\$5,218,486,497	100.0%	\$5,245,913,828	100.0%	\$5,262,711,039	100.0%	\$7,020,226,779	100.0%	\$220,408	2020 ACS 5 Yr	31,851
Taxable Property Increase/(Decrease)	\$34,925,093	0.76%	\$565,446,215	12.15%	\$27,427,331	0.53%	\$44,224,542	0.85%	\$1,774,312,951	33.82%			
Property Tax Distribution													
Municipal Share	\$18.001.394	24.50%	\$19,414,907	25.50%	\$19,074,732	24.96%	\$18,934,904	24.71%	\$20,107,589	25.70%	\$2,106,195	\$421.239	2.27%
School Share	54,502,664	74.17%	55,731,836	73.21%	56,346,028	73.73%	56,689,768	73.98%	57,110,495	72.99%	\$2,607,831	521,566	0.94%
Overlay	977,553	1.33%	978,566	1.29%	1,001,675	1.31%	1,003,833	1.31%	1,024,984	1.31%	\$2,007,831	9,486	0.94%
Total Property Tax Levy	\$73,481,611		\$76,125,309		\$76,422,435		\$76,628,505	100.00%	\$78,243,068	1.31%	\$4,761,457	\$952,291	1.27%
Increase Over Prior Year	\$2,159,818	3.03%	\$2,643,698	3.60%	\$297,126	0.39%	\$503,196	0.66%	\$1,614,563	2.11%	\$4,701,457	3332,231	1.27%
	72,133,618	3.03/	92,043,036	3.00%	9231,120	0.33/0	7303,130	0.00/6	71,014,303	2.11/0			
Tax Rate Distribution	40	24 244	40	25 222	45.5-	25.255	40.5-	25 252	40.5-	26.244	No. 1. EV 2042 COLL C. III	talbant at	
Municipal Share	\$3.89	24.81%	\$3.73	25.80%	\$3.65	25.26%	\$3.62	25.05%	\$2.85	26.04%	Note: FY 2010-2011 Statist		
School Share	11.79	75.19%	10.72	74.20%	\$10.80	74.74%	\$10.83	74.95%	\$8.10	73.96%	Note: FY 2013-2014 Full Re		
Total Property Tax Rate	\$15.68	100.00%		100.00%	·	100.00%	\$14.45	100.00%	\$10.95	100.00%	Note: FY 2016-2017 Statist		
Tax Rate Increase (Decrease)	\$0.37	2.43%	(\$1.23)	-7.84%	\$0.00	0.00%	\$0.00	0.00%	(\$3.50)	-24.22%	Note: FY 2019-2020 Statist	tical Revaluation	

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
55 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%
	1990	2000	2019
Median Household Income	\$36,481	\$56,325	\$89,91
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%

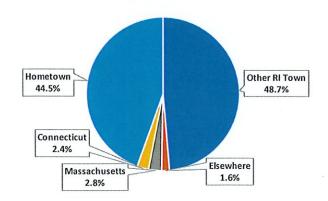
- South Kingstown's total population grew by 13.4
 percent during the 1990's, with the addition of
 3,290 people. Between 2000 and 2019, South
 Kingstown added another 2,731 (+9.8%)
 residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) 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 2020 and 2021, employment in South Kingstown increased by 343 (+2.7%) jobs.
 Private sector employers reported a gain of 370 (+4.0%) jobs, while public sector employment fell by 28 (-0.8%) jobs. In comparison, statewide total employment grew by 19,254 (+5.0%) 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	2019	2020	2021
Total Private & Government	14,012	12,817	13,160
Total Private Only	10,395	9,240	9,610
Government	3,617	3,578	3,550
Health Care & Social Assistance	3,072	2,840	2,888
Accommodation & Food Services	1,600	1,292	1,484
Retail Trade	1,244	1,145	1,220
Construction	459	495	548
Other Services	610	484	508
Manufacturing	567	526	426
Wholesale Trade	509	460	419
Professional & Technical Services	374	370	398
Educational Services	379	356	362
Administrative Support & Waste Mngmnt.	343	318	334
Finance & Insurance	342	321	270
Arts, Entertainment, & Recreation	231	159	210
Real Estate & Rental & Leasing	239	138	181
Information	125	109	109
Transportation & Warehousing	141	83	105
Agriculture, Forestry, Fishing & Hunting	110	94	94
Management of Companies & Enterprises	21	21	28
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:		0.20/
Speak Spanish Speak Other Indo-European	0.1%	0.3%
Speak Asian/Pacific Islander	0.1%	
Speak Other Languages		0.0%

Where South Kingstown Residents Work, 2015





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

TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029

TO: THE HONORABLE TOWN COUNCIL FROM: JAMES MANNI, TOWN MANAGER

RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE

FISCAL PERIOD 2023-2024 THROUGH 2028-2029

DATE: DECEMBER 1, 2022

One of the primary obligations of local government is to provide and maintain Town infrastructure such as roads, public safety equipment, recreation facilities and school facilities. The Proposed Capital Budget and Capital Improvement Program for the Fiscal Period 2023-2024 through 2028-2029 is designed to meet the Town government's commitment to the residents and taxpayers of South Kingstown by balancing infrastructure needs with the Town's ability to pay. This year's CIP proposes an increase in tax-funded projects during the 2023-2024 fiscal year and no increase in long-term debt over what was adopted by the Town Council last year.

This document is presented as required by the Capital Improvement Program and Capital Budget Ordinance adopted by the Town Council in 1990. The ordinance is reproduced in its entirety in the Introduction section, beginning on page 1 - 5. For three decades, South Kingstown's capital improvement plans have facilitated the maintenance and expansion of the town's physical infrastructure to support the values and objectives of the community. This year's proposed plan continues the long tradition of fiscal restraint and programmatic innovation.

Capital Improvement Program Overview

The purpose of a Capital Improvement Program (CIP) is to ease the burden of spending on costly infrastructure improvements and equipment which will be needed in the future. Funding is set aside over time so that there are savings to be allocated when the time comes to make large purchases. The CIP also summarizes the Town's plans to pay for critical projects using credit when necessary or advantageous to the town and its taxpayers.

The CIP is a comprehensive six-year plan that proposes \$9,436,085 in direct-revenue spending and an estimated \$140,000,000 in proposed school debt-funded purchases. The majority of the proposed capital expenditures are associated with improving transportation infrastructure, including the repaving of roads, rehabilitation of recreational facilities, and school infrastructure improvements. The largest item included in this plan is the replacement and/or renovation of the Town of South Kingstown's High School. This capital item is still under review and consideration by the Town's School Building Committee at the time this document went to print.

It is important to remember that the CIP is a planning document. Each year, as circumstances change, the program is modified to reflect priority needs and market conditions.

Changes from Last Year's Plan

Capital Budget Increase

The first year of the CIP is referred to as the *Capital Budget* or the "Pay As You Go" portion of the *Capital Plan* because it represents that part of the plan that must be funded from tax revenues in the operating budget under consideration for the next fiscal year. A *Capital Budget* for FY 2023-2024 of \$1,898,125 is proposed, which is \$91,625 (5.07%) greater than was approved for capital expenses in FY2022-2023.

Budget Message, continued



Strategic Public Borrowing

There is no new bonded debt proposed for the FY2023-2024 capital plan. This plan is based on a level recommendation in the estimated cost of the School Department's long term school facilities program requirements which reflects placeholders for expected future bonding.

The Town Council appointed a new School Building Committee based on a request and recommendations from the School Committee to undertake the planning and supervision of the school facility improvements in accordance with Rhode Island Department of Education's rules and regulations. The School Building Committee and the Educational Facilities Master Planner (Studio JAED) are in the process of developing a Stage II application for school building projects. All proposed projects listed in the Capital Improvement Program are subject to change based on the outcome of the Stage II submission.

In terms of future borrowing, South Kingstown will continue to protect its longstanding, strong credit rating. Community and market circumstances are carefully considered before making any recommendation. Interest rates continue to remain favorable with municipalities successfully offering general obligation bonds at below 4.50% per year. However, it is important to bear in mind that future construction costs may be adversely impacted by current market conditions and the potential for prolonged supply chain issues as a result of the Covid-19 pandemic. Interest rates have been on the rise in 2022 as the Federal Reserve attempts to slow inflation.

Allocation of Real Estate Conveyance Tax Revenues

Nearly one-third of the entire land area of South Kingstown is deed-restricted open space providing residents access to some of the best public lands in Southern New England. The conservation of land has reduced the number of parcels available to accommodate housing and commercial development. As real estate has become scarcer and home prices have risen dramatically over the last 18 months, there remains a shortage of affordable housing.

In FY2020 a portion of the real estate conveyance tax revenue was redirected to the Affordable Housing Trust Fund to support projects that assist in the creation and preservation of affordable housing units. A municipal Affordable Housing Trust Fund was created in 2008. The balance in the Housing Trust Fund as June 30, 2022 is approximately \$117,154. These funds will be made available to support projects on the ground during calendar year 2024. The continued capitalization of the Housing Trust Fund, at the same rate as established in the current year, is proposed.

Additionally, beginning in fiscal year 2022, revenue projections associated with the real estate conveyance tax, were adjusted up from \$300,000 annually to \$310,000. Despite the impacts of the COVID-19 pandemic, this projection is expected to remain level for FY2024, as it had in FY2023.

The adjustment in real estate conveyance tax allowed the establishment in 2020 of a dedicated account to support village infrastructure improvements and to use the surplus revenues to capitalize that account. The objective of the program is to provide matching grant opportunities to neighborhood associations and nonprofit organizations that have identified infrastructure projects that meet the capital investment standards for Town-initiated projects. It is anticipated that the account will end the current fiscal year with sufficient funds to be begin providing dollar-for-dollar matching funds for projects like bicycle-rack installations, traffic calming devices, lighting improvements, stonewall restorations, rain gardens and tree plantings. The continuation of this program will help achieve the Council's goals of improving South Kingstown's villages and preserving our open spaces.



Summary of Changes

The list below provides a summary of the changes proposed for the six-year CIP program, as compared to the current year adopted plan. Of the seven elements of this CIP the following adjustments are proposed:

- Increase in the total projected cost of the six-year program of \$53,775,819 over the prior year's adopted estimate of \$121,461,285. The total cost of the CIP over the next six years is now estimated to be \$175,198,104
- General Fund Pay-As-You-Go funding for FY 2023-2024 is proposed at \$1,898,125
- Increase in School Department 6-year funding from \$103,765,197 to \$163,103,342

Summary of Long Term Debt Management Approach

Bonded Debt Level Position

The first element of the Long Term Debt Management section provides documentation of the Municipal Debt Level over the past six-year period, details the planned repayment schedule for all existing municipal debt requirements, and all future debt obligations within the proposed six year CIP. Careful consideration and review of this information is warranted because conclusions drawn from this data will serve as the foundation for the Town's future long-term CIP.

Long Term Financial Program

The second element of the Long Term Debt Management section presents a detailed project cost and revenue summary for all planned capital projects. This CIP planning program documents twenty-three (23) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$175,880,632

Projected Debt Service Schedules

The third element of the Long Term Debt Management section provides projected Debt Service Schedules proposed for the retirement of debt for all programs presented within the six year CIP program. As noted above, the Proposed CIP will require the sale of additional municipal general obligation bonds for primarily for school improvements. The future bonding sale schedule, inclusive of estimated funding for a major school facilities project, is shown below:

Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$132,670,000	TBD
State Pay-Go Funding	7,330,000	
Total FY 2026-2027	\$140,000,000	
Total New Debt	\$140,000,000	

Fair Share Development Fees

The final element of the Long Term Debt Management section provides the basis for determination of the amount of Fair Share Development Fees. Fees associated with School Facilities were suspended as of June 30, 2017. While unassigned Funds forecast to be held in the Fair Share Fund at this time should be sufficient to meet remaining debt service payments associated with the development of Green Hill Park, the planned acceleration of improvements at Old Mountain Field, the Town Beach and Marina Park, combined with anticipated improvements of the Noyes Farm property, and other Town-owned facilities, necessitates continuing the collection of fair share fees. It is proposed that recreation fair share fees be continued for the duration of the CIP six-year period;

but the fund balance and the project debt service requirements will be monitored and a recommendation to suspend the fees within the six-year period may be considered.

Summary of Short-term and Long-term Expenditure Elements

Annual Funding Element

The proposed Annual Funding element summarizes the projected costs of all capital projects and programs scheduled during the next six years, to be funded annually on a Pay As You Go basis.

For the FY 2023-2024 General Fund's Capital Budget, funding in the amount of \$1,898,125 is proposed, reflecting a \$91,625 increase over the current year appropriation. This capital program needs statement will be further evaluated during development of the General Fund operating budget, at which time financial information pertaining to funding availability will also be evaluated.

Capital projects associated with the Senior Services Program are proposed in the amount of \$75,000 for FY 2023-2024, down from \$89,000 in FY 2022-2023.

Significant building improvements associated with the Neighborhood Guild in the amount of \$1,200,000 are slated for this Capital Improvement Plan. This project had been delayed due to COVID-19 and then due to staffing & supply chain shortages.

The proposed FY 2023-2024 Water Enterprise Fund capital budget seeks financial support in the amount of \$128,000. All costs associated with the Water Enterprise Fund are paid through revenues generated from system users or retained earnings held in the Water Enterprise Fund.

Funding in the amount of \$340,000 is proposed for the Wastewater Enterprise Fund's FY 2023-2024 capital budget, in order to meet the cost of replacing major equipment components needed for the proper operation of our pump stations and treatment facility. Revenues to pay for all capital expenditures will be generated from the users of the Wastewater system, as well as the Town's regional partners, the Town of Narragansett and the University of Rhode Island.

The School Department's proposed FY 2023-2024 capital budget for the School Fund is presented in the amount of \$827,088. This proposed spending plan is \$205,502 more than the current year appropriation. It should be noted that capital request of the school department does not have a corresponding funding source.

A summary of the Town Manager's Proposed FY 2023-2024 Capital Budget as detailed within the Annual Funding Element of the CIP is presented on the following page.



	2022-2023	2023-2024	Increase
Capital Budget Program	Adopted	Proposed	(Decrease)
General Fund (101)	\$1,806,500	\$1,898,125	\$91,625
Senior Services Fund (304)	89,000	75,000	(14,000)
Neighborhood Guild (306)	1,100,000	1,200,000	100,000
Water Enterprise Fund (702)	307,000	128,000	(179,000)
Wastewater Enterprise Fund (704)	385,000	340,000	(45,000)
School Fund (400)	621,586	827,088	205,502
TOTAL Capital Budget Program	\$4,309,086	\$4,468,213	\$159,127

Long Range Program Element: The proposed Long Range Program Element of the CIP includes all projects and programs scheduled over the next six year CIP term that will be funded through municipal bonds, property taxes, unassigned fund balances and other identified revenue sources. The chart entitled Six-Year Major Projects Element found on page 3 - 9 of this document provides a program summary. The projects within the proposed CIP's long term program are explained in detail within the fourth tab of this document titled Long Term Program Descriptions.

Combined Long Range and Short Range Program Table: The combined cost of both the Annual Funding and the Long Range Program elements for the proposed six year Capital Improvement Program is summarized below.

	2022-2023	2023-2024	
	Adopted	Proposed	Increase
Capital Improvement Program	6-Year Plan	6-Year Plan	(Decrease)
General Fund (101)	\$11,814,470	\$14,338,086	\$2,523,616
Senior Services Fund (304)	329,000	280,000	(49,000)
Water Enterprise Fund (702)	966,000	1,004,000	38,000
Wastewater Enterprise Fund (704)	2,249,000	1,999,000	(250,000)
School Fund (400)	11,295,235	23,103,342	11,808,107
Annual Funding Element	26,653,705	41,924,428	15,270,723
Bonding Program Element	121,461,285	175,198,104	53,736,819
Total Capital Improvement Program	\$148,114,991	\$217,122,532	\$69,007,541
Less Pay As You Go Transfers	(\$7,436,470)	(\$8,676,086)	(\$1,239,616)
Total Capital Improvement Program	\$140,678,521	\$208,446,446	\$67,767,925

Major Projects of Interest

Transportation Infrastructure Improvements

A total of \$4,365,086 is proposed for road and transportation improvements over the next six years. The transportation improvements proposed in the six-year period will come through the annual expenditure program, with the exception of remaining funds available from the November 3, 2020 road improvement bond issuance, in the amount of \$3,850,000. The bond-funded projects include \$3.5M to construct a seawall to protect Matunuck Beach Road from catastrophic erosion and to accelerate the Town's repaving program on town roads throughout town. As approved by the Town Council, \$350,000 in bond-funding will support community-wide traffic signage and bicycle/pedestrian safety infrastructure improvements.



In late spring 2018, the Town finished the first phase of the Matunuck Beach Road protection seawall. In November 2019 the Town's application for the second phase of the seawall was approved by the Rhode Island Coastal Resources Management Council (CRMC). The Town awarded a contract for construction of phase II in November 2021 and work is nearing completion on this project at the time this document went to print.

Public Safety Radio Program

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

Currently the Town's public safety personnel use five different radio systems that do not always communicate with each other. With a new system we will have 100% interoperability with each department of the Town. It is anticipated that the new unified program will be built around the 400MHz system currently used by the Fire Districts. In recent years, patrol officers have experienced coverage problems in the field with the 800MHz State-owned system. Local experience with the 400MHz frequency has demonstrated greater reliability and better signal penetration into buildings throughout the community. The South Kingstown Communication Consortium has published a Request for Proposals for a consultant to oversee the licensing and buildout of the new system.

The Town will own each component of the new system and will be able to plan for its long-term maintenance and improvement. The Town will continue to use the 800MHz State- owned system for mutual aid communication. The total cost of the town-wide system project has been estimated by an independent consultant to be approximately \$2.8 million. The Town will be responsible for covering 75% of the cost of the system, with the two independent taxing-authority fire districts covering the remaining 25%. Last year's CIP included \$2.2M in bonding to fund the Town's cost, which has since been issued.

School Department Proposed Capital Program

The School District is anticipating the closure of Curtis Corner Middle School at the end of the 2022/23 school year. All proposed projects beyond 2023-24 are based on Studio JAED's facility assessment included within the Stage I application and additional needs based on prior facility assessments and are subject to change based on development of a Master Facility Plan.

The estimated cost of the School Department's school facilities program requirements is \$140,000,000 and reflects a placeholder in FY 2025-2026 for anticipated future bonding. It is fully expected that the Town's long term CIP will need to be adjusted or redefined as the District and the Town continue to work with the State to implement an effective school improvement program.

Emergency Services Facilities

The increase in need for expanded Emergency Services in the form of personnel and infrastructure has become apparent over the last five years. In recent years the EMS department has expanded services by adding additional staff and expanding the second ambulance service from a 12-hour shift to a 24 hour shift. The demand for EMS services in areas of Town where average response times exceed the acceptable industry standard substantiates the Department's long-term plan to increase the number of EMS vehicles and associated staffing from two to three ambulances.

Budget Message, continued

To further address the increased demand and excessive response times, the Town is currently exploring options for construction of a third EMS station in the Southern region of Town where the year-round population has increased, and the emergency response times are highest. While funding for construction of a new EMS station is not reflected in this CIP program, it is important to note that this project is under consideration. The Town has a signed purchase and sale agreement with the South County Land Trust for a parcel of land on Ministerial Road. The authorized sale price of \$10,000 is contingent upon full due diligence by the Town including public engagement, site suitability review, and permitting of the proposed facility at the site. Funds totaling \$1,100,000 have been designated for the construction of the project through American Rescue Act funds.

Capital Improvement Program Issues of Concern

- School Department Projects scheduled beyond the 2023-2024 fiscal year are based upon an inhouse assessment and have not been certified for State Housing Aid. The district's facilities plan has taken on a few iterations and has been the source of many deep discussions, however the vision and commitment to the future ready core for our children has remained the same. The School Department has expressed its commitment to creating a master plan that will be the basis for preparation and development of Stage I and II facilities funding applications to RIDE in 2023.
- The continued short and long-term impacts of the Covid-19 pandemic could continue to present challenges related to construction costs, supply chain issues and labor shortages. Projected budget estimates within this document are subject to increased fluctuation due to these uncertainties.
- It is difficult to predict whether the recent spike in inflation will extend into the next two years and further impact limited resources for addressing capital improvement needs.

Budget Message, continued



In Closing

This proposed Capital Improvement Program for the Fiscal Period 2023-2024 through 2028-2029 is the result of extensive analyses conducted by the entire management team. It represents the administrative leadership team's best efforts to identify and anticipate the community needs over the next six years. Now, the Town Council must evaluate the program proposed for the fiscal period FY 2023-2024 through 2028-2029 to determine whether all identified community needs have been addressed.

Like all Capital Improvement Programs, this is a dynamic document. The CIP, as presented, will change as the needs of the Town evolve, and as major future projects go into construction.

I would like to thank the Town's Department Directors for their assistance and cooperation in the preparation of this document. My sincere thanks to Brian Silvia, the Finance Director & Rose Bouchard, the Deputy Finance Director, for their efforts in preparing this important planning document.

I, along with the Department Directors, look forward to the opportunity to discuss the proposed Capital Budget and Capital Improvement Program with the Town Council and members of the community.

James Manni Town Manager



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TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029

Overview of Long Term Debt Management



Objective

This section is intended to provide detailed financial data relative to the Town's long-term debt management program. Of particular importance within this analysis is the documentation of the Town's ability to plan for and finance major public improvements in a cost effective manner.

Summary of Elements

The Long Term Debt Management section of the Capital Improvement Program (CIP) is presented in four elements, as summarized below.

BONDED DEBT LEVEL POSITION

The first element of the CIP's Long Term Debt Management section presents a series of graphs that document:

- the Town's bonded debt level over the past six years;
- the Town's debt levels over the next seven years, if no additional debt is issued by the Town;
- a listing of all proposed projects incorporated into the proposed Capital Improvement Program which require the issuance of new debt; and
- the Town's projected bonded debt level after issuance of new bonds proposed in the six-year CIP.

LONG TERM FINANCIAL PROGRAM

The second element of the CIP's Long Term Debt Management section provides a six-year summary of all proposed major capital projects and programs. This presentation identifies estimated program costs, sources of revenue, and a bonding schedule to meet these planned expenditures.

PROJECTED DEBT SERVICE SCHEDULES

The third element of the CIP's *Long Term Debt Management* section presents detailed financial information relative to existing debt levels and required debt repayment schedules. This element also provides a narrative description of non-property tax revenues that offset a portion of debt service costs. To provide context to this discussion additional information relative to credit industry benchmarks associated with prudent debt program management practices are also presented.

This element also presents projected debt repayment schedules in order to clearly document the financial impact that implementation of the proposed Capital Improvement Program will have on the debt service payments, debt levels, and the relationship of debt to the municipal property tax rate, tax base, and the community's per capita income and population.

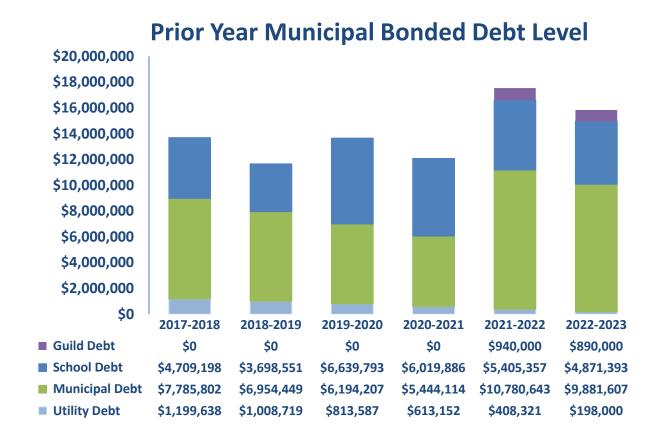
FAIR SHARE DEVELOPMENT FEES

The fourth element of the CIP's Long Term Debt Management section is a detailed discussion of the proposed funding levels for Fair Share Development Fees. Annual review and adoption of a Fair Share Development Fees Schedule is a required component of the Capital Improvement Program's development and adoption process. It is noted that the proposed CIP includes the continued suspension of Education-Related Fair Share Fees (suspension in effect since July 1, 2017). The collection of Recreational and Open Space Fair Share Fees is proposed to continue for the duration of the CIP six-year period.

The first element of the Capital Improvement Program's *Long Term Debt Management* section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

Prior Year Bonded Debt Level

The chart below documents the Town's bonded debt level over the last six fiscal years. The Town's debt level was reported at \$13,694,638 on June 30, 2018, while as of June 30, 2023 the Town's bonded debt level will rise to \$15,841,000, an increase of \$2,146,362, or 15.67% from the FY 2017-2018 level.





Projected Bonded Debt Level with No Additional Bonding

The chart below documents the Town's projected bonded debt level over the next six-year term of the CIP July 1, 2023 through June 30, 2029. This chart documents only existing municipal bonded debt, should no additional debt be incurred during this six-year timeframe. The Town's debt level as of June 30, 2023 is projected at \$15,841,000. Over the next six years, \$6,856,000 equating to 43.30% of the Town's bonded debt will be retired, by June 30, 2029. The Town's outstanding debt as of June 30, 2029, assuming no additional debt is incurred subsequent to June 30, 2024, is estimated at \$8,985,000.

Existing Muncipal Debt Level



Planned Capital Project Bonding

While the chart above shows the projected debt level if no additional bonding were to occur, the proposed six-year FY 2023-2024 through FY 2028-2029 CIP includes several projects that will require the issuance of General Obligation Bonds. In FY 2025-2026 the Town anticipates issuing \$140,000,000 for school related projects that may occur, pending approval by the School Committee and Town Council and voter approval from a referendum question. The 6-year term of the CIP is planned as follows:

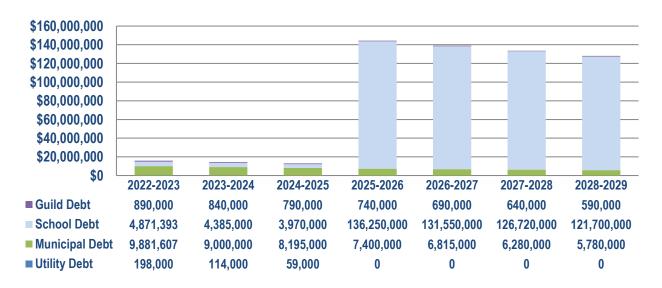
Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$132,670,000	TBD
State Pay-Go Funding	7,330,000	
Total FY 2026-2027	\$140,000,000	
Total New Debt	\$140,000,000	



Projected Bonded Debt Level

Implementation of the proposed FY 2023-2024 through FY 2028-2029 Capital Improvement Program will require the Town to incur an additional \$132,670,000 in long-term general obligation bonds over the next six years. During this term, the Town's Projected Bonded Debt Level is expected to increase. The Town plans to incur new debt as proposed within this document provided the voters approve referendum question requesting authorization to potentially fund \$132,670 million dollars of school facility improvements. The Town's projected outstanding debt level as of June 30, 2029 would be \$114,973,100 which equates to \$100,220,100 more than the debt level as of June 30, 2023.

Projected Bonded Debt Level (Inclusive of \$132.6 Million in New Debt)



Detailed Bonded Debt Level Schedules

The debt level schedules presented on the following pages provide an additional level of detail specific to the information discussed above.

- OUTSTANDING DEBT LEVEL: The first schedule, shown on page 3 5, documents projected municipal debt levels, should no additional bonds be issued subsequent to June 30, 2023.
- FUTURE DEBT LOADING: The second schedule, shown on page 3 6, projects the Town issuing \$132.6 million projected for fiscal year 2025-2026. Included within the projected school bond issuance is an estimated pay-as-you-go funding from the State totaling \$7.3 million. The school facilities improvements are contingent upon voter approval of a School Committee and RIDE approved long-term project that potentially authorizes \$140 million at a date to be determined by the Town Council.
- ALL MUNICIPAL DEBT LEVEL SUMMARY: The third schedule, shown on page 3 7, provides a proposed combined Debt Level Summary that includes both the Outstanding Debt Level and Future Debt Loading.

OUTSTANDING DEBT LEVEL								
Bond Name	Issue Date	June 30, 2023	June 30, 2024	June 30, 2025	June 30, 2026	June 30, 2027	June 30, 2028	June 30, 2029
Town Debt		_	į.	į.			_	
Town Bond 2012	11/13/12	\$76,607	\$0	\$0	\$0	\$0	\$0	\$0
Town Bond 2015	04/21/15	815,000	560,000	305,000	50,000	0	0	0
Town Bond 2017 Rec Center	08/30/17	3,035,000	2,830,000	2,625,000	2,420,000	2,220,000	2,020,000	1,820,000
Town Bond 2017 Transportation	08/30/17	185,000	145,000	105,000	70,000	35,000	0	0
Town Bond 2022	03/03/22	5,770,000	5,465,000	5,160,000	4,860,000	4,560,000	4,260,000	3,960,000
Subtotal Town Debt		\$9,881,607	\$9,000,000	\$8,195,000	\$7,400,000	\$6,815,000	\$6,280,000	\$5,780,000
School Debt								
School Bond 2010	05/01/10	\$420,000	\$360,000	\$300,000	\$240,000	\$180,000	\$120,000	\$60,000
School Bond 2012	11/13/12	66,393	0	0	0	0	0	0
School Bond 2015	04/21/15	360,000	245,000	135,000	50,000	0	0	0
School Bond 2017	08/01/17	730,000	680,000	630,000	580,000	530,000	480,000	430,000
School Bond 2020	05/12/20	3,295,000	3,100,000	2,905,000	2,710,000	2,515,000	2,320,000	2,125,000
Subtotal School Debt		\$4,871,393	\$4,385,000	\$3,970,000	\$3,580,000	\$3,225,000	\$2,920,000	\$2,615,000
Guild Debt								
\$940K Guild Bond 2022	03/03/22	\$890,000	\$840,000	\$790,000	\$740,000	\$690,000	\$640,000	\$590,000
Subtotal Guild Debt		\$890,000	\$840,000	\$790,000	\$740,000	\$690,000	\$640,000	\$590,000
Wastewater Debt								
\$0.5M Diane Drive Sewers	11/13/03	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Wastewater Debt		\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Solid Waste Debt								
\$2.0M Rose Hill Superfund	09/13/02	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0.95M West Kingston Superfund	11/22/05	168,000	114,000	59,000	0	0	0	0
Subtotal Solid Waste Debt		\$168,000	\$114,000	\$59,000	\$0	\$0	\$0	\$0
Total Municipal Debt		\$15,841,000	\$14,339,000	\$13,014,000	\$11,720,000	\$10,730,000	\$9,840,000	\$8,985,000
General Fund Debt		\$14,753,000	\$13,385,000	\$12,165,000	\$10,980,000	\$10,040,000	\$9,200,000	\$8,395,000

		FUTURE [DEBT LOADING				
	June 30, 2023	June 30, 2024	June 30, 2025	June 30, 2026	June 30, 2027	June 30, 2028	June 30, 2029
School Related General Obligation Bonds							
General School Building Improvements							
Referendum TBD	\$0	\$0	\$0	132,670,000	128,325,000	123,800,000	119,085,000
Subtotal Planned School Debt	\$0	\$0	\$0	\$132,670,000	\$128,325,000	\$123,800,000	\$119,085,000
Total Planned Future Debt	\$0	\$0	\$0	\$132,670,000	\$128,325,000	\$123,800,000	\$119,085,000
Existing Bonded Debt Level	\$15,841,000	\$14,339,000	\$13,014,000	\$11,720,000	\$10,730,000	\$9,840,000	\$8,985,000
PROJECTED BONDED DEBT LEVEL	\$15,841,000	\$14,339,000	\$13,014,000	\$144,390,000	\$139,055,000	\$133,640,000	\$128,070,000
BONDS ISSUED	June 30, 2023	June 30, 2024	June 30, 2025	June 30, 2026	June 30, 2027	June 30, 2028	June 30, 2029
Proposed New Guild Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proposed New Municipal Debt	0	0	0	0	0	0	0
Proposed New School Debt	0	0	0	132,670,000	128,325,000	123,800,000	119,085,000
Existing Overall Debt	15,841,000	14,339,000	13,014,000	11,720,000	10,730,000	9,840,000	8,985,000
Projected Combined Debt Level	\$15,841,000	\$14,339,000	\$13,014,000	\$144,390,000	\$139,055,000	\$133,640,000	\$128,070,000

	ALL	MUNICIPAL I	DEBT SUMMA	ARY			
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Municipal Debt Level	\$9,881,607	\$9,000,000	\$8,195,000	\$7,400,000	\$6,815,000	\$6,280,000	\$5,780,000
School Debt Level	4,871,393	4,385,000	3,970,000	3,580,000	3,225,000	2,920,000	2,615,000
Guild Debt Level	890,000	840,000	790,000	740,000	690,000	640,000	590,000
Utilities Debt Level	198,000	114,000	59,000	0	0	0	0
Total Bonded Debt Level	\$15,841,000	\$14,339,000	\$13,014,000	\$11,720,000	\$10,730,000	\$9,840,000	\$8,985,000
Planned Municipal Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planned School Debt	0	0	0	132,670,000	128,325,000	123,800,000	119,085,000
Planned Guild Debt	0	0	0	0	0	0	0
Total Planned New Debt	\$0	\$0	\$0	\$132,670,000	\$128,325,000	\$123,800,000	\$119,085,000
Projected Gross Debt Level	\$15,841,000	\$14,339,000	\$13,014,000	\$144,390,000	\$139,055,000	\$133,640,000	\$128,070,000
Non Property Tax Related Debt							
Less School Debt Reimbursement	\$0	\$0	\$3,240,342	\$3,239,561	\$3,238,632	\$3,239,821	\$3,238,195
Less Neighborhood Guild Reimbursement	890,000	840,000	790,000	740,000	690,000	640,000	590,000
Projected Net Debt Level	\$14,951,000	\$13,499,000	\$8,983,658	\$140,410,439	\$135,126,368	\$129,760,179	\$124,241,805
Gross Bonded Debt Per Capita	\$497	\$448	\$405	\$4,466	\$4,280	\$4,092	\$3,902
Net Bonded Debt Per Capita	\$469	\$422	\$279	\$4,343	\$4,159	\$3,974	\$3,786
Gross Per Capita Debt as a % of Per Capita Income	1.16%	1.03%	0.91%	9.83%	9.24%	8.66%	8.09%
Net Per Capita Debt as a % of Per Capita Income	1.10%	0.97%	0.63%	9.56%	8.97%	8.41%	7.85%
Gross Bonded Debt as a % of Taxable Property Base	0.23%	0.21%	0.19%	2.05%	1.95%	1.86%	1.76%
Net Bonded Debt as a % of Taxable Property Base	0.22%	0.20%	0.13%	1.99%	1.90%	1.80%	1.71%
Per Capita Income 2020 (ACS) + 2.0% Annual Growth*	\$42,811	\$43,667	\$44,541	\$45,432	\$46,340	\$47,267	\$48,212
Taxable Property Base 1.0% Annual Growth	\$6,843,369,488	\$6,911,803,183	\$6,980,921,215	\$7,050,730,427	\$7,121,237,731	\$7,192,450,108	\$7,264,374,610
Property Tax Levy 3.0% Annual Growth	\$76,790,689	\$79,094,410	\$81,467,242	\$83,911,259	\$86,428,597	\$89,021,455	\$91,692,099
Net Revenues - General Fund 3.0% Growth	\$87,800,691	\$90,434,712	\$93,147,753	\$95,942,186	\$98,820,451	\$101,785,065	\$104,838,617
Population + 0.05 % Annual Growth	31,851	32,010	32,170	32,331	32,493	32,655	32,819

^{*2015-2019} American Community Survey 5-Year Estimates

The second element of the Capital Improvement Program's Long Term Debt Management section provides a six-year summary of all proposed major capital projects and programs, including identifying estimated program costs, sources of revenue, and a bonding schedule to meet these planned expenditures.

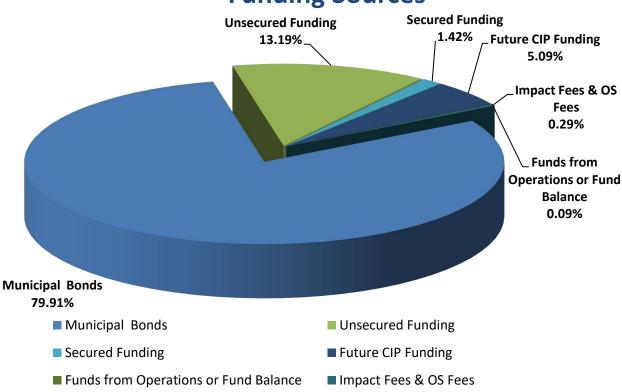
Summary of Proposed Capital Projects & Programs

In the preparation of this budget document, a comprehensive review was conducted of all municipal, utility and school related capital needs, which are either presently under development or proposed for completion within the next six years. A chart providing a summary of all capital projects and programs that are actively being considered for implementation or are currently under development, as well as the estimated cost to complete each project and potential funding sources is provided on the following page, 3 - 9. Also included in this section is a narrative description of third party revenue sources that are anticipated to be used to pay down projected debt service costs.

Summary of Funding Sources

The projected cost of completing all noted projects listed in the CIP six-year program is \$175,198,104. The chart below provides a summary of the funding sources for the proposed projects.

Capital Improvement Program Funding Sources



Program Type	Adopted 6-Year Program	Proposed 6- Year Program	Municipal Bonds	Undefined Funding Sources	Secured and Available Funds	Future CIP Income	Funds from Fund Balance or Oper. Trans.	Municipal Impact Fees Open Space Fees
<u>Leisure Services Program</u>								
Open Space Acquisition Program	\$225,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$225,00
Town Affordable Housing	225,000	225,000	0	0	0	0	0	225,00
Village Infrastructure	60,000	60,000	0	0	0	0	0	60,00
Saugatucket Park Improvements	100,000	100,000	0	0	0	100,000	0	
Neighborhood Guild Renovations	1,125,000	1,200,000	0	0	1,200,000	0	0	(
Marina Park Improvements	335,101	0	0	0	0	0	0	(
Town Beach Improvement Program	285,000	399,000	0	0	249,000	150,000	0	(
Old Mountain Field Renovation	610,000	890,000	0	0	630,000	260,000	0	
Harbor Patrol - Equipment Replacement	0	200,000	0	0	80,000	120,000	0	(
Senior Services Program	250,000	280,000	0	0	0	280,000	0	
Leisure Services Program Total	\$3,215,101	\$3,579,000	\$0	\$0	\$2,159,000	\$910,000	\$0	\$510,000
General Municipal Programs								
Information Technology Program	\$323,200	\$410,000	\$0	\$0	\$0	\$460,000	(50,000)	\$(
Planning Program	270,000	240,000	0	0	0	240,000	0	
Administrative Services Program	0	40,000	0	0	0	40,000	0	
Library Program	35,000	320,000	0	0	25,000	295,000	0	
Property Revaluation Program	939,176	577,900	0	0	310,740	635,000	(367,840)	(
Public Works Improvement Program	8,910,070	4,571,862	0	0	0	3,990,085	581,777	(
Police Department Program	530,000	1,350,000	0	0	0	1,350,000	0	(
Infrastructure-Analog UHF Radio System	2,200,000	0	0	0	0	0	0	
Emergency Medical Program	582,000	300,000	0	0	0	300,000	0	(
Communications Department	182,000	221,000	0	0	0	221,000	0	(
Town Hall Improvement Program	520,500	455,000	0	0	0	455,000	0	(
South Road School Building	0	30,000				30,000	0	(
General Municipal Program Total	\$14,491,946	\$8,515,762	\$0	\$0	\$335,740	\$8,016,085	\$163,937	\$(
School Department Programs	. , ,	. , ,			. ,	. , ,	. ,	
General Building Renovations, Technology, & District-Wide Projects	\$95,789,600	\$163,103,342	\$140,000,000	\$23,103,342	\$0	\$0	\$0	\$(
School Department Program Total	\$95,789,600	\$163,103,342	\$140,000,000	\$23,103,342	\$0	\$0	\$0	\$(
Utility Programs	, , ,							
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Kingston Force Main Replacement	1,000,000	0	0	0	0	0	0	7
Utility Program Total	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$(
TOTAL Six Year Program	\$114,496,647	\$175,198,104	\$140,000,000	\$23,103,342	\$2,494,740	\$8,926,085	\$163,937	\$510.000



Third Party Revenue Sources

The development of the proposed debt loading structure is based on a detailed review of individual project urgency, municipal borrowing capacity, and an evaluation of non-property tax financial resources. A critical consideration in the development of the debt schedule is the identification of third-party revenue sources. Without these non-property tax-generated revenues, the planned debt-loading schedule may need to be restructured. A summary of the third-party revenues considered for incorporation into the debt schedule, and those currently in use to pay down debt service costs, is presented below.

STATE SCHOOL HOUSING AID

The State, by statute, reimburses a municipality for 30% of the principal and interest costs associated with the borrowing of funds for the renovation, construction, or expansion of school facilities for all bonds issued prior to July 1, 2010. The current minimum state share ratio for Housing Aid, established in 2012, is 35% of all approved project and borrowing costs incurred after 2010. The School Department has Rhode Island Department of Education (RIDE) approval for projects referenced for completion during the first year of the CIP. All projects scheduled in the final five years of the six-year program will be required to obtain RIDE authorization to be eligible for State School Housing Aid. Should RIDE revise eligibility guidelines or reduce funding share ratios reevaluation of the presented School Facilities Improvement Plan will be required. As of the development of this document, the School Department has not submitted a Stage 1 – Preliminary Approval of a School Facilities Project Application. For illustrative purposes, all revenue and expenses for major facilities improvements are based on estimates provided by the School Department at dates to be determined. Also, the funding share ratio approved by RIDE is assumed to be 35% when calculating reimbursement for future school construction projects

FAIR SHARE DEVELOPMENT FEES

Fair Share Development Fees are collected on new residential construction and are incorporated into the proposed debt service schedule. These funds are used to lessen the impact of debt service payments on the property tax rate.

There are two specific and independent purposes for the collection of Fair Share Development Fees:

- **EDUCATIONAL:** These fees are used to offset debt service requirements related to the cost of school facilities expansion necessary to meet needs of new residents.
- **RECREATIONAL:** These fees are used for meeting municipal costs associated with the purchase and development of new recreational facilities, or the expansion of existing facilities.

Fair Share Development Fees are assessed for all new residential construction within Town, with fees paid at the time a certificate of occupancy is issued. The Fair Share Development Fee Program's Projected Unassigned Fund Balance Value and Projected Fee Use Schedules are presented below:

Fair Share Fees - School Related	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Debt Service	0	0	0	0	0	0	0
Unassigned Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fair Share Fees - Recreation Related	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Fund Balance June 30th	\$843,588	\$931,107	\$1,022,451	\$1,147,760	\$1,276,216	\$1,407,446	\$1,541,473
Annual Income	155,525	157,391	159,280	161,191	163,125	165,083	167,064
Recreation Improvement Future Debt Serv	(35,325)	(34,821)	(33,970)	(32,735)	(31,895)	(31,056)	(30,217)
Existing Rec Debt Service	(32,681)	(31,225)	0	0	0	0	0
Unassigned Fund Balance June 30th	\$931,107	\$1,022,451	\$1,147,760	\$1,276,216	\$1,407,446	\$1,541,473	\$1,678,320

It is noted that in FY 2019-2020, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School were completed. Funds on hand as of the close of FY 2016-2017 in the Education related Fair Share Fee Program were sufficient to meet all future debt service requirements associated with construction of the Broad Rock Middle School; therefore, the collection of education-related fair share fees was suspended effective July 1, 2017. Continued suspension is proposed for the 2023-2024 fiscal year, as detailed on page 3 - 25.

As a result of the bonded debt issued in 2021, associated with the construction of restroom and concession stand facilities at Old Mountain Field and improvements at Marina Park, we are proposing the continuation of Fair Share Recreation Fees for the entire six-year CIP period. However, our projected balances may warrant a down-ward adjustment of the fee rate, which is revisited each year.

NEIGHBORHOOD GUILD REINVESTED INCOME

The Trustees of the South Kingstown School Trust Funds also manage a Trust Fund for the operation, maintenance, and expansion of the Neighborhood Guild. The market value of the funds held in trust for the Guild as of June 30, 2022 was \$19,474,096. Income from this Trust Fund in the amount of \$471,122 was forwarded to the Neighborhood Guild Special Revenue Fund for FY 2021-2022 in order to offset operational and maintenance costs of this recreational facility. All income generated in excess of these cost centers is held in a separate account entitled Neighborhood Guild Reinvested Income Account, which is to be used for program or facility improvements. As of June 30, 2022, this fund had assets of \$983,805. Annual debt service payments associated with the fiscal year 2022 debt issuance of \$940,000 will also be reimbursed with Neighborhood Guild Reinvested Income.

DIANE DRIVE WASTEWATER EXPANSION

In 2003, the Town Council authorized the construction of sewers in the Diane Drive area, including Berth and Altin Avenues. Total project cost was \$552,530, including road repaving (\$100,799) to be paid from public funding sources. The remaining \$451,731 is the responsibility of properties owners serviced by the sewer system expansion. A lien of \$18,069 was assessed against each of the twenty-five property owners receiving sewer service from this project; of the original 25 assessments, twenty-one have been paid in full. The four remaining assessments have an outstanding balance of \$11,113 as of June 30, 2022.

REAL ESTATE CONVEYANCE TAX PROGRAM

Through the Statewide Real Estate Conveyance Tax Program, a tax is levied on sales of all real estate. The tax rate is \$4.60 per \$1,000 of the purchase price. The tax is collected at the time a deed is recorded. Under state law, the Town remits 52.17% of the tax revenues received to the State; the Town of retains 47.83% or \$2.20 per \$1,000 to support local government programs.

Since 1998, the Town Council's policy has been to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2022 will be \$843,588. Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis.



Second, a reduction in the 22.7% of new funds previously committed to the undesignated fund balance each year; Also, the establishment of a new fund – the Village Infrastructure Fund – to support matching grants for infrastructure projects proposed by citizens and civic organizations that otherwise meet the requirements of the Town Capital budget program. We are proposing that the Village Infrastructure Fund be capitalized with ten thousand dollars in each of the next six years.

SUPERFUND PROGRAM REIMBURSEMENT

Debt service payments related to the Rose Hill Landfill Remediation Program (\$2 million borrowed in 2002) and the Plains Road Town Dump/URI Superfund Site (\$950,000 borrowed in 2005) shall be paid from income held in the Superfund Capital Reserve Fund.

Impact of Non-Property Revenues on Long Term Municipal Borrowing

This CIP assumes a decline in state general grants, particularly with regard to school housing aid. The continuing decline in general assistance from the state will increase the Town's need to borrow for capital improvements because property tax revenue must increasingly be dedicated to school operational programs. It is noted the CIP assumes 35% state reimbursement on school facility construction, which will reduce the cost of borrowing for school facilities.

Debt-Related Property Tax Burden

Over the next six-year CIP term, the projected debt-related property tax rate for Municipal and School Related Debt Service is forecasted to increase from \$0.31 per thousand dollars of assessed valuation in FY 2024-2025 to \$1.06 in FY 2028-2029.

INCREASE IN PROPERTY TAX BURDEN FOR AVERAGE HOUSEHOLD

Based upon the average assessment of a single family home in South Kingstown, the property tax burden required to service all municipal debt payments is projected to increase for the average household from \$128.85 in FY 2024-2025 to \$450.24 in FY 2028-2029, as noted in the chart below:

Property Tax Related To Debt Service Average House Assessment	2023-2024 \$409,437	2028-2029 \$426,062
Fiscal Year 2024-2025		
Tax Rate of \$0.31		
Tax Due	\$128.85	
Fiscal Year 2028-2029		
Tax Rate of \$1.06		
Tax Due		\$450.24
Increase in Cost Per Household		\$321.39



Credit Industry Benchmarks

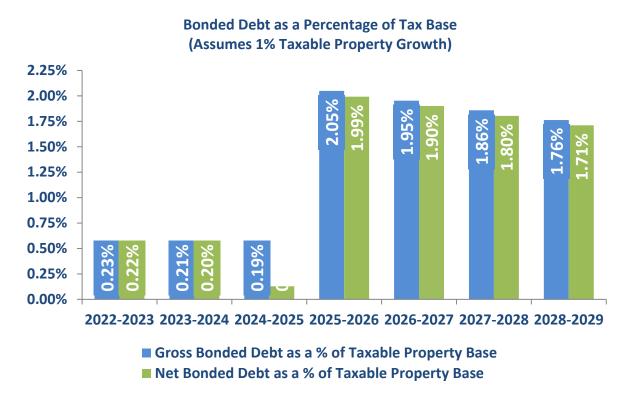
Credit industry standards are reviewed to better understand the relationship of the municipal debt repayment structure to multiple community financial measures, as detailed on the following pages.

OVERALL DEBT AS A PERCENTAGE OF FULL VALUE OF TAX ROLL

Moody's Investors Service issued a new methodology for US Cities and Counties in 2022. Moody's now has two new ratios as a basis of measure. They are long-term liabilities ratio & fixed cost ratio. ¹

Long-term Liabilities Ratio is found by adding Debt, Adjusted Net Pension Liabilities, Adjusted Net Other Post-Employment Benefits and Other Long-Term Liabilities and dividing them by Operating Revenue. To achieve Aaa scoring, the result must be < 100%, whereas Aa scoring is achieved by a percentage of 100% to 200%. The Town's scoring came in at 154.7%.

Fixed-Costs Ratio is found by dividing Adjusted fixed costs by Revenue. To Achieve a Aaa rating, scoring must come back < 10%, whereas Aa scoring is achieved by a percentage result of 10% to 15%. The Town's scoring came in at 9.5%.



MARKET VALUE PER CAPITA

The market value of the Town's projected taxable property roll for June 30, 2022, including motor vehicle values, as of December 31, 2021 was \$7,020,226,779. The Town's 2021 population is estimated at 30,651.

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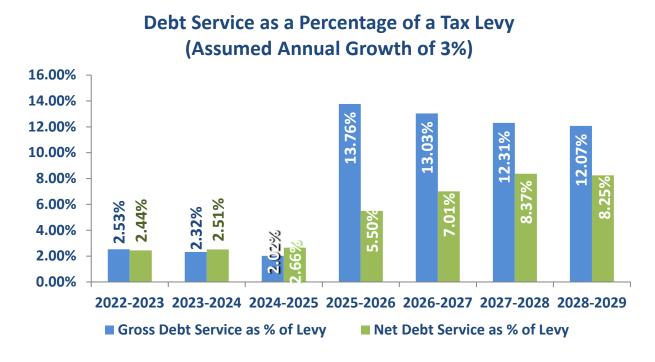
¹Moody's Investor Service. Local Government – United States of America – Medians – US Cities & Counties under new methodology.

The resultant market value per capita is \$214,856. Moody's reports an average full value per capita of \$209,015 (Aaa) and \$102,447 (Aa) for communities with a population between 20,000 and 50,000.²

Moody's Investment Service for Local Government Ratings for populations under 50,000 also indicates that the median of what share the top ten (10) taxpayers represent of the whole tax base is 6.4% for Aa1 communities in New England and 8.0% for Aa1 communities in the United States. In South Kingstown, the ratio is 4.20% as of June 30, 2021.

DEBT SERVICE AS A PERCENTAGE OF TAX LEVY

The chart presented below illustrates the relationship between a 3% annual growth rate in the property tax levy and the portion of the levy that will be required to meet debt service costs. As noted, the base year FY 2022-2023 reflects that 2.53% of the property tax levy is needed to meet gross debt service debt payments and 2.32% of the levy is needed to meet net debt service requirements.



GROSS BONDED DEBT PER CAPITA

Gross bonded debt as of June 30, 2023 is projected at \$15,841,000 which equates to \$497 per capita. The Town's Gross Bonded Debt level is forecasted to gradually increase to \$124,241,805 or \$3,902 per capita in the 2028-2029 fiscal year.

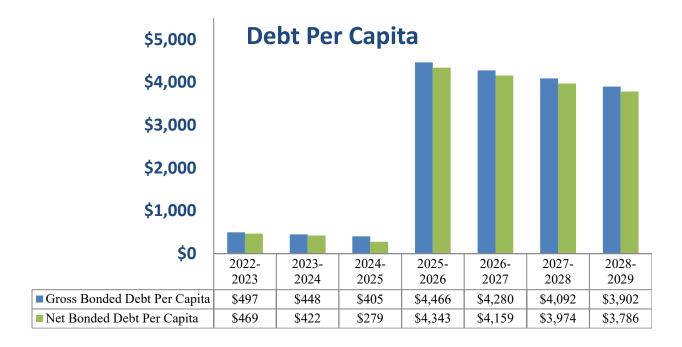
The RI General Treasurer's office no longer provides a ranking of the average debt per capita for Rhode Island communities, inclusive of debt associated with General Obligations, Loans and Capital Leases.

²Moody's Investor Service. Sector Profile, Local Government – US Medians – Tax Base and Revenue Increases Outpace Growth of Long-Term Liabilities, 2022 edition.

The PFMB believes that municipal debt must be looked at in the context of other long-term liabilities, specifically pension & OPEB liabilities.

Net Direct Debt to Full Assessed Property value: Less than 3%. This ratio compares debt of a municipality, typically paid for through the municipal budget, with tax payer funds, to assessed property values. The Town of South Kingstown is presently rates at 2%.

This chart presents the Town's debt per capita projections for the term of the proposed Capital Improvement Program for the Fiscal Period 2023-2024 through 2028-2029.



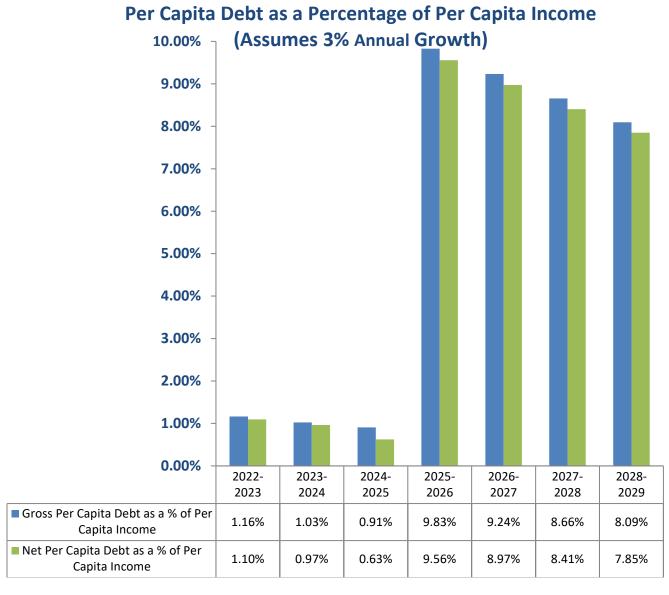
DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

Using the data provided in the RI General Treasurer Debt Affordability Study issued on July 25, 2019, Gross Direct Debt for all RI communities as a percentage of Personal Income was calculated to be 5.07% as of June 30, 2018.³ South Kingstown's ratio was calculated to be 0.64% for the fiscal year ending June 30, 2021.

South Kingstown's projected gross per capita debt, exclusive of capital lease obligations, accrued vacation time, unfunded claims, and accrued pension liabilities, as a percentage of estimated per capita income as of June 30, 2023 is estimated at 1.16%. Gross per capita debt as a percentage of projected per capita income is estimated to increase to 8.09% as of June 30, 2029.

³ State of RI, PFMB and Office of the General Treasurer – Debt Affordability Study, 2020 edition.





DEBT SERVICE NOT TO EXCEED 10% OF OPERATING REVENUES

South Kingstown's gross debt service payment is 2.21% of the Town's FY 2022-2023 General Fund Budget Program. This percentage is projected to increase to 10.56% in FY 2028-2029. The S&P benchmark for debt service as a percent of operating revenue is presented as a negative factor in the agency's rating methodology should it exceed 10%. Moody's dropped this indicator from their 2012 analysis due to concern with refunding proceeds distorting the value of the measure and a lack of reporting consistency. The chart on the next page illustrates the projected value of municipal and school related debt service as a percentage of the Town's General Fund over the next six-year term of the FY 2023-2024 through FY 2028-2029 proposed Capital Improvement Program.



Debt Service as a Percentage of Operating Revenues



2022-2023 2023-2024 2024-2025 2025-2026 2026-2027 2027-2028 2028-2029

■ Gross Debt Service as % of General Fund
■ Net Direct Debt Service as % of General Fund

GENERAL FUND UNASSIGNED FUND BALANCE VS. GENERAL FUND OPERATING REVENUES OR EXPENDITURES

The General Fund closed the 2021-2022 fiscal year with an unaudited Unassigned Fund Balance of 14,354,063 or 16.68% of the Adopted General Fund Budget for FY 2021-2022. The Governmental Finance Officers Association (GFOA) in October 2009 issued a Best Practices memorandum entitled *Appropriate Level of Unassigned Fund Balance in the General Fund* that states in part:

"GFOA recommends, at minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures (16.67%)."

To meet this best management guideline, an unrestricted fund balance of \$14,344,892 would be necessary. The value of unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community.

Presented on the below is a table detailing the value of the General Fund's Unassigned Fund Balance (UFB) as of June 30, 2021 and the unaudited June 30, 2022 and the projected balance as of June 30, 2023.

Unassigned Fund Balance June 30, 2021	\$15,779,271
Fund Balance as a % of FY 2021-2022 Budget	18.15%
FY 2021-2022 Estimated Operating Surplus	\$225,000
Recognition of FMV of Investments	(330,000)
Funds Forwarded to Finance Operations	(1,320,208)
Estimated Unaudited Unassigned Fund Balance June 30, 2022	\$14,354,063
Estimated Fund Balance as a % of FY 2021-2022 Budget	16.68%
FY 2021-2022 Estimated Operating Surplus	\$500,000
Recognition of FMV of Investments	(330,000)
Funds Forwarded to Finance FY 2020-2021 Program	(1,200,000)
Estimated Unassigned Fund Balance June 30, 2023	\$13,324,063
Estimated Fund Balance as a % of Est. FY 2022-2023 Budget	15.18%

Aa1 BOND RATING

The Town of South Kingstown is one of only five municipalities in the State of Rhode Island with an Aa1 Bond Rating. The data presented in the following display was prepared by Moody's Investment Service, which profiles and compares key financial benchmarks that directly relate to the credit worthiness of South Kingstown in relation to the other four Rhode Island communities that maintain an Aa1 Bond Rating, as well as those communities within the New England area, and Aa1 rated communities on a nationwide basis. The medians presented in this display are based on FY 2019-2020 financial data.

				- Corporation
Fiscal 2020 Data	South Kingstown	Rhode Island	New England	United States
	Rated: Aa1	Α	a1 Entity Mediar	ıs
Total General Fund Revenues (\$000)	84,199	64,166	70,362	25,275
General Fund Balance as % of Revenues	20.2	23.4	22.2	53.9
Total General Fund Balance (\$000)	17,035	12,856	13,290	12,574
General Net Cash as % of General Revenues	37.2	35.3	27.7	51.5
Unrestricted Spendable Gen. Fund Bal.as % of				
Revenues	20.2	23.4	20.3	50.4
Total Full Value (\$000)	5,218,486	3,204,679	3,312,120	3,503,415
Full Value Per Capita (\$)	170,249	200,067	197,803	173,015
Average Annual Increase in Full Value (%)	3.8	3.5	3.0	4.1
Top Ten Taxpayers as % of Total	3.9	2.5	6.4	8.0
Direct Net Debt Outstanding (\$000)	13,533	30,178	29,060	20,695
Direct Net Debt Outstanding as % of Full Value	0.3	0.9	0.9	0.6
Direct Net Debt Per Capita (\$)	441	2,154	2,078	1,328
Payout, 10 years, All GO debt (%)	71.1	75.9	70.7	74.8

Source: Moody's Investment Service, Local Government Ratings for Population under 50,000.

The above noted review of various industry standards in relation to South Kingstown's debt level reveals no material financial weakness. Careful and prudent fiscal management must be maintained to ensure that the Town can continue to meet its long-term capital improvements needs.

The third element of the Capital Improvement Program's Long Term Debt Management section presents detailed documentation of the existing and planned funding requirements of the Town's Municipal Debt Service Program.

Debt Service Schedules

REQUIRED DEBT SERVICE COST SCHEDULE

A chart entitled *Required Debt Service Cost Schedule* detailing the debt repayment structure for all general obligation bonds that are in place or planned to be in place prior to June 30, 2024 is found on page 3 - 22. This schedule provides a detailed listing of all existing bond issues, their debt service requirements, third party revenue sources, and the Town's debt level, should no additional long term borrowing occur over the term of the CIP.

It is noted that municipal debt service is inclusive of Town and School Debt Service and exclusive of debt service costs associated with Utility Funds and the Neighborhood Guild. This distinction is necessary since only Town and School Debt Service requires the use of property tax receipts to offset a portion of overall Debt service requirements. Income issued to service Utility related and Guild Debt is generated from Utility System user fees and from assets held in trust for the Neighborhood Guild.

ALL FUTURE DEBT SERVICE SCHEDULE

The chart entitled *All Future Debt Service Schedule* found on page 3 - 23 documents the projected cost of debt service for general obligation bonds that are proposed for sale over the course of the six-year CIP. For purposes of this CIP and information purposes only, in FY 2024-2025, \$140.0 million in new bonds are listed for issuance for School Facility Improvements. The School Facility debt is planned with a twenty-year level debt repayment schedule and a projected interest rate of 4.00%. Of the \$140.0 million dollars estimated for school facility and municipal improvements \$132.67 million is contingent upon voter approval, but is being programmed in to the six-year capital improvement plan. The School Facility Improvement Plan in the CIP will be modified as the School Committee continues to develop a comprehensive plan that will meet the educational needs of its students, faculty while considering its fiscal impact on the Town.

ALL MUNICIPAL DEBT SERVICE PROGRAM

A chart entitled *All Municipal Debt Service Program* is found on page 3 - 24. This chart provides a summary of the anticipated debt level and debt service position that will result from implementation of the planned six-year term borrowing program and its impact on the Town's existing debt structure, program and property tax burden.

REQUIRED	DEBT SERVICE COS	ST SCHEDULE F	1 2023-2024 In	ROUGH FY 202	.0-2029		
Debt Service Function	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-202
Municipal Debt Service							
School Debt Service	\$712,162	\$648,130	\$559,676	\$518,926	\$470,481	\$407,763	\$396,138
Town Debt Service	1,232,370	1,188,333	1,082,873	1,044,980	812,221	743,832	691,814
Debt Service Fund (Town & School) Debt	\$1,944,532	\$1,836,463	\$1,642,549	\$1,563,906	\$1,282,702	\$1,151,595	\$1,087,952
Guild Debt Service	82,021	76,423	74,521	73,164	71,288	69,412	67,536
Wastewater Debt Service	29,932	30,315	0	0	0	0	(
Solid Waste Debt Service	186,223	56,797	56,722	59,589	0	0	(
Total Municipal Debt Service	\$2,242,708.00	\$1,999,998	\$1,773,792	\$1,696,659	\$1,353,990	\$1,221,007	\$1,155,488
Third Party Revenue Sources							
State School Construction Aid	\$219,458	\$194,739	\$168,203	\$168,203	\$168,203	\$168,203	\$168,203
South Road School Debt Service Transfer	0	0	0	0	0	0	,,
School Related Fair Share Development Fees	0	0	0	0	0	0	
Neighborhood Build Trust Fund	82,021	76,423	74,521	73,164	71,288	69,412	67,53
Recreation Related Fair Share Development Fees	68,006	66,047	33,970	32,735	31,895	31,056	30,21
Real Estate Conveyance Tax Transfer	212,501	236,704	208,088	205,288	35,788	0	,
Total Third Party Revenues	\$581,986	\$573,913	\$484,782	\$479,389	\$307,174	\$268,671	\$265,95
Percent of Debt Service	29.9%	31.3%	29.5%	30.7%	23.9%	23.3%	24.49
Net Direct Debt Service Cost	\$1,362,546	\$1,262,550	\$1,157,767	\$1,084,517	\$975,528	\$882,924	\$821,996
Projected Property Tax Rate for Debt Service	\$0.20	\$0.19	\$0.17	\$0.16	\$0.14	\$0.12	\$0.11
Gross Bonded Debt Level as of June 30th	\$15,841,000	\$14,339,000	\$13,014,000	\$144,390,000	\$139,055,000	\$133,640,000	\$128,070,00
Less: State School Aid For Debt Retirement	\$0	\$0	\$3,240,342	\$3,239,561	\$3,238,632	\$3,239,821	\$3,238,19
Less: Wastewater Fund Debt Retirement	30,000	0	0	0	0	0	(
	,	-	U				
Less: Neighborhood Guild Debt Retirement	0	0	0	0	0	0	
Less: Neighborhood Guild Debt Retirement Less: Solid Waste Fund Debt Retirement		_				0 0	(
<u> </u>	0	0	0	0	0	_	\$124,831,805
Less: Solid Waste Fund Debt Retirement	0 168,000	0 114,000	0 59,000	0 0	0 0	0	
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita	0 168,000 \$15,643,000	0 114,000 \$14,225,000	0 59,000 \$9,714,658	0 0 \$141,150,439	0 0 \$135,816,368	\$130,400,179	\$3,90
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base	0 168,000 \$15,643,000 \$497	0 114,000 \$14,225,000 \$448	0 59,000 \$9,714,658 \$405	0 0 \$141,150,439 \$4,466	0 0 \$135,816,368 \$4,280	\$130,400,179 \$4,092	\$3,90 \$3,80
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income	0 168,000 \$15,643,000 \$497 \$491	0 114,000 \$14,225,000 \$448 \$444	59,000 \$9,714,658 \$405 \$302	0 0 \$141,150,439 \$4,466 \$4,366	0 0 \$135,816,368 \$4,280 \$4,180	\$130,400,179 \$4,092 \$3,993	\$3,90 \$3,80 8.09
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income	0 168,000 \$15,643,000 \$497 \$491 1.16%	0 114,000 \$14,225,000 \$448 \$444 1.03%	\$9,000 \$9,714,658 \$405 \$302 0.91%	0 0 \$141,150,439 \$4,466 \$4,366 9.83%	0 0 \$135,816,368 \$4,280 \$4,180 9.24%	\$130,400,179 \$4,092 \$3,993 8.66%	\$3,90 \$3,80 8.09 7.89
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15%	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02%	\$9,714,658 \$9,714,658 \$405 \$302 0.91% 0.68%	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61%	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02%	\$130,400,179 \$4,092 \$3,993 8.66% 8.45%	\$3,90 \$3,80 8.09 7.89 1.76
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base Net Bonded Debt as % of Taxable Property Base	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15% 0.23%	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21%	\$9,714,658 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19%	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05%	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95%	\$130,400,179 \$4,092 \$3,993 8.66% 8.45% 1.86%	\$3,90 \$3,80 8.09 7.89 1.76
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base Net Bonded Debt as % of Taxable Property Base Gross Debt Service as % of Projected Tax Levy	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15% 0.23% 0.23%	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21% 0.21%	0 59,000 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19% 0.14%	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05% 2.00%	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95% 1.91%	\$130,400,179 \$4,092 \$3,993 8.66% 8.45% 1.86% 1.81%	\$3,90 \$3,80 8.09 7.89 1.76 1.72
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15% 0.23% 0.23% 2.53%	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21% 0.21% 2.32%	0 59,000 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19% 0.14% 2.02%	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05% 2.00% 1.86%	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95% 1.91% 1.48%	\$4,092 \$3,993 8.66% 8.45% 1.86% 1.81% 1.29%	\$3,90 \$3,80 8.09 7.89 1.76 1.72 1.19
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base Net Bonded Debt as % of Taxable Property Base Gross Debt Service as % of Projected Tax Levy Net Debt Service as % of Projected Tax Levy Per Capita Income (ACS) 2019 + 2.0% Annual Growth	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15% 0.23% 0.23% 2.53% 1.77%	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21% 0.21% 2.32% 1.60%	0 59,000 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19% 0.14% 2.02% 1.42%	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05% 2.00% 1.86% 1.29%	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95% 1.91% 1.48% 1.13%	\$4,092 \$3,993 8.66% 8.45% 1.86% 1.81% 1.29% 0.99%	\$3,90 \$3,80 8.09 7.89 1.76 1.72 1.19 0.90 \$48,21
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base Net Bonded Debt as % of Taxable Property Base Gross Debt Service as % of Projected Tax Levy Net Debt Service as % of Projected Tax Levy Per Capita Income (ACS) 2019 + 2.0% Annual Growth Flexible Tax Base 1.0% Annual Growth	0 168,000 \$15,643,000 \$497 \$491 1.16% 0.23% 0.23% 2.53% 1.77% \$42,811	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21% 2.32% 1.60% \$43,667	0 59,000 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19% 0.14% 2.02% 1.42% \$44,541	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05% 2.00% 1.86% 1.29% \$45,432	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95% 1.91% 1.48% 1.13% \$46,340	\$4,092 \$3,993 8.66% 8.45% 1.86% 1.81% 0.99% \$47,267	\$3,90 \$3,80 8.09 7.89 1.76 1.72 1.19 0.90 \$48,21 \$7,264,374,61
Less: Solid Waste Fund Debt Retirement Net Bonded Debt Level - Retired from Tax Base Gross Bonded Debt Per Capita Net Bonded Debt Per Capita Gross Per Capita Debt as a Percent of Per Capita Income Net Per Capita Debt as a Percent of Per Capita Income Gross Bonded Debt as % of Taxable Property Base Net Bonded Debt as % of Taxable Property Base Gross Debt Service as % of Projected Tax Levy Net Debt Service as % of Projected Tax Levy	0 168,000 \$15,643,000 \$497 \$491 1.16% 1.15% 0.23% 0.23% 2.53% 1.77% \$42,811 \$6,843,369,488	0 114,000 \$14,225,000 \$448 \$444 1.03% 1.02% 0.21% 0.21% 2.32% 1.60% \$43,667 \$6,911,803,183	0 59,000 \$9,714,658 \$405 \$302 0.91% 0.68% 0.19% 0.14% 2.02% 1.42% \$44,541 \$6,980,921,215	0 0 \$141,150,439 \$4,466 \$4,366 9.83% 9.61% 2.05% 2.00% 1.86% 1.29% \$45,432 \$7,050,730,427	0 0 \$135,816,368 \$4,280 \$4,180 9.24% 9.02% 1.95% 1.91% 1.48% 1.13% \$46,340 \$7,121,237,731	\$4,092 \$3,993 8.66% 8.45% 1.86% 1.29% 0.99% \$47,267 \$7,192,450,108	\$3,902 \$3,902 \$3,804 8.099 7.899 1.769 1.729 1.199 0.909 \$48,212 \$7,264,374,610 \$91,692,099 \$104,838,612

	Α	II FUTURE	DEBT SERVI	CE COST SCHE	DULE				
	Bond	Issue							
Debt Issue	Amount	Date	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Future School Bond Program									
School Building Improvements - Principle	132,670,000	TBD	\$0	\$0	\$0	4,345,000	4,525,000	4,715,000	4,920,000
School Building Improvements - Interest			\$0	\$0	\$0	5,638,475	5,453,813	5,088,675	5,061,113
Subtotal School Debt Service	\$132,670,000		\$0	\$0	\$0	\$9,983,475	\$9,978,813	\$9,803,675	\$9,981,113
Total Planned New Debt Service	\$132,670,000		\$0	\$0	\$0	\$9,983,475	\$9,978,813	\$9,803,675	\$9,981,113
Third Party Revenue Sources									
State School Construction Aid 50% of Prior Yr. +	50% New Debt		\$0	\$0	\$0	3,240,342	3,239,561	3,238,632	3,239,821
Total Third Party Revenues			\$0	\$0	\$0	\$3,240,342	\$3,239,561	\$3,238,632	\$3,239,821
Property Tax Requirement			\$0	\$0	\$0	\$6,743,133	\$6,739,252	\$6,565,043	\$6,741,292

All MUN	ICIPAL DEBT SEI	RVICE PROGRAI	M FY 2023-2024	THROUGH FY	2028-2029		
Debt Service Function	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029
Existing Municipal Debt Service							
School Debt Service	\$712,162	\$648,130	\$559,676	\$518,926	\$470,481	\$407,763	\$396,138
Town Debt Service	1,232,370	1,188,333	1,082,873	1,044,980	812,221	743,832	691,814
Guild Debt Service	82,021	76,423	74,521	73,164	71,288	69,412	67,536
Wastewater Debt Service	29,932	30,315	0	0	0	0	0
Solid Waste Debt Service	186,223	56,797	56,722	59,589	0	0	0
Subtotal Municipal Debt Service	\$2,242,708	\$1,999,998	\$1,773,792	\$1,696,659	\$1,353,990	\$1,221,007	\$1,155,488
Proposed New Debt Issues							
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	0	0	0	0	0	0	0
New School Debt \$150M/20 Yrs.	0	0	0	9,983,475	9,978,813	9,803,675	9,981,113
Subtotal Planned New Debt Service	\$0	\$0	\$0	\$9,983,475	\$9,978,813	\$9,803,675	\$9,981,113
Total Debt Service	\$2,242,708	\$1,999,998	\$1,773,792	\$11,680,134	\$11,332,803	\$11,024,682	\$11,136,601
	4	4	4	4	4	4.0.0	4
Town and School Debt Service	\$1,944,532	\$1,836,463	\$1,642,549	\$11,547,381	\$11,261,515	\$10,955,270	\$11,069,065
Less Other Income	4240.450	4404 700	44.50.202	do 400 545	42.407.764	40.406.005	do 400 004
School Housing Aid	\$219,458	\$194,739	\$168,203	\$3,408,545	\$3,407,764	\$3,406,835	\$3,408,024
South Road School Fund	0	0	0	0	0	0	0
Fair Share Development - School	0	0	0	0	0	0	0
Neighborhood Build Trust Fund	82,021	76,423	74,521	73,164	71,288	69,412	67,536
Real Estate Conveyance Tax	68,006	66,047	33,970	32,735	31,895	31,056	30,217
Real Estate Conveyance Tax	212,501	236,704	208,088	205,288	35,788	0	0
Planned Debt Service Fund Balance Forward	(513,080)	(724,803)	(1,006,663)	3,211,985	1,653,275	623	105
Total Third Party Revenue	\$68,906	(\$150,890)	(\$521,881)	\$6,931,716	\$5,200,010	\$3,507,926	\$3,505,881
Total Property Tax Need	\$1,875,626	\$1,987,353	\$2,164,430	\$4,615,665	\$6,061,505	\$7,447,344	\$7,563,183
Flexible Tax Base 1.0% Annual Growth	6,843,369,488	\$6,911,803,183	\$6,980,921,215	\$7,050,730,427	\$7,121,237,731	\$7,192,450,108	\$7,264,374,610
Estimate Tax Rate Debt Service	\$0.28	\$0.29	\$0.31	\$0.66	\$0.86	\$1.05	\$1.06
Estimated Tax Bill on Average Assessed SHU	\$111.66	\$118.31	\$128.85	\$274.77	\$360.85	\$443.35	\$450.24
Gross Town and School Debt Service	\$1,944,532	\$1,836,463	\$1,642,549	\$11,547,381	\$11,261,515	\$10,955,270	\$11,069,065
Net Town and School Debt Service	\$1,875,626	\$1,987,353	\$2,164,430	\$4,615,665	\$6,061,505	\$7,447,344	\$7,563,183
Gross Debt Service as % of Property Tax Levy	2.53%	2.32%	2.02%	13.76%	13.03%	12.31%	12.07%
Net Direct Debt Service as % of Property Tax Levy	2.44%	2.51%	2.66%	5.50%	7.01%	8.37%	8.25%
Gross Debt Service as % of General Fund	2.21%	2.03%	1.76%	12.04%	11.40%	10.76%	10.56%
Net Direct Debt Service as % of General Fund	2.14%	2.20%	2.32%	4.81%	6.13%	7.32%	7.21%
Per Capita Income 2019 (ACS) + 2.0% Annual Growth	\$42,811	\$43,667	\$44,541	\$45,432	\$46,340	\$47,267	\$48,212
Taxable Property Base 1.0% Annual Growth	6,843,369,488	6,911,803,183	6,980,921,215	7,050,730,427	7,121,237,731	7,192,450,108	7,264,374,610
Property Tax Levy 3.0% Annual Growth	76,790,689	79,094,410	81,467,242	83,911,259	86,428,597	89,021,455	91,692,099
Net Revenues General Fund 3.0% Growth	87,800,691	90,434,712	93,147,753	95,942,186	98,820,451	101,785,065	104,838,617
Average Assessed Value - Single Family Unit (1%)	\$401,370	\$405,384	\$409,437	\$413,532	\$417,667	\$421,844	\$426,062
Taxable Property Base Per Capita	214,856	215,925	216,999	218,079	219,163	220,254	221,350
Population 2019 (ACS) + 0.5% Annual Growth	31,851	32,010	32,170	32,331	32,493	32,655	32,819

Fair Share Development Fees

The final element of the Capital Improvement Program's Long Term Debt Management section provides the basis for determination of the amount of Fair Share Development Fees. The specific requirements for payment of these fees are provided in the Town's Zoning Ordinance, Article 11 Section 1101, and the Subdivision and Land Development Regulations, Article III Section D. The values of Fair Share Development Fees are reviewed and updated on an annual basis through the Capital Improvement Program. The revenue generated from these development fees is earmarked for two types of facilities: educational facilities and those for open space, conservation, park, and recreational land.

EDUCATIONAL FACILITIES

An Educational Fair Share Fee, which in prior years, provided partial reimbursement of capital costs associated with the development of new school facilities. The fee was collected at the time a certificate of occupancy is issued for all new residential structures. Income from the collection of Educational Fair Share Fees was used to pay down the cost of debt service associated with general obligation bonds issued for construction of the Broad Rock Middle School. While we have not recommended reinstituting fair share fees associated with improvements to our educational facilities at this time, it should be noted that fees will likely need to be reinstituted in a future CIP.

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

This component provides for the acquisition of open space and/or conservation land to meet Town open space standards, as described in the Comprehensive Community Plan. Fees collected are also used to acquire land for active recreation facilities and the development of these properties.

Also presented in this element is documentation relative to exemptions from the payment of Fair Share Fees for affordable housing units as required in the Zoning Ordinance, *Article 11 Section 1101 D. Fee Exemptions*.

Determination of FY 2023-2024 Fair Share Development Fees

EDUCATIONAL FACILITIES

During FY 2017-2018, because the debt for prior school projects had been retired and our student population is declining, the Council determined that there was insufficient justification for continuing to collect Educational Facilities Fair Share Fees. Educational Facilities Fair Share Fees have not been collected since June 30, 2017. At this point, we are not recommending reinstituting education fair share fees, however, as the costs associated with the school facilities improvement program are solidified, we anticipate asking the Council to reinstate the fees in a future CIP.

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

For the FY 2023-2024 Capital Improvement Program, it is proposed to continue utilization of the current methodology for calculation of the fee per dwelling unit for open space, conservation, park, and recreation land and/or facilities. The methodology is evaluated annually, including values related to estimated persons per household and the value of land within the community. It is also proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for housing units with two or fewer bedrooms.

Fair Share Development Fees, continued

	FY202	2-2023	FY202	3-2024
Recreational/Open Space Fees	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$140,000	\$140,000	\$167,270	\$167,270
Fair Market Value (10,000 Sq Ft) lot/Per 1,000				
persons	10.50	10.50	10.50	10.50
Persons Per Owner Occupied Household Unit	2.51	1.95	2.47	1.98
Proposed Recreation Fee for FY 2022-2023	\$3,690	\$2,867	\$4,338	\$3,480

Fee calculations in the current year employed household size documented in American Community Survey 5-Year Estimates 2016-2020 was used. Land values are updated annually by the Tax Assessor.

Based on the foregoing, the proposed FY 2023-2024 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$4,338 (base fee), with two bedrooms or fewer proposed at \$3,480.

This tiered-fee structure is based on the following assumptions:

- The purchase and development of new municipal parkland will cost on average \$167,270 per parcel. This cost factor is based on the estimated Market Value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the Town-wide need for recreation land to be 10.50 acres per 1,000 persons.
- The average household size of an owner-occupied unit is 2.47 persons per unit.⁴ For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.98 persons per household (80.3% of single household average).
- This is based on the Town's current Fair Share Development Fees Ordinance, Article 11, Section 1101.

Fee Exemption for Affordable Housing

Under Article 11, Section 1101 D.1 of the Zoning Ordinance, housing limited to affordable occupancy is exempted from payment of Fair Share Development Fees for Open Space, Conservation, Park, and Recreational Land. The term affordable housing is defined in Article 12 of the Zoning Ordinance. In general, housing eligible for fee exemption must be intended for occupancy by persons and households having a gross income at or below 80% of the area median income (AMI), be deed restricted as affordable for a minimum period of 30 years, and be subject to a federal, state, or municipal subsidy.

For the 2020-2021 fiscal year, Rhode Island Housing has provided sample calculations for Rhode Island communities detailing the *maximum total sales price* for affordable units based on the following factors:

⁴ 2016-2020 American Community Survey 5-Year Estimates – selected Housing Characteristics for Town of South Kingstown.

Fair Share Development Fees, continued

- 80% AMI income for 4-person household (\$69,200 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2008 Income Limits
- Real estate taxes of \$314 per month based on an estimated affordable assessment of the unit
- Interest rate of 3.10% for a thirty (30) year mortgage⁵
- Hazard insurance of \$120 per month based upon RI Housing Loan Servicing Division data

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$260,454. (Note: recalculated using RI Housing web based calculator)⁶

It is also noteworthy that RI State Law permits housing units that are affordable to households earning up to 120% of the area median income (\$105,600) to be part of the official count of affordable units in a community, provided such units meet other relevant criteria. Units that may qualify under this criterion as affordable are not exempted from payment of Fair Share Development Fees under 1101.D.1, but are considered as part of the Town's stock of affordable housing as calculated annually by RI Housing. The maximum value of an "affordable unit" at 120% of AMI would be \$400,345.

The maximum sales price of units intended for occupancy by households with earning between 80% AMI and 120% AMI would be determined at the point of sale by RI Housing. These values may vary for the purchase of a particular premise as the maximum pricing calculation is made during the purchase process and the model assumptions and criteria may change (i.e. interest rate or AMI thresholds).

⁵ Rhode Island Housing – Freddie Mac Primary Mortgage Market Survey; 30 year fixed rate mortgage; http://www.freddiemac.com/pmms/#; accessed 11/18/21.

⁶ Rhode Island Housing – Purchase Price Calculator for Determining Maximum Sales Price of a Deed Restricted Affordable Home; https://www.rihousing.com/purchase-price-calculator/



4 - 1
4 - 13
4 - 14
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4 - 32

TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029



Open Space, Farm, and Conservation Purpose Land Acquisition Program

Since last year, the Town has gained another 92.08 acres of protected open space. Over the last twenty-two years, the Town has approved funding for 31 open space projects, totaling approximately 1,621 acres, and involving a municipal funding commitment of more than \$8.0 million dollars. Many of these projects were undertaken in cooperation with the South Kingstown Land Trust (SKLT) through the Community Partnership for Preservation; a group consisting of the Town, SKLT, Narrow River Land Trust, Champlin Foundations, The Nature Conservancy, RI Department of Environmental Management, and US Fish and Wildlife Service.

The chart below provides an inventory of preserved acreage in the community by year from 2014 - 2022. The total preserved acreage in South Kingstown is currently 11,950.47 acres or 32.86% of the total land area. It is noted that the Town also continues to support the Community Partnership for Preservation through the provision of technical assistance, such as providing GIS mapping and land evidence record support, during ongoing negotiations with local property owners.

	July 2015	July 2016	July 2	017	July 201	.8	July 2019	July 20	20 Ju	ıly 2021	J	uly 2022
Agricultural Land Preservation Comm.	956.40	956.40	956	.40	956.4	0	956.40	956.4	0	956.90		956.90
Audubon Society of Rhode Island	659.10	659.10	659	.10	659.1	0	659.10	730.6	7	730.67		730.67
Cluster / Private	1,201.84	1,183.30	1,202	.40	1,183.7	6	1,183.76	1,202.4	0 1,	202.40	1	,188.10
US Fish and Wildlife Service	799.20	799.20	799	.20	799.2	0	799.20	799.2	0	799.20		799.20
Girl Scouts of Rhode Island	186.40	186.40	186	.40	186.4	0	186.40	186.4	0	186.40		186.40
Narrow River Land Trust	107.94	107.94	107	.90	107.9	4	107.94	107.9	4	107.90		107.90
South Kingstown Land Trust	2,327.30	2,396.90	2,453	.30	2,493.8	0	2,572.00	2,572.0	0 2,	562.00	2	,699.53
State of Rhode Island	3,655.20	3,655.20	3,655	.20	3,655.2	0	3,655.20	3,655.2	0 3,	655.20	3	,683.67
The Nature Conservancy	587.00	593.10	593	.10	593.1	0	593.10	593.1	0	593.10		593.10
Town of South Kingstown	992.90	992.90	999	.20	1,004.9	8	1,004.98	1,004.9	8 1,	.005.00	1	,005.00
Total Acres	11,473.28	11,530.44	11,612	2.20	11,639.8	8	11,718.08	11,808.	29 11	,798.77	11	,950.47
% Land Area of Town	31.50%	31.70%	31.9	90%	32.00	%	32.20%	32.47	'%	32.61%		32.86%
			July 2015			luly 017		July 2019	Ju 202		ıly 21	July 2022
Agricultural Land Preservation Comm.		9	956.40	956	.40 956	5.40	956.40	956.40	956.4	40 956.	90	956.90
Audubon Society of Rhode Island		(659.10	659	.10 659	9.10	659.10	659.10	730.6	57 730.	67	730.67
Cluster / Private			1,201.	1,1		202.	•	1,183.	1,20	•		1,188.
US Fish and Wildlife Service			84		30	40		76			40	10
			799.20	799	.20 799	9.20	799.20	799.20	799.2	20 799.	20	799.20
Girl Scouts of Rhode Island		:	186.40	186	.40 186	5.40	186.40	186.40	186.4	40 186.	40	186.40
Narrow River Land Trust			107.94	107	.94 107	.90	107.94	107.94	107.9	94 107.	90	107.90
South Kingstown Land Trust			2,327. 30	2,3	96. 2,4 90	153. 30	,	2,572. 00	2,57	, -	52. 00	2,699. 53
			30		50	30	٥0	UU	,	<i>.</i>	JU	23
State of Rhode Island			3,655. 20	3,6	55. 3,6 20	55. 20	•	3,655. 20	3,65 2		55. 20	3,683. 67
The Nature Conservancy		!	587.00	593	.10 593	3.10	593.10	593.10	593.1	10 593.	10	593.10

Open Space and Leisure Service Programs



Town of South Kingstown	992.90	992.90	999.20	1,004. 98	1,004. 98	1,004. 98	1,005. 00	1,005. 00
				90	90	90	00	UU
Total Acres	11,473	11,530	11,612	11,639	11,718	11,808	11,798	11,950
Total Acres	.28	.44	.20	.88	.08	.29	.77	.47
% Land Area of Town	31.50	31.70	31.90	32.00	32.20	32.47	32.61	32.86
% Land Area of Town	%	%	%	%	%	%	%	%



FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME

In 1998 the Town Council established a policy to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2023 will be \$1,154,256.

Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis. The second change was a reduction in the 22.7% of new funds previously committed to the undesignated fund balance each year and the establishment of a new fund – the Village Infrastructure Fund – to support matching grants for infrastructure projects proposed by citizens and civic organizations that otherwise meet the requirements of the Town Capital budget program. The Village Infrastructure Fund is proposed to be capitalized with \$10,000 in each of the next six years. An estimated \$510,000 in available funding is projected over the six-year term of the CIP for future use through each of the three funds identified above. This will be in addition to the \$10,000 and \$37,500 that was transferred to the Affordable Housing and Village Infrastructure funds in each of the fiscal years ending June 30, 2021, 2022, and 2023, respectively.

A summary of the Open Space Acquisition, Affordable Housing, and Village Infrastructure programs income and expense projections over the six-year term of the FY 2023-2024 through 2028-2029 Capital Improvement Program is presented below:

Open Space Acquisition, Affordable Housing, & Village Infrastructure Program									
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total	
Revenue Statement									
Real Estate Conveyance Tax Proceeds	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$1,860,000	
Total Revenues	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$1,860,000	
Expense Statement									
Total Debt Service Town Open Space	\$266,146	\$236,704	\$208,088	\$205,288	\$35,788	\$0	\$0	\$685,867	
Acquisitions	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000	
Town Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000	
Village Infrastructure Transfer to Debt Service	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000	
Fund	(212,501)	(236,704)	(208,088)	(205,288)	(35,788)	0	0	(685,867)	
Property Tax Support	\$138,645	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$510,000	
Fund Balance	\$1,154,256	\$1,142,552	\$1,159,464	\$1,179,177	\$1,368,389	\$1,593,389	\$1,818,389		

Neighborhood Guild Improvements

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, representing the very beginnings of a Parks and Recreation Department that has expanded and evolved over the last century, to offer a year-round array of recreational opportunities for the citizens of South Kingstown.

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility 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. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements 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.

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 need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

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 air conditioning units 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 of this phase is \$625,000.

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: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned 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, select activity areas, and the Department's administrative offices, at an estimated cost of \$110,000.

A summary of projected funding sources and expenses for this project is provided below:

Neighborhood Guild Improvements	
Income	
Municipal Bond – May 2021	\$1,000,000
Accumulated Income Fund	\$200,000
Total Income	\$1,200,000
Expenses	
Exterior Main Entrance Alcove	\$110,000
Window Replacement/ HVAC	625,000
Roof Replacement/Cupola/Chimney Re-pointing	120,000
Fire Protection/Fire Alarm/MEP Improvements	220,000
Interior Restoration	125,000
Total Program Cost	\$1,200,000

F. Town Beach Improvement Program

The Beach Improvement program involves annual funding support for ongoing facility maintenance and mitigation efforts necessary to address the impact of erosion at the Town Beach.

The next six-year beach improvement program cost is estimated at \$339,000 and includes ongoing sand replenishment and erosion control activities, replacement of aging playground equipment, and infrastructure improvements to the pavilion. Additional funding in the amount of \$75,000 was recently approved as part of the November 2020 municipal bond referendum. Future beach facility improvements include upgraded bar code reader technology for the parking lot entrance gate as well as credit card processing capabilities for customer convenience.

A summary of the proposed program over the next six-year term is shown here:

Town Beach Improvement Program	
Income	
Funds Held in Reserve	179,000
FY 2022-2023 CIP	10,000
2021 Bond	75,000
Future CIP Transfers	150,000
Total Income	414,000
Expenses	
Playground Upgrade (FY2028)	30,000
Pavilion Roof Replacement (FY2023)	15,000
Beach Erosion Mitigation Efforts (ongoing)	329,000
Automated Reader System	40,000
Total Program Cost	414,000

G. Old Mountain Field Improvements

Old Mountain Field (OMF) is South Kingstown's oldest public park, deeded to the Town by the Hazard Family in 1938. To this day, Old Mountain remains one of the Town's most active recreational facilities, featuring lighted baseball and softball fields, basketball and tennis courts, a skateboard park, picnic area, and nature trails. By virtue of its location in the center of Wakefield, OMF is classified as an urban park within walking distance of surrounding neighborhoods located in Peace Dale and Downtown Wakefield. It is used for Recreation Department programs and camps, high school athletics and physical education; and multiple community-based athletic leagues.

The long-term CIP calls for construction of a new restroom and concession building among other upgrades to the existing athletic facilities. Various elements of the park such as the skate park, tennis courts, and baseball field have gone through recent planned upgrades. The current year pay-as-go projects include resurfacing the basketball court and renovating the baseball infield. The restroom and concession facilities are the major element identified for replacement within the next six years. The six-year CIP includes the following elements:

Construction of New Restroom/Concession Building

The existing restroom and storage facility at Old Mountain Field is approximately 50 years old and has undergone basic improvements over the years but is inadequate for the volume of activity that occurs at the park on a regular basis. The concession building is also aged and in poor condition. It is proposed that a single new facility be constructed to accommodate an adequate number of restrooms, a small concession area, and park maintenance storage space. The facility would be similar to the Concession/Restrooms at Broad Rock Play Fields. The cost of a building of this type is estimated at approximately \$790,000. A combination of Capital reserve funds, \$300,000 from the 2021 municipal bond funding, and earmarked American Rescue Plan funds, will fully fund this project.

Re-Design of Park Traffic Pattern, and Associated Improvements to Parking Lots

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 to be incorporated with the plans for the new concession/restroom building. These two project elements should be carried out at the same time.

Tennis Court Resurfacing

The FY2025-2026 pay as you go program includes \$15,000 for resurfacing and crack repair on the tennis courts. These courts are on an approximate ten-year rotation for repairs and repainting.

A summary of Old Mountain Field improvements over the next six-year term is shown on the following page.



Old Mountain Field Improvements	
Income	
Funds Held in Reserve	100,700
CIP Transfers FY 2024 through FY 2029	260,000
2021 Municipal Bond	300,000
ARPA Funds	270,000
Total Income	930,700
Expenses	
Restroom/Concession Building Replacement (23-24)	790,000
Baseball Infield Renovations (22-23)	30,000
Basketball Court Resurfacing (22-23)	10,000
Skate Park/Tennis Court/Basketball Court Lights (24-25)	70,000
Tennis Court Resurfacing (25-26)	30,000
Total Program Cost	930,000

H. Saugatucket Park Improvements

Saugatucket Park on High Street is approximately 3 acres and abuts the Wakefield Elementary school to the south and the Saugatucket River to the south and east. It features the Saugatucket Park Veterans Monument, a walking path around the perimeter of park's green space, as well as a basketball court and Sari's Sanctuary outdoor classroom which sits on the bank of the Saugatucket. In addition to being a neighborhood park, it is the site of a variety of community activity, used by the elementary school, youth soccer league, and recreation department for programs. It is probably best known as the location for the Town's annual Memorial Day and Veterans Day community gatherings and ceremonies.

Funding in the amount of \$30,000 was approved in FY2018-2019 for the repaving of the pedestrian path which is in poor condition with cracks and general deterioration. In 2019-2020 the Town applied for and received award notification of an \$80,000 grant through the RI Department of Environmental Management Recreation Acquisition and Development grant program. These funds were sought to offset the cost of the new pedestrian path, replacement of the basketball court with combination basketball/pickle ball court, and installation of decorative fencing along the east side of the path that borders the river.

In the summer of 2021, the Economic Development Committee in consultation with the Recreation Commission proposed additional elements to be included in the Saugatucket Park Improvement plan (as well as additional improvements along the Saugatucket) including stormwater management, and consideration for retaining the park's original design plans by the Olmsted Brothers firm in the 1930's. An updated park master plan was completed in 2022 and reflects a return to the original Olmsted design including removal of the chain link fence and invasive species along the river; as well as future enhancements that include period lighting, benches, and sports lighting for the basketball/pickleball court.

The walking path and fence removal is anticipated to begin in the spring/summer of 2023 providing the work can be done between special events planned at the park for the Town's 300th Anniversary year.

A summary of Saugatucket Park Improvements over the next six-year term is shown on the following page.

Saugatucket Park Improvement Program	
Income	
Funds Held in Reserve	54,950
CIP Transfers FY2024 through FY2029	100,000
RIDEM Recreation Development Grant 2020	80,000
Additional Funding Necessary	177000
Total Income	411,950
Expenses	
Walking Paths Improvements FY2023	125,000
Basketball/ (Pickle Ball) Court Full Replacement FY2022	76,350
Fence/Removal/Replacement Basketball Court	33,250
Court Lighting and Event Electrical	107,250
Retaining Wall	20,000
Bike Path Connector (behind WES)	50,000
Total Program Cost	411,850

Charts entitled *Proposed Parks Improvement Program* and *Proposed Parks & Recreation Equipment Replacement Program* are shown on the following pages. These charts provide a summary of the Parks and Recreation related projects and equipment purchases scheduled over the next six years.

Proposed P	arks Imp	provement	Program
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	Fiscal Year	TOTAL						
Location	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Abbie Perry Park								
Playground Improvements	0	0	0	0	0	20,000	0	20,000
Broad Rock Playfields								
Baseball field lights	0	0	50,000	50,000	50,000	50,000	50,000	250,000
Pickleball Courts	0	0	0	50,000	50,000	50,000	50,000	200,000
Tennis Court Resurfacing	0	0	0	42,000	0	0	0	42,00
Brousseau Park								
Tennis Court Resurfacing	0	0	15,000	0	0	0	0	15,000
Composting Restroom	0	0	0	0	0	60,000	0	60,000
Curtis Corner Playfields						,		
Tennis Court Resurfacing	0	0	0	45,000	0	0	0	45,000
Playground Replacement	0	0	20,000	45,000	0	0	0	65,000
Fagan Park				,				
Playground Upgrades	0	20,000	0	0	0	0	0	20,000
Picnic Tables/Water fountain Replacement	10,000	0	0	0	0	0	0	(
Green Hill Park								
Playground Improvements	0	0	0	0	120,000	0	0	120,000
Tennis Court Resurfacing	0	15,000	0	0	0	0	0	15,000
Composting Restroom replacement	0	50,000	0	0	0	0	0	50,000
Basketball Court Improvements	0	15,000	0	0	0	0	0	15,000
Marina Park								
Automated Parking System	0	0	0	0	0	25,000	25,000	50,000
Noyes Farm								
Development: Trailhead, Trails, Signage	0	0	30,000	0	0	0	0	30,000
Old Mountain Field								
Skate Park Lights Replacement (LED)	0	0	20,000	0	0	0	0	20,000
Tennis Court Lights Replacement (LED)	0	0	30,000	0	0	0	0	30,000
Basketball Court Lights Replacement (LED)	0	0	20,000	0	0	0	0	20,000
Chain Link Fence Replacement	0	0	0	0	60,000	0	0	60,000
Restroom/Concession Building Replacement	50,000	50,000	50,000	0	0	0	0	100,000
Tennis Court Resurfacing	0	0	0	30,000	0	0	0	30,000
Riverwalk Park		4						4
Fence Improvements	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,00
Saugatucket Park				_		_		
Walking Paths Improvements	0	0	0	0	0	0	0	Ş
Bike Path Connector	0	0	0	0	0	30,000	30,000	60,000
Basketball Court Full Replacement	0	20,000	0	0	0	0	0	20,000
Retaining Wall @ Basketball Courts	0	0	0	0	20,000	0	0	20,000
Fence Replacement	0	0	0	0	0	0	0	(
roughest Drogram							(Continued o	n Next Pa

						(Cor	ntinued from P	revious Page)				
	Proposed	l Parks Imp	rovement	Program								
	Fiscal Year	TOTAL										
Location	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029					
Stepping Stone Preschool				_			<u> </u>					
Playground Structure Replacement	0	0	0	0	25,000	0	0	25,000				
Interior Building Improvements	0	0	5,000	0	0	10,000	0	15,000				
Town Beach												
Beach Improvement Program	10,000	5,000	5,000	10,000	10,000	10,000	10,000	50,000				
Exterior Pavilion - Roof Replacement	0	5,000	5,000	0	0	0	0	10,000				
Playground Upgrade	0	0	0	30,000	0	0	0	30,000				
Building Improvements	0	0	0	0	10,000	10,000	0	20,000				
Automated Entry System	0	0	0	0	0	0	40,000	40,000				
Town Farm Park												
Parking Lot Upgrade	0	0	0	0	0	0	25,000	25,000				
Playground Upgrade	0	0	0	0	0	20,000	0	20,000				
Treaty Rock Park												
Playground Upgrades/Replacement	0	0	0	60,000	0	0	0	60,000				
Basketball Court Improvements	0	0	0	0	12,000	0	0	12,000				
Tri-Pond Park												
Parking Lot Improvements	0	0	0	7,000	0	0	0	7,000				
Wayfinding System Enhancements	0	0	0	0	0	0	8,000	8,000				
Tuckertown Park												
Restroom Improvements	0	0	15,000	0	0	0	0	15,000				
Play Structure Replacement	30,000	0	20,000	0	0	0	0	20,000				
Tennis/basketball Court Resurfacing	20,000	0	0	0	0	0	0	0				
Village Green				_			<u> </u>					
Drainage Improvements / seating wall	0	0	0	0	0	20,000	20,000	40,000				
Buffer Rehab Indian Run Brook - (per SNEP Design)	0	0	5,000	0	0	0	0	5,000				
Landscape improvements/seating wall	0	0	0	5,000	0	0	0	5,000				
Playground Improvements	0	0	40,000	40,000	0	0	0	80,000				
West Kingston Park												
Wood Rail Fence Replacement	0	10,000	0	0	0	0	0	10,000				
Restroom Facility Upgrade	0	0	0	0	0	0	20,000	20,000				
Tennis Court Resurfacing	15,000	0	0	0	0	0	0	0				
Basketball Court Rehabilitation	0	0	0	0	0	15,000	0	15,000				
William C. O'Neill Bike Path												
Bike Path Asphalt Sealing / Repairs	0	0	10,000	10,000	10,000	10,000	10,000	50,000				
Tree Trimming	0	0	0	0	0	10,000	10,000	20,000				
Main St. Comfort Station	0	0	0									
Exterior Painting/Repairs	0	0	10,000	0	0	0	0	10,000				
Park Irrigation Systems												
Repair and replacement of major components	0	10,000	10,000	0	0	0	0	20,000				
Park Tree Management												
Pruning, removal, replacement of park trees	0	10,000	10,000	20,000	20,000	20,000	20,000	100,000				
	U	10,000	10,000	20,000	20,000	20,000	20,000	100,000				
Park Planning							_					
Comprehensive Park Master Plan	0	6220.000	75,000	75,000	6207.000	0	0	150,000				
Total	\$135,000	\$220,000	\$445,000	\$519,000	\$387,000	\$360,000	\$318,000	\$2,249,00				

Proposed Parks & Recreation Program - Equipment Replacement Schedule

Equipment 1/2 Ton Pick-up Park Superintend 3/4 Ton Pick-up w/lift gate, plow 3/4 Ton Pick-up w/lift gate, plow Pick up Truck/Tool Body,lift,plow	Date 2021 2015 2020 2015 2018	I.D.# 5411 2960 716	Fiscal Year 2022-2023 0 0	Fiscal Year 2023-2024 0	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
1/2 Ton Pick-up Park Superintend 3/4 Ton Pick-up w/lift gate, plow 3/4 Ton Pick-up w/lift gate, plow	2015 2020 2015	2960	0		0					
3/4 Ton Pick-up w/lift gate, plow	2020 2015		0		U	0	0	47,000	0	47,000
	2015	716		0	72,000	0	0	0	0	72,000
Pick up Truck/Tool Body,lift,plow			0	0	0	0	72,000	0	0	72,000
	2019	672	0	0	0	0	0	0	0	0
Box Truck	2010	425	0	0	0	52,000	0	0	0	52,000
Dump Truck/1 ton, stake body	2013	1219	50,000	0	0	0	0	0	0	0
Dump Truck 1 ton w/plow	2013	1460	0	0	0	0	0	45,000	45,000	90,000
Dump Truck 1 ton w/plow	2018	1510	0	0	0	95,000	0	0	0	95,000
Dump Truck 1 ton w/plow	2017	1525	0	0	95,000	0	0	0	0	95,000
Truck w/ Stake Body	2021	5439	0	0	0	65,000	0	0	0	65,000
Adm. Vehicle SUV	2016	4564	0	0	0	35,000	0	0	0	35,000
Recreation Staff Pool Vehicle	New		0	0	0	0	0	0	30,000	30,000
Multi-Use Vehicle	2013	JD Gator	0	0	0	0	0	18,000	0	18,000
Infield Machine	2019	ABI Sports	0	18,000	0	0	0		0	18,000
Tractor	2007	JD4320	0	0	52,000	0	0	0	0	52,000
Tractor	2017	JD-4252	0	0	0	0	45,000	0	0	45,000
Tractor/Bobcat	2022	Toolcat UW56	0	0	0	0	0	0	65,000	65,000
Tractor (for beach rake)	2021	JD-5100	0	0	0	0	35,000	35,000		70,000
12-foot mower	2014	TORO-GM 4000	0	15,000	65,000	0	0	0	0	80,000
12-foot mower	2022	JCM-HR600	0	0	0	0	0	0	0	0
12 Foot Mower	2013	TORO-GM 4000	80,000	0	0	0	0	0	0	0
Front-Mount Mower	2019	JD-1570	0	0	0	0	0	38,000		38,000
Front-Mount Mower	2012	JD1550	0	0	0	0	0	0	0	0
Front-Mount Mower	2019	JD-1570	0	0	0	0	35,000	0	0	35,000
Front-Mount Mower	2008	JD 1445 w/bagger	0	0	38,000	0	0	0	0	38,000
Front-Mount Mower	2012	JD 1445 w/bagger	0	0	0	0	38,000	0	0	38,000
Equipment trailer	2017	16 Ft Utility	0	0	0	8,000	0	0	0	8,000
Equipment trailer	2014	Box Trailer		0	0	5,000	0	0	0	5,000
Equipment trailer	2008	21ft-mow	0	0	0	12,000	0	0	0	12,000
Equipment trailer	2007	21ft-mow	0	0	0	12,000	0	0	0	12,000
Equipment trailer	2014	21ft-mow	0	0	0	0	0	12,000	0	12,000
Leaf removal vac.	2013	Giant Vac.	13,000	0	0	0	0	0	0	0
Toolcat attachment	2016	Blower	0	0	0	10,000	0	0	0	10,000
Mini Excavator w/ brush attachment	2019	Excavator	0	0	0	0	0	0	60,000	60,000
GPS Line Painting Machine	New	Paint Machine	0	0	0	0	0	0	0	0
Barber Surf Rake 600HD	New	BeachGroomer	0	0	0	0	0	30,000	40,000	70,000
Turf Aerator attachment	2017	Toro ProCore	0	0	0	0	0	0	0	0
Totals			\$143,000	\$33,000	\$322,000	\$294,000	\$225,000	\$225,000	\$240,000	\$1,339,000
Less Capital Funds Forwarded			0	0						0
Net Equipment Replacement			\$143,000	\$33,000	\$322,000	\$294,000	\$225,000	\$225,000	\$240,000	\$1,339,000



Senior Services Program

The Senior Center located on St. Dominic Road has been in operation since 2000. Typically, it serves between 100 and 200 seniors per day by providing social services, meals, recreational activities, support groups, special events, health clinics, and other programs. Funding in the amount of \$75,000 is proposed in FY2023-2024 CIP budget for the Senior Services program.

SENIOR CENTER FACILITY IMPROVEMENTS

A total of \$25,000 is proposed for interior and exterior senior center improvements in FY23-24. The six-year Capital program for the Senior Center proposed a total of \$155,000 and includes funding for roof shingle replacement and HVAC repair/replacement reserves.

SENIOR TRANSPORTATION

Transportation is a critical service for many seniors who are currently living independently in the community. It allows for passengers to get back and forth to the Senior Center for socialization, a nutritious meal, and various other activities; as well as grocery shopping. In April 2012, the Department purchased an eighteen-passenger van. The vehicle replaced a 2003 van which remains in operation as a back-up vehicle. Based on the typical passenger volume (pre-Covid-19), the senior van transported an average of 7 to 12 passengers at any given time. The existing van capacity is eighteen plus a wheelchair. Continued reserve funding over the next two years is proposed for future replacement of the back-up senior van. A total of \$40,000 is requested for FY23-24 for future replacement of the senior van in FY25-26.

ADULT DAY FACILITY

A total of \$30,000 in funding is budgeted over the next six years for future infrastructure improvements at the Adult Day facility. In September of 2021, the Adult Day facility re-opened under the management of St. Elizabeth Community after being closed since June 2020. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained. Anticipated future improvements include roof replacement, vinyl siding replacement and HVAC upgrades. A summary of the planned income and expense associated with the Senior Services Program over the six-year term of Capital Improvement Program is presented below:



Senior Services Program	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$6,512
FY2022-2023 CIP Transfer	89,000
Future Year CIP Funding – FY 2024-2029	280,000
Total Income	\$375,512
Expenses	
Adult Day Services Center Improvements	
FY 2024-2029 Facilities Improvement Fund	\$30,000
Senior Center Facility Improvements	
FY 2024-2029 Exterior Rehab/Shingles	\$30,000
FY 2024-2026 Interior Rehab: Carpet, Furniture, Window Treatments	40,000
FY 2024-2027 HVAC Replacement Reserve	40,000
FY 2024-2028 Parking Lot Improvements - Reclaim & Paving	60,000
Senior Transportation	
FY 2023-2024 Senior Van	\$159,000
Total Program Cost	\$359,000



Library Improvement Program

The South Kingstown Public Library is comprised of the Peace Dale Library, and two branch libraries - Kingston Free Library and Robert Beverly Hale Library. A Library Board of Trustees oversees the library system, which provides 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.

Balcony Renovation Peace Dale Library (ARPA CPF 80/20 split) – (\$80,000)

The library has requested \$400,000 from the Pandemic Recovery Office Grant Program to renovate the balcony area of the Peace Dale Library for multi-purpose use to the public. The municipality's match to this request (80/20) would be \$80,000. Total project cost approximately \$690,000.

Roof Replacement Peace Dale -- year 2 \$15,000 (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 soon.

Roof Replacement Kingston – year 2 \$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 soon.

Parking Improvements – year 2 \$5,000 (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.

Library Program	
Income	
Fund Held In Reserve at June 30, 2022 (est.)	\$52,500
FY 2022-2023 CIP Transfer	\$45,000
Future Year CIP Funding – FY 2024-2029	300,000
Total Income	\$397,500
Expenses	
Facility Study (TBD)	11,150
FY2022-2023 Water Service Line Replacement	35,000
FY2022-2023 Electronic Access - All Locations	20,000
Balcony Renovation	80,000
FY2024-2027 Roof Replacement – Peace Dale	100,000
FY2024-2027 Roof Replacement – Kingston	50,000
FY2024-2028 Parking Improvements	90,000
Total Program Cost	\$320,000

General Government Programs



Information Technology Program

The Information Technology (IT) Department provides all municipal departments with technological assistance, uniformity, and control in the analysis, design, development, and functionality of all technology related projects and computer system services. Projects planned over the six year term of the CIP will allow all departments to realize improved delivery of services through enhanced technology utilization and provide greater security to the Town's infrastructure, as shown below:

Town Server Infrastructure Upgrade

The Town's server infrastructure was refreshed during FY2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of applications used by staff daily to service our customers. The IT Department would like to plan for upgrading this equipment in FY2023-2024. The equipment by this time will have been in use for 5 years.

Physical Access Control & Video System

Back in 2014, the Town begin to implement a physical access control system. Physical access control systems include secure door access (i.e. fob and card readers) as well video security monitoring. The Town purchased an access control system then added security cameras in a fractional manner. Videos are housed throughout the Town on multiple recording devices. IT would like to request funding to replace the system with a centralized system for Town departments which have a business need for it.

Cybersecurity Toolset

With the increase of cybersecurity attacks focused on government entities, IT would like to investigate the usage of a proactive toolset to analyze network activity and potential intrusions. This toolset will provide more feature rich options to better protect the Town's network from a cyberattack and allow IT to be proactive in their security approach.

Voice over IP Phone System (VoIP)

The Town VoIP system will be about 6 years old and in need of replacement. IT will investigate options for on premise v. hosted solutions. Depending on future needs in FY27, IT will evaluate the use of softphones and follow me features to improve "work from home" functionality.

Fiber Ring Equipment and Firewall Replacement

The Town's fiber ring equipment and firewall will need to be replaced in FY28-FY29. This fiber ring connects Town Hall with Public Services, Highway, the Guild, the Senior Center, Public Safety, the Animal Shelter, Peace Dale Library and South Kingstown High School to create private connections with high-speed bandwidth. Many of the Town's software applications and town-wide internet rely on this fiber ring being available and its equipment to be running at optimal performance. IT recommends setting aside \$50,000 in FY2028 and FY2029 to continue the replacement schedule of this equipment as it will be appropriately 6 years old.



Town Hall Audio Visual Equipment Replacement

The Town Council Chambers audio visual (AV) equipment will be upgraded in FY23 utilizing funds from the American Rescue Plan Act. The cost below is an estimate to replace the large television displays, microphones and AV related equipment in the chambers.

Town Network Upgrade

During FY23-24, 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, both cloud based and 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. A request in the amount of \$60,000 is presented for your consideration.

Information Technology Program	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$171,094
FY 2022-2023 CIP Transfer	50,000
Future Year CIP Funding – FY 2024-2029	460,000
Total Income	\$681,094
Expenses	
FY 2022-2023 Vision Tax Software Upgrade	\$66,400
FY 2022-2023 Munis Migration	100,000
FY 2022-2023 Town Network Upgrade	50,000
FY 2023-2024 Town Server Infrastructure Upgrade	70,000
FY 2024-2025 Physical Access Control & Video System	80,000
FY 2025-2026 Cybersecurity Toolset	20,000
FY 2026-2027 Phone System Upgrade/Replacement	50,000
FY 2027-2028 Fiber Ring Equipment & Firewall Replacement	50,000
FY 2027-2028 Town Council Chamber Audio Visual Replacement	80,000
FY 2028-2029 Town Network Upgrade	60,000
Total Program Cost	\$626,400

Administrative Services Program

A compensation and classification study has not been conducted for the Town in more than two decades. Industry average is to conduct a study every 5 years. Changes in the Town's organizational structure, as well as past management decisions to create, modify or eliminate positions, and related compensation and classification structures, has created a sense of inequity among the Town employees. This has materialized in the form of a high number of employee reclassification requests over the past year and a noticeable drop in employee morale in some departments. Council 94 and SKMEA Unions have both

General Government Programs, continued

iterated the need for compensation and classification survey in the past to set a reasonable baseline for employee compensation relative to the market and ensure the Town remains competitive. We anticipate conducting the study starting in Q1 of 2024 and completing the study no later than Q2 of 2025. GovHR has provided a preliminary estimate of between \$35 to \$40k to provide this type of assessment.

Administrative Services	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$0
FY 2022-2023 CIP Transfer	0
Future Year CIP Funding – FY 2024-2029	40,000
Total Income	\$40,000
Expenses	
FY 2023-2024 Compensation & Classification Survey	\$40,000
FY 2024-2025	0
FY 2025-2026	0
FY 2026-2027	0
FY 2027-2028	0
FY 2028-2029	0
Total Program Cost	\$40,000

Planning Program

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's 2021 Comprehensive Community Plan is clearly articulated. The Town is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve. 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, the ability to clearly articulate a vision through the regulatory process is tantamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the community. Funding allocated over the 5-year term of the CIP will allow for:

• Revised Subdivision Regulations and Land Development Regulations and Design Guidelines (i.e., Landscaping, Parking, Lighting and Architecture) for commercial, mixed use, office and multifamily residential developments.

General Government Programs, continued



Planning	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$30,346
FY 2022-2023 CIP Transfer	30,000
Future Year CIP Funding – FY 2024-2029	270,000
Total Income	\$330,346
Expenses	
FY 2025 Review & Development of LMIU Policy & Updates to Regulations	20,000
FY 2023-2025 Development of Design Guidelines (Town Wide)	75,000
FY 2026-2027 Development of Design Guidelines (Area Specific)	50,000
FY 2025-2029Comprehensive Review & Development of Updates to Regulations	125,000
Total Program Cost	\$270,000

Property Revaluation Program

A property revaluation program is a complete reexamination and reappraisal of all classes of property (i.e., real estate and tangible personal property) regardless of whether the class is taxable or tax exempt. The process requires a physical measurement and listing of all properties, with the goal of setting property values current to the date of value. A statistical update involves reviewing property sales; with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, was completed as of December 31, 2021 and two prior statistical revaluations were completed as of 12/31/2018 and 12/31/2015. The next statistical revaluations are scheduled for December 31, 2024, and December 31, 2027, with State Reimbursement anticipated in the amount of 60% of the cost. The next full revaluation is mandated for completion for December 31, 2030; no State subsidy will be provided for this full revaluation project.

A summary of the planned costs and funding schedules for revaluation activities over the *nine year term of the CIP is shown on the following page.

*CIP planned costs are typically shown over a six year period, however, based on the significant cost of the Full Revaluation scheduled for 12/321/2030, this time frame has been adjusted to nine years.

A summary of the planned costs and funding schedules for revaluation activities over the nine year term of the CIP is shown on the following page.



Property Revaluation Program	
Income	
Funds Held In Reserve at June 30, 2022	\$181,216
CIP Transfer FY 2023	30,000
State Reimbursement for 12/31/24 Statistical Revaluation	146,340
State Reimbursement for 12/31/27 Statistical Revaluation	164,400
CIP Transfer FY 2024 thru FY 2031	635,000
Total Income	\$1,156,956
Statistical Revaluation 12/31/24	
(13,550 @ \$18)	\$243,900
Contingency	5,000
Statistical Revaluation Expense	\$248,900
Statistical Revaluation 12/31/27	
(13,700 @ \$20)	\$274,000
Contingency	5,000
Statistical Revaluation Expense	\$279,000
Full Revaluation 12/31/30	
(14,300 parcels @ \$40)	\$572,000
Software/Contingency/Tangible Property Account Review	5,000
Full Revaluation Expenditures	\$577,000
Reserve funding	50,000
Reserve Funding Expenditures	\$50,000
Total Program Cost	\$1,154,900

Facility Improvement Program

The Facilities Department supports 18 buildings throughout town and assists department directors in generating the capital improvement budgets for the departmental buildings. The budgets for capital improvements are set forthin the individual department CIP budgets. In 2021 the migration of all building maintenance staff to the Facilities Department was completed. The department expects a well-maintained infrastructure that complies with laws and regulation pertaining to Safety, Environment, Health, Fire Safety, Energy Efficiency, and custodial services. Providing a comfortable environment for all who enter our buildings is paramount. The level of maintenance in our facilities is a direct reflection on the entire town.



<u>Town Hall Improvement Program</u>

Maintenance and upkeep of the Town Hall building and facilities is an ongoing program. Improvements planned over the six-year CIP term include refurbishment of the Town Hall restrooms; replacement of the Town Hall Annex Roof, replacement of the storm windows in the Town Clerk's office: replacement of the Clock Tower roof.

Equipment and Vehicles

Equipment and Vehicles included in the Facilities Program includes the first of two years of funding for a new ¾ ton pickup truck for the facilities department to use to transport personnel between buildings, but supplies, furniture and tools etc. The truck will come equipped with a snowplow to keep public roads and parking lots clear of snow during storm events. In addition, due to supply chain and increased material costs, an additional \$15,000 of funding is needed to purchase the articulating boom lift that was expected to be purchased in FY23. This articulating boom lift will allow our maintenance staff to work safely. This is a dual fuel (diesel and electric) 4X4 lift that can be used by multiple departments in town.

A summary of the Town Hall Facility Improvement Program over the six-year CIP term is presented below:

Town Hall Renovation and Improvement Program	
Income	
Reserve Funds Available June 30, 2021 (est.)	\$183,272
FY 2022-2023 CIP Transfer	62,500
FY 2024 to FY 2029 CIP Transfers	455,000
Total Income	\$700,772
Expenses	
Town Hall Improvements	
FY2022-2023 Exterior Painting and Roof Cresting	\$35,000
FY2022-2023 Aluminum Window Replacement (Planning & 2nd Floor)	24,000
FY2022-2023 High Street Front Entrance Repair and Hand Rail Installation	25,000
FY2023-2024 Replace carpet in Town Hall Vault	10,000
FY2024-2025 Town Hall Annex Roof Replacement	50,000
FY2024-2025 Replace Air Conditioning in Tax Collector's Office	15,000
FY2024-2025 Replace Red Cedar Shingles on Bell Tower	20,000
FY2025-2026 Replace HVAC Building Inspector's Dept.	20,000
FY2024-2026 Replace Storm Windows in Clerk's Office	30,000
FY2025-2026 Replace Air Conditioning in Town Clerk's Office	15,000
FY2024-2027 Restroom Remodel/Update	20,000
FY2026-2027 Parking Lot Improvements	70,000
FY2025-2027 Flat Roof Replacement (Assessor/Building Inspector's Dept.)	75,000
Equipment & Vehicles	
FY2024-2025 Facilities Superintendent Truck	\$60,000
FY2022-2024 Electric Articulating Boom Lift	55,000
FY2022-2028 Security System	60,000
FY2025-2026 Cargo Van	40,000
Total Program Cost	\$624,000

Public Services Improvement Programs



Public Works Road Improvement Program

The Public Services Department manages a comprehensive Town-wide road improvement program that annually evaluates the Town's roads and associated infrastructure in order to provide ongoing infrastructure repairs and improvements. Municipal infrastructure includes all Town owned rights of way (ROW) and the structures within the ROW, such as pavement, sidewalks, drainage systems, bridges and dams, and other transportation-related enhancements. Municipal infrastructure is prioritized for improvement based upon importance to the community, use, condition, and public health and safety concerns. Critical infrastructure that has significant public safety importance, such as bridges and dams, require comprehensive inspection every three years in order to ensure structural integrity. Bridge inspection report findings are used to update the maintenance schedule and associated repairs for the Town's 15 local bridge structures.

Funding for the Town's road improvement program is provided by several sources, including General Obligation Bonds, Capital Budget Annual Funding, and Operating Department year end transfers to the Public Works Improvement Fund.

Capital transportation projects for the six-year term of the Capital Improvement Program have been developed based on the following categories:

- Road Improvements: Full Depth Reclamation/Road Reconstruction, Cold-Planing/Pavement Overlay and Pavement Overlay
- Storm water Regulatory Compliance and Drainage Infrastructure Improvements
- Bridge and Dam Reconstruction and Repairs
- Public Works Facility Improvements

In 2013, the Road Improvement Program transitioned to bituminous concrete (asphalt) pavement overlay in lieu of full depth reclamation (FDR) and road reconstruction. Although FDR road reconstruction will continue to be used on an as needed basis, the primary methodology will be asphalt overlay, which is significantly less expensive than FDR. Further, the Public Services Department's Engineering Division was able to achieve greater savings starting in FY 2017-2018 by utilizing cold-plane and pavement overlay in lieu of pavement "leveling" and overlay, since the current cost for cold-plane is less than pavement leveling. These two methods will be evaluated each year based upon the price of bituminous concrete.

Since implementing a comprehensive road improvement program review process in 2001, approximately 33 miles of roads have been reconstructed and 19 miles resurfaced, representing approximately 34.7 % of 150 miles of Town owned roadways. Over the next six-year term of the Capital Improvement Program, it is proposed to continue an aggressive rate of road overlay in order to upgrade the quality of the local road network. Work associated with pavement overlay includes selective pavement removal (where required), tack coat, leveling course of bituminous concrete (asphalt), tack coat, and a 1½ inch bituminous concrete finish course.

The expenditure requirements for the proposed Road Improvement Program over the six-year term of the FY 2023-2024 through FY 2028-2029 Capital Improvement Program are projected at \$4,666,862. Funding sources include Pay As You Go funding of \$4,139,960 over the six-year CIP term and Operating Budget Transfers of \$540,000,

Public Services Improvement Programs, continued

A summary of the proposed Town's Road Improvement Program projected over the six-year term of the CIP is presented below:

Public Works Road Improvement Program	
Income	
Annual Capital Budget Transfers	\$3,990,085
General Obligation Bonds	0
General Fund Year End Transfers	581,777
Total Income	\$4,571,862
Expenses	
Arterial Road Program	\$2,014,725
Collector Road Program	834,825
Local Road Program	1,222,310
Sidewalk Improvements	0
Drainage/Erosion Control, TMDL Projects	475,002
Bridge and Dam Improvements	0
Highway Facility Program	25,000
Total Program Cost	\$4,571,862

PUBLIC SERVICES PROGRAM SUMMARY

Charts entitled *Public Works Road Improvement Program* and *Public Works Equipment Replacement Schedule* can be found on the following pages. These charts provide a summary of the Public Works related projects and construction equipment and vehicles scheduled for acquisition over the six-year term of the FY 2023-2024 through FY 2028-2029 CIP.

PUBLIC WORKS IMPROVEMENT PROGRAM								
	Fiscal Year 2022-2023	Fiscal Year	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year	Fiscal Year	Six Year Total
Arterial Road Program (ARP) - Reconstruction	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	IOtal
Torrey Road	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal ARP- Reconstruction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Arterial Road Program - Overlay			,,,	, , , , , , , , , , , , , , , , , , ,	, , , , , , , , , , , , , , , , , , ,	,,,	,,,	
Wordens Pond Road (Phase 2 of 2 - East End)	\$408,870	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Green Hill Beach Road (School House to Post)	308,000	0	0	0	0	0	0	0
Robinson Street	0	0	0	217,600	0	0	0	217,600
Columbia Street	0	412,500	0	0	0	0	0	412.500
Gravelly Hill Road	0	0	656,000	0	0	0	0	656,000
Kenyon Avenue	0	0	0	0	0	660,625	0	660,625
Salt Pond Road (Woodruff to Kenyon)	0	0	0	68,000	0	0	0	68,000
ARP- Mill/ Overlay Subtotal	\$716,870	\$412,500	\$656,000	\$285,600	\$0	\$660,625	\$0	\$2,014,725
Total Arterial Road Program	\$716,870	\$412,500	\$656,000	\$285,600	\$0	\$660,625	\$0	\$2,014,725
Collector Road Program - Reconstruction/Reclamation	. ,		. ,					
None Currently Proposed	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Collector Road Program - R/R	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Collector Road Program - Mill/Overlay				•				
River Street	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allen Avenue (from Rodman to South Road)	0	0	0	0	0	0	376,000	376,000
James Trail (less ledge reconstruction area)	0	0	123,200	0	0	0	0	123,200
Liberty Lane (Rt 138 to Bike Path)	0	335,625	0	0	0	0	0	335,625
Bond Funded Acceleration - Road Resurfacing	250,000	0	0	0	0	0	0	0
Subtotal Collector Road Program -Mill/Overlay	\$250,000	\$335,625	\$123,200	\$0	\$0	\$0	\$376,000	\$834,825
Total Collector Road Program	\$250,000	\$335,625	\$123,200	\$0	\$0	\$0	\$376,000	\$834,825
Local Road Program - Overlay								
Waites Corner Road (Rt. 138 to Amtrak)	0	0	0	0	142,500	0	0	\$142,500
Oakwoods Dr	0	0	0	352,500	0	0	0	352,500
Oak Hill Rd	0	0	0	64,500	0	0	0	64,500
Beech Hill Rd	0	0	0	63,750	0	0	0	63,750
Arbor Way	0	0	0	80,625	0	0	0	80,625
Dendron Rd	0	0	0	0	156,075	0	0	156,075
Eagles Nest Terrace	0	0	0	0	26,250	0	0	26,250
Spruce Ct	0	0	0	0	32,250	0	0	32,250
Grey Birch Ct	0	0	0	0	26,250	0	0	26,250
Ice House Rd	0	0	0	0	56,250	0	0	56,250
French Rd	0	0	0	0	0	0	34,400	34,400
Bayberry Road	0	0	0	0	0	0	90,960	90,960
Woodmans Trail	0	0	0	0	0	0	96,000	96,000
Bond Funded Acceleration - Road Resurfacing	250,000	0	0	0	0	0	0	0
Local Road Program - Overlay Subtotal	\$250,000	\$0	\$0	\$561,375	\$439,575	\$0	\$221,360	\$1,222,310
Total Local Roads	\$250,000	\$0	\$0	\$561,375	\$439,575	\$0	\$221,360	\$1,222,310
Total Road Program (Arterial, Collector & Local)	\$1,216,870	\$748,125	\$779,200	\$846,975	\$439,575	\$660,625	\$597,360	\$4,071,860

	PUBLIC WOF	RKS IMPROV	EMENT PRO	GRAM				
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
New Sidewalks & Bicycle/Pedestrian Safety								
Bicycle and Pedestrian Safety Infrastructure - TBD	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total New Sidewalks & Bicycle/Pedestrian Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Drainage/ Erosion/ TMDL Projects								
TMDL Implementation Reserve Fund	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,001	\$375,001
Matunuck Beach Road Protection Reserve Fund	20,000	0	20,000	20,000	20,000	20,000	20,001	100,001
Matunuck Beach Shoreline/Road Protection	3,000,000	0	0	0	0	0	0	0
Total New Drainage/Erosion/TMDL	\$3,095,000	\$0	\$95,000	\$95,000	\$95,000	\$95,000	\$95,002	\$475,002
Bridges and Dams								
Bridge Inspection Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dam Reserve Program	20,000	0	0	0	0	0	0	0
Total Bridges & Dams	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway Facility Program								
Building Repair & PSOB Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Salt Barn Improvements	0	0	0	0	0	0	0	0
Fuel Center Upgrade	0	0	25,000	0	0	0	0	25,000
Infrastructure Management System	0	0	0	0	0	0	0	0
Total Highway Facility Program	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Public Works Road Improvement Program Summary								
Arterial Road Program	\$716,870	\$412,500	\$656,000	\$285,600	\$0	\$660,625	\$0	\$2,014,725
Collector Road Program	250,000	335,625	123,200	0	0	0	376,000	834,825
Local Road Program	250,000	0	0	561,375	439,575	0	221,360	1,222,310
Sidewalk & Bike/Pedestrian Improvements	0	0	0	0	0	0	0	0
Drainage Improvements	3,095,000	0	95,000	95,000	95,000	95,000	95,002	475,002
Bridge and Dam Improvements	20,000	0	0	0	0	0	0	0
Highway Facility Program	0	0	25,000	0	0	0	0	25,000
Total Public Works Road Improvement Program	\$4,331,870	\$748,125	\$899,200	\$941,975	\$534,575	\$755,625	\$692,362	\$4,571,862
Pay As You Go Capital Budget Funding								
CIP - Road Improvement Program Transfers	\$700,000	\$748,125	\$668,400	\$643,390	\$643,390	\$643,390	\$643,390	\$3,990,085
General Fund Operating Transfer	100,000	91,875	100,000	100,000	100,000	100,000	89,902	581,777
Public Service Bonds Issued – January Sale	3,850,000	0	0	0	0	0	0	0
Total Projected Income	\$4,650,000	\$840,000	\$768,400	\$743,390	\$743,390	\$743,390	\$733,292	\$4,571,862

PU	BLIC WORK	S - EQUIPN	/IENT REPI	LACEMEN1	SCHEDUL	.E		
	Fiscal Year	Six Year						
General Fund	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
Highway Division Equipment								
Super., Engin. Vehicles & Equipment	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Vehicle Lifts	0	0	0	15,000	0	16,000	16,000	47,000
Pickup & Utility Trucks- (7)	52,879	0	45,000	60,000	62,000	80,000	65,000	312,000
Light Dumps- (2)	90,000	50,000	50,000	50,000	40,000	0	0	190,000
Medium Dumps - (8)	0	0	100,000	0	200,000	205,000	100,000	605,000
Large Dumps- (2)	216,995	0	0	0	0	85,000	85,000	170,000
Hook Lift Truck	0	0	0	70,000	65,000	0	0	135,000
Street Sweepers- (2)	0	50,000	90,000	90,000	0	0	100,000	330,000
Roadside Mowing- (2)	75,000	45,000	45,000		0	0	0	90,000
Backhoe/ Bobcat/Mini Excavator	51,306	0	70,000	0	0	0	0	70,000
Payloader	0	0	0	0	0	0	0	0
Brine System	0	25,000	0	0	0	0	0	25,000
Chippers- (2)	0	30,000	30,000	75,000	0	0	40,000	175,000
Trailer/Roller/Compressor/Equip. Attach.	30,200	0	0	45,000	0	20,000	0	65,000
Portable Message Board	20,000	0	0	0	0	0	0	0
Total Highway Division Equipment	\$536,380	\$200,000	\$430,000	\$405,000	\$407,000	\$406,000	\$406,000	\$2,254,000



Public Safety Equipment and Facility Program

The Public Safety Capital Reserve Fund consists of three program elements: Computer Systems, Communications Systems, and Building Reserve - Facility Wide Improvements. These are ongoing programs necessary for the maintenance and upkeep of equipment and facilities. It is noted that replacement of computer and communications equipment with a value of less than \$10,000 is an operational expenditure within the Police Department's Operations Budget.

Public Safety Computer Systems

Funding of \$125,000 is proposed over the six-year term of the CIP to allow for timely replacement of the various critical computer system elements as needed. At the recommendation of the Information Technology (IT) Director, the following projects are forecasted over the next six years:

Cybersecurity Toolset - Network Monitoring - FY 2025-2026 \$30,000

This is a cybersecurity initiative proposed by the IT Director. The plan involves the procurement of network monitoring tools at a cost of \$30,000 to provide analysis of network activity and potential network intrusion. This will provide IT a more comprehensive picture of the overall network traffic allowing IT to better ascertain a potential attack or anomaly in the network.

<u>Server Virtualization Hardware Replacement/Upgrade</u> – FY 2027-2028 \$50,000 <u>Network and Firewall Replacement</u> – FY 2027-2028 \$50,000

In keeping with a 5-year replacement schedule, the server virtualization hardware will be due for replacement/update in FY 2027-2028 at a projected cost of \$50,000; along with the network and firewall equipment at a projected cost of \$50,000.

Public Safety Communications Systems

The Police Department's communications systems include a facility-wide closed circuit television (CCTV) monitoring element; a three workstation Police, Fire and EMS Dispatch Center, inclusive of backup recording and playback functionality; an in-station telephone system; and central monitoring equipment for the Town's Fire Alarm System. Funding of \$220,000 is proposed over the six-year term of the CIP to allow for the timely replacement of various critical communication system elements as needed. The following Communications projects are forecasted over the next six years:

<u>Telephone System Replacement</u> – FY 2023-2024 \$50,000

The existing telephone system was placed in service in May 2013. At the recommendation of the IT Director, we should plan for its replacement in FY 2023-2024 at an estimated cost of \$50,000. The equipment by this time will have been in use for 10 years. Voice over Internet Protocol (VoIP) is the current trend in telephone systems (both hosted and cloud); however, IT would look to investigate the latest technology.

CCTV/Video Surveillance System Replacement – FY 2024-2025 \$65,000

The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, law enforcement and court officers request this video footage. At the recommendation of the IT Director, we should plan for

Public Safety Programs, continued

its replacement in FY 2024-2025. IT would look to investigate the latest technology in hopes of improving video quality and retention.

<u>Upgrade Display Screen in Dispatch</u> – FY 2025-2026 \$100,000

The Dispatch Center display screens were last updated in 2009 and are in need of an upgrade. Currently there are 2 separate monitors to display the CCTV/Video surveillance feeds. With the ability to actively monitor the Department of Transportation traffic cameras and the anticipation of expanding upon our CCTV/Video Surveillance capabilities, a more robust display screen will be needed to satisfy the technological advancements in the Dispatch Center.

Voice Recording System Replacement – FY 2026-2027 \$20,000

The voice recording system was last upgraded in late 2020. It will be due for the next replacement in FY 2027 at an estimated cost of \$20,000.

Public Safety Building Reserve - Facility Wide Improvements

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 24 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. Funding of \$415,000 is proposed over the six-year term of the CIP to address equipment replacements and facility improvements as needed. A summary of the Public Safety Program over the six-year term of the CIP is shown below:

Security Fencing/Gates/Signage - FY 2024-2025 \$150,000

The Public Safety Complex has served as a cut through for vehicles avoiding the traffic control device on Kingstown Road and as a cut through for pedestrian traffic accessing Curtis Corner Road and Kingstown Road. The unnecessary traffic not only poses a security concern for people conducting legitimate business at the Public Safety Complex, but it also poses a security concern for emergency personnel as currently there is unfettered access to personal vehicles and department property. Electronic gates would be installed on the Curtis Corner Road side of the parking lot and the northern side near the employee parking lot enabling security for public safety vehicles as well as public safety personnel, vehicles, and property.

Weatherization Upgrade – FY 2024-2025 \$20,000

The Facilities Superintendent advises funding should also be planned for weatherization improvements to the Public Safety Complex in FY 25 at an estimated cost of \$20,000. This is based on an inspection of the building envelope. The findings indicate insulation should be reapplied to the building structure and weather stripping for six (6) exterior doors and five (5) garage door openings should be replaced.

Roof Replacement – FY 2025-2026 \$150,000

The Facilities Superintendent forecasts the next major improvement project will be the replacement of the flat roofing system in FY 26 at an estimated cost of \$150,000.

<u>Landscaping Improvements/Parking Lot</u> – Front of Public Safety Complex – FY 2027-2028 \$100,000 The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.



Storage Facility / Impound Lot Upgrades - FY 2028-2029 \$100,000

The current impound lot is uncovered only secured by a fence offering little privacy and no protection from the elements and rodents for the vehicles stored within. Vehicles stored in the lot are kept for evidentiary purposes and are the responsibility of the department while in our custody. A closed storage facility would provide security, cover, and adequate storage for vehicles and other large items of evidentiary value.

Public Safety Program	
r abile barety i rogiani	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$437,080
FY 2022-2023 CIP Transfer	80,000
Future Year CIP Funding – FY 2024-2029	1,350,000
Total Income	\$1,867,080
Expenses	
FY 2022-2023 Public Safety Computer Systems	\$50,000
FY 2022-2023 Public Safety Communications Equipment	33,500
FY 2022-2023 Public Safety Building Upgrades	168,191
	25,000
FY 2022-2023 Public Safety Drone	23,000
FY 2023-2024 Accident/Crime Scene Reconstruction Equip.	35,000
FY 2024-2025 Animal Control Vehicle Replacement	50,000
	65,000
FY 2024-2025 Taser 7 Upgrade Project	55,555
FY 2025-2026 Beach Patrol Equipment	100,000
FY 2026-2027 Motorcycle Equipment	75,000
FY 2027-2028 Pistol Mounted Optics	35,000
FY 2024-2029 Public Safety Computer Systems	130,000
FY 2024-2029 Public Safety Communications Equipment	255,000
FY 2024-2029 Public Safety Building Upgrades	540,000
FY 2027-2029 Body Worn Camera Project-Sustainability	162,000
FY 2028-2029 Animal Control Vehicle Replacement (Year 1)	15,000
Total Program Cost	\$1,738,691
Total Flogram Cost	71,730,031

Capital Equipment Reserve Projects

Police Accident/Crime Scene Reconstruction Mapping Hardware - FY 2023-2024 \$35,000

The current Nikon Total Station hardware utilized for accident and crime scene reconstruction was purchased in 2015. The hardware is becoming obsolete, and we are now experiencing compatibility issues with the computer software that was purchased in 2021 in order to produce scaled diagrams of accident and crime scenes. The estimated cost for replacement of this equipment in FY 24 is \$35,000.



<u>Animal Control Road - Vehicle Replacement</u> - FY 2024-2025 \$50,000

The Animal Control Van (2016 Chevrolet Express) was placed in service June 2016. The typical replacement cycle is six to seven years. Reserve funding was established beginning in FY 2023 with a first installment of \$25,000. The second installment of \$25,000 has been deferred to FY 2024-2025. The vehicle acquisition cost in FY 25 is estimated at \$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 25. 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. Following the acquisition of a new vehicle in FY 25, the next cycle of installment funding should be planned beginning in FY 29 toward the next replacement.

<u>Police – Conducted Electronic Weapons Replacement</u> – Taser 7 Upgrade - FY 2024-2025 \$65,000

Currently, twenty-nine (29) tasers are in service for use by SKPD officers. The majority of tasers were purchased in 2019 and are due for replacement in 2024 due to the five (5) year end of life. The goal is to equip each officer with their own taser for continuity in operations and for care and maintenance of the equipment. The projected cost for the replacement equipment in FY 2024-2025 is \$65,000.

Police – Beach Patrol Equipment FY 2025–2026 \$100,000

South Kingstown has many miles of coastline and beaches that require police access for security purposes and patrol officers in response to complaints. The deployment of ATVs and UTVs would allow a more timely response from patrol officers in responding to complaints while expanding our patrol footprint. A secure structure would need to be erected in the southern of end of town to store the ATVs and UTVs for quick deployment. The project cost in FY 2025 -2026 is \$100,000.

Police Motorcycle Equipment – FY 2026-2027 \$75,000

The SKPD is currently researching the implementation of a motorcycle unit in the Spring of 2023 for traffic enforcement and community relations. The most cost-effective way to implement the program would be to lease on the motorcycles as the program develops and becomes established. Funding in the amount of \$75,000 is recommended in FY 2026-2027 to maintain this program.

Body Worn Camera Project Sustainability – FY 2027-2028 \$81,000

The SKPD has entered the Statewide Body Camera Program funded through a federal and state grant for five (5) years. After the grant term expires, starting in FY 2027-2028, the estimated annual cost to sustain the program to equip all sworn officers with the AXON body worn camera is \$81,000. To prepare for this annual expense, beginning in FY 2025-2026, installment funding of \$60,000 per year is recommended to establish a reserve.

Pistol Mounted Optics - FY 2027-2028 \$35,000

The current Sig Sauer P320 9mm pistols issued to all sworn officers were purchased in 2018 and are expected to be at end of life in 2028. The iteration of law enforcement pistols are coming equipped with laser sighted optics for accuracy. Many police departments in RI have begun switching to this technology and it is expected to become the standard issue for law enforcement pistols in the years to come. The current pistols cannot be retrofitted with the optics so it is recommended that we move to equip the replacement pistols with the laser optics. Reserve funding in the amount of \$15,000 is requested for FY 2026-2027 with the balance of \$20,000 to be funded in FY 2027-2028.



Emergency Medical Services Program

The Emergency Medical Services (EMS) Department operates Paramedic 2 (supervisor/intercept) and Paramedic 1 (transport ambulance) out of the Public Safety Complex (North Station) located at 1790 Kingstown Road. The South Station located at 509 Commodore Perry Highway operates Paramedic 3(transport ambulance), a reserve ambulance and administrative offices.

The past five years have seen a significant increase in EMS call volume. The demand for EMS services in areas of Town where average response times exceed the acceptable industry standard substantiates the Department's long-term plan to increase the number of EMS vehicles and associated staffing from two to three ambulances. The Town is currently exploring options for constructing a third EMS station.

EMS Vehicle Replacement/Expansion

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

- o EMS vehicle replacement through FY2022-2029 is as follows:
 - EMS vehicle Paramedic 1 (#442) replacement in FY 2023-2024: \$356,669*
 - EMS vehicle Paramedic 2 (#440) replacement in FY 2025-2026: \$ 80,000
 - EMS vehicle Paramedic 3 (#431) replacement in FY 2028-2029: \$400,000
- o EMS vehicle reserve and trade-in at time of replacement
 - EMS vehicle (#430) will be traded for new Paramedic 2 in FY2025-2026
 - EMS vehicle (#428) will be traded-in for new Paramedic 3 in FY2028-2029

EMS Equipment Replacement

The EMS Capital Reserve Fund is used for the purchase of high-cost medical, computer, and safety equipment needed for the proper operation of emergency medical services. The planned equipment replacement schedule projected for the six-year term of the CIP is detailed below:

Cardiac Monitor/Defibrillator

The department maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. An additional device will be needed when the third EMS Facility and additional ambulance come online. These units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2027-2028 through FY 2028-2029. Current cost of the cardiac monitor/defibrillator for replacement is \$35,000.

Lucas Chest Compression Device

This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Current cost of the Lucas device for the new ambulance is \$15,000.

^{*}Paramedic 1 may be purchased with a capital lease pending Town Council approval.



EMS Facility Improvements

o Public Safety - North EMS Station

The North EMS Station facility was constructed in 1998. 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.

A summary of the EMS Program over the six-year term of the CIP is shown below:

Emergency Medical Services Program	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$297,453
FY2022-2023 CIP Transfer	138,000
Future Year CIP Funding – FY 2024-2029	300,000
Total Income	\$735,453
Expenses	
Vehicle Replacements	\$80,000
Medical Diagnostics/ Equipment	85,000
FY24 - 28 Lease Payment - New Rescue	400,000
Transfer to General Government Capital	40,000
FY29 Lease Payment - New Rescue	85,000
Total Program Cost	\$690,000



Fire Alarm Program

During Fiscal Years 2023-2024 through 2028-2029, the Communications Department proposes the following projects be considered for funding through the Town's Capital Improvement Program. These projects will help this department run more efficiently, plan for vehicle replacement, reduce maintenance/repair costs on aging equipment, and keep our Town staff safer in Town Buildings.

Fire Alarm Division	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$49,000
FY 2022-2023 CIP Transfer	16,000
Future Year CIP Funding – FY 2024-2029	221,000
Total Income	\$286,000
Expenses	
FY 2023-2024 Generator for Radio System	\$30,000
FY 2024-2026 Repair Existing Tower at PD	45,000
FY 2023-2028 SUV Vehicle Replacement	42,000
FY 2023-2028 Utility Truck Replacement	54,000
FY 2025-2028 Town Hall Fire Alarm Upgrade	80,000
Total Program Cost	\$251,000



School Capital Program

This section describes the projects proposed by the School Committee for completion during the next 6-year term of the FY 2023-2024 through FY 2028-2029 CIP. Projects scheduled beyond the 2023-2024 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid.

Long Term Education and Facilities Plan

The Town Council appointed a new School Building Committee based on a request and recommendations from the School Committee to undertake the planning and supervision of the school facility improvements in accordance with Rhode Island Department of Education's rules and regulations. The School Building Committee and the Educational Facilities Master Planner (Studio JAED) are in the process of developing a Stage II application for school building projects. All proposed projects listed in the Capital Improvement Program are subject to change based on the outcome of the Stage II submission.

The School District is anticipating the closure of Curtis Corner Middle School at the end of the 2022/23 school year. All proposed projects beyond 2023-24 are based on Studio JAED's facility assessment included within the Stage I application and additional needs based on prior facility assessments and are subject to change based on development of a Master Facility Plan.

The estimated cost of the School Department's school facilities program requirements is \$140,000,000 and reflects a placeholder in FY2026 for anticipated future bonding. It is fully expected that the Town's long-term CIP will need to be adjusted or redefined as the District and the Town continue to work with the State to implement an effective school improvement program.

The School Committee Proposed Facilities Plan-Long Term has placeholders until which time the district has a proposed plan.

Projected Six Year CIP School Program

The School Committee has a placeholder of \$140,000,000 over the 6-year term of the proposed CIP. A summary of the School FY 2022-2023 through FY 2027-2028 Proposed Capital Program is shown below:

School Capital Improvement Program	
Income	
School General Obligation Bonds (TBD)	\$132,670,000
State Aid - Pay-Go Estimate	7,330,000
Future Year CIP Funding FY 2024-2029	23,103,342
Total Income	\$163,103,342
Expenses	
School Facilities Improvement Program (TBD)	\$140,000,000
Future Year CIP Funding FY 2024-2029	23,103,342
Total Program Cost	\$163,103,342

School Programs, continued

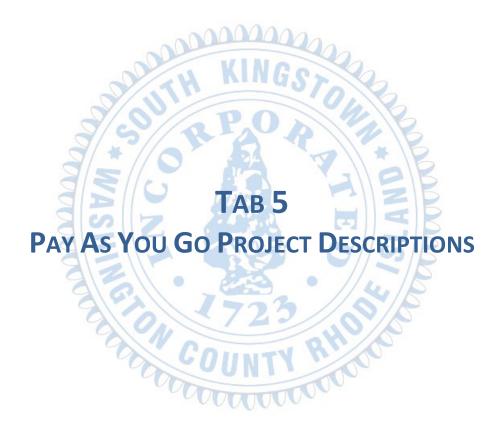


School Committee Proposed CIP FY 2023-2024 through FY 2028-2029

The projects proposed by the School Department for completion during the next six-year CIP term are shown on pages 6 -7 and 6- 8 Superintendent Proposed Capital Improvement Program – School Fund. Projects in the FY 2023-2024 PAYG capital budget are shown in Section 5 PAY AS YOU GO. In order to receive school housing aid for projects proposed for consideration subsequent to FY 2023-2024, the School District will be required to submit a new "Necessity of School Construction" Application to RIDE, which is currently under development.

SCHOOL PROGRAM SUMMARY

Charts entitled *School Committee Proposed School Facilities Program* can be found on the following pages. These charts provide a summary of the School capital projects over the six-year term of the FY 2023-2024 through FY 2028-2029 CIP.



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TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029

Introduction to the Capital Budget (Pay As You Go)



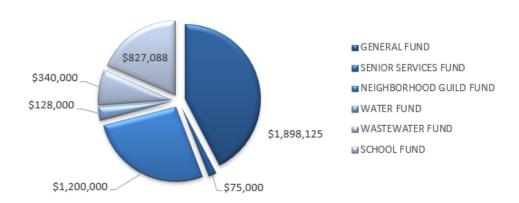
Capital Budget Overview

The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2023-2024 and is incorporated into the operating budget.

FY 2023-2024 Pay As You Go Summary

A breakdown by fund for the total Pay As You Go Element of the Capital Improvement Program for FY 2023-2024 is shown below:

TOTAL FY 2023-2024 PAYG



A breakdown of the proposed General Fund Funding Element of the FY 2023-2024 Pay As You Go Program for General Fund capital projects is shown below:

GENERAL FUND FY2023-2024 PAYG



FY 2023-2024 Pay As You Go Projects

Projects budgeted across all funds for inclusion in the FY 2023-2024 PAYG Element of the CIP are detailed on the following pages of this section (see Element 4 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2023-2024 through 2028-2029)



Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

Park Rehabilitation and Improvements is an ongoing program that provides for the development, maintenance and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. All projects proposed for funding in the 2023-2024 fiscal year are shown in this section. The pages that follow provide detail for each of the projects shown below.

FY 2023-2024 PAYG Element

The following projects are proposed for funding in the upcoming 2023-2024 fiscal year:

Proposed Parks Improvement Program	
	CIP
	2023-24
Old Mountain Field	
Restroom/Concession Building Replacement	50,000
Saugatucket Park	
Basketball Court Full Replacement	20,000
Green Hill Park	
Tennis & Basketball Court Resurfacing	30,000
Composting Restroom replacement	50,000
Fagan Park	
Playground Upgrades	20,000
West Kingston Park	
Wood Rail Fence Replacement	10,000
Park Irrigation Systems	
Repair and replacement of major components	10,000
Park Tree Management	
Pruning, removal, replacement of park trees	10,000
Town Beach	
Exterior Pavilion - Roof Replacement	5,000
Beach Improvement Program	5,000
Riverwalk Park	
Fence Improvements	10,000
Total	\$220,000



DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field - Restroom/Concession Building Replacement

PROJECT 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 \$285,000 as well as an additional \$280,000 allocated from the 2021 municipal bond referendum 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 anticipated higher costs associated with this long-term project.





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

Old Mountain Field	FY 2023-2024
Restroom/Concession Building Replacement	\$50,000
Total	\$50,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Saugatucket Park Basketball Court Full Replacement

PROJECT DESCRIPTION

The Saugatucket Park basketball court is an element of the Saugatucket Park long-term Improvement plan. It was originally proposed for replacement in the same location however, with the expansion of the Saugatucket Park project and intentions to bring it back to the original Olmsted Brothers design, the proposed basketball/pickleball court will require shifting it slightly southwest of its original position. In doing so, the new location will require a retaining wall and the relocation of a utility pole. The original project budget called for the court replacement to cost approximately \$50,000. With the new park master plan additional \$20,000 is necessary to cover the projected \$75,000 cost of the court installation. It is anticipated that this component will be constructed in the spring of 2024. This element of the plan will be partially funded through a RIDEM recreation development grant awarded in 2020.



JUSTIFICATION

- Maintain facility infrastructure
- Increase life cycle of recreational facility for public use
- Updates facility for multi-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

Saugatucket Park	FY 2023-2024
Basketball Court Full Replacement	\$20,000
TOTAL	\$20,000



DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Green Hill Park – Tennis & Basketball Court Resurfacing
Composting Restroom Replacement Structure

DESCRIPTION

- A total of \$30,000 is proposed in FY2023-2024 to repair cracks and resurface the two tennis courts and basketball court at Green Hill 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 visitors.
- A total of \$50,000 is proposed for the replacement of the composting restroom at Green Hill Park. This restroom has been in place since the park opened in 2003. The structure and fixtures require replacing along with site work.





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

Single year funded capital projects

Green Hill Park	FY 2023-2024
Tennis & Basketball Court Resurfacing	\$30,000
Composting Restroom Replacement	\$50,000
Total	\$80,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Fagan Park - Playground Equipment upgrade

PROJECT DESCRIPTION

Funding in the amount of \$20,000 is proposed for the purchase of new components for the playground climbing structure, to replace broken and worn elements of the structure.



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

Fagan Park	FY 2023-2024
Playground Equipment Upgrade	\$20,000
TOTAL	\$20,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

West Kingston Park – Wood Rail Fence Replacement

PROJECT DESCRIPTION

Funding in the amount of \$10,000 is proposed for the purchase of materials to replace the wood rail fence at West Kingston Park.





JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users

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

West Kingston Park	FY 2023-2024
Wood Rail Fence Replacement	\$10,000
TOTAL	\$10,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Irrigation Systems

PROJECT DESCRIPTION

Repair and replacement of major components

A total of \$10,000 is proposed in FY2023-2024 to maintain a reserve fund for ongoing repair and upgrades to seven athletic field irrigation systems throughout the park system. These systems are critical to ensuring that the turf maintenance plans for the Town's heavily used athletic fields are effective, with safety being a top priority. Most of the existing systems have experienced some type of failure over the last five years, and staff provides preventive maintenance in the form of systematic replacement of components in order to increase the life of the systems.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

Park Irrigation Systems	FY 2023-2024
Repair and Replacement of Major Components	\$10,000
Total	\$10,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Tree Management

PROJECT

Pruning, removal, replacement of park trees

Within the last seven years tree management has become a priority for the Parks and Recreation Department. Aging and diseased trees have begun to pose a greater risk within the parks, including active play areas and along the bike path. In order to reduce overall risk of occurrences of fallen limbs or trees, a dedicated long-term funding source is necessary to address tree management within the parks in a preventive, systematic way. A total of \$20,000 is proposed to be allocated to the tree management fund, whereby the Department can continue to coordinate the assessment of the oldest and most actively used parks, and implement a schedule for pruning, removal and replacement of trees, for a safer environment.



JUSTIFICATION

- Supports environmental stewardship in public parks
- Mitigates hazards
- Reduces risk

CATEGORY

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

FUNDING TIMELINE

Park Tree Management	FY 2023-2024
Pruning, Removal, Replacement of Park Trees	\$10,000
Total	\$10,000



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 2023-2024 to be allocated to the Town Beach Improvement Fund. A total of \$5,000 will continue to address sand replenishment and shoreline erosion mitigation. \$5,000 will fund replacement of shingles on the pavilion roof.





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

Town Beach	FY 2023-2024
Exterior Pavilion - Roof Replacement	\$5,000
Beach Improvement Program	\$5,000
Total	\$10,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Riverwalk Park Fence Improvements

PROJECT DESCRIPTION

Repair and Painting of Iron Fence along Riverwalk

A total of \$10,000 is proposed in FY2023-2024 to scrape and paint sections of the iron fencing along the Riverwalk on the east side of the Saugatucket River adjacent to the Main Street public parking lot. The fence is in dire need of repainting.



JUSTIFICATION

- Increases life cycle of safety amenity
- 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

Riverwalk Park	FY 2023-2024
Fence Improvements	\$10,000
TOTAL	\$10,000



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 2023-2024 is detailed below:

Two pieces of equipment are proposed for replacement in FY2023-2024, of which both are critical to the regular maintenance and upkeep of the 103 acres of park and town property for which the Parks Division is responsible year-round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts.

Equipment	FY 2023-2024
Inland Machine 2019	\$18,000
12-foot Mower 2014	\$15,000
Total	\$33,000

Infield Machine 2019

Funding in the amount of \$18,000 is proposed to replace the existing 2019 ABI infield machine. This machine is used daily in spring, summer and fall for field preparation of multiple softball and baseball fields. It is critical to ensuring safe playing surfaces for all users. The machine currently has 840 hours logged and is in fair condition.

12 Foot Mower - \$15,000 (1st of two installments)

Funding of \$15,000 is requested for future replacement of a 2014 Toro-GM 4000 mower that has logged approximately 2,225 hours and exceeded its recommended 7-year life cycle. It is anticipated that this mower will be in service for another two seasons with approximately 2,785 hours. This 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.







DEPARTMENT - PROGRAM TITLE

Parks and Recreation – Harbormaster/NRO Equipment Acquisition and Replacement Program

PROJECT TITLE

Boston Whaler Justice - \$25,000 (installment funding)

PROJECT DESCRIPTION

Planning should begin for the replacement of PB1, a 2000 19' Boston Whaler. This vessel is the primary patrol and emergency response boat for Pt. Judith Pond and the south shore area. The boat has been in service for 22 years and is nearing the end of its service life. It is starting to show significant signs of age as evidenced by the recent failure of the fuel tank and electrical problems. The boat has also developed a list, most likely due to water intrusion into the foam filled hull. The boat has unfortunately been out of service for a significant portion of the summer three separate times during three separate seasons.

In line with the timing of what would be the next outboard motor replacement for PB1, the Harbormaster/NRO is instead recommending the replacement of the boat and accompanying equipment in FY 2027-2028, or sooner if possible, at an estimated cost of \$200,000. (It is estimated that there will be a 3% increase in this current estimate each year due to inflation.) The Harbormaster/NRO will continue to apply for outside grant funding to offset the cost of the replacement boat. At the time of projected replacement in FY28, the patrol boat will have been in service for 28 years, reaching maximum service life. Installment funding is recommended beginning in FY 23-24 over a four-year period.



FUNDING TIMELINE

Equipment	FY 2023-2024	
Boston Whaler Justice (PB1)	\$25,000	
Total	\$25,000	

Public Services Project Descriptions



Road Improvement Program Pay As You Go Summary

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 2023-2024 are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2023-2024 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$4,666,862 over the six year Capital Improvement Program scheduled to begin in FY 2023-2024. The proposed six year program will require \$4,085,085 in capital budget annual appropriations; \$581,777 in general fund operating budget transfers.

In FY 2023-2024, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$655,125 and \$140,000 from the Streets and Highways Account within the General Fund Budget.

FUNDING TIMELINE

Projects proposed for funding in the upcoming 2023-2024 fiscal year are shown below (see Element 4, pages for a full listing of all Road Improvement Program projects proposed over the six (6) year term of the FY 2023-2024 through FY 2028-2029 Capital Improvement Program).

Public Works Road Improvement Program		
Summary	FY 2022-2023	FY 2023-2024
Arterial Road Program	\$716,870	\$412,500
Collector Road Program	0	\$335,625
Local Road Program	0	0
Sidewalk Improvements	0	0
Drainage Improvements/Erosion Control/TMDL Projects	2,895,000	75,000
Bridge and Dam Improvements	0	0
Highway Facility Program	0	0
Total Program	\$3,611,870	\$823,125

Public Services Project Descriptions, continued



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 2023-2024 road reconstruction is proposed as follows:



Columbia Street – Arterial Road

Required work will include reclaiming, subsurface reinforcement, and bituminous concrete asphalt pavement. Columbia Street is approximately 3,500 linear feet and serves as a critical connection from Main Street toward Peace Dale, Kingston, and many residential homes. Due to traffic volumes, the roadway is badly deteriorated. Additionally, as with many roads in Wakefield, sidewalks line the roadway. The sidewalks on the westerly side are in disrepair and full replacement is planned as part of the roadway improvements. The plan is mill portions of road and perform some full depth reclamation, 2.5" class 12.5 binder, tack coat and 1.5" Class 9.5 bituminous concrete overlay.

<u>Liberty Lane – from route 138 to the rail tracks</u>

Liberty Lane (from Route 138 to the rail tracks) is approximately 4,400. The roadway provides access the Great Swamp although its primary function is as a collector road for nearby homes. The roadway is in significant disrepair therefore anticipated road improvements include full depth reclamation, geo-textile membrane, 2.5" Class 12.5 binder, 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

CATEGORY

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

FUNDING TIMELINE

Single year funded capital projects

Road Reconstruction and Pavement Overlay Projects	FY 2022-2023	FY 2023-2024
Wardens Pond Road (Phase 2 of 2 – East End)	\$408,870	\$0
Green Hill Beach Road (Schoolhouse to Post Road)	308,000	0
Columbia Street (including sidewalks)	0	412,500
Liberty Lane (from Route 138 to the rail tracks)	0	335,625
Total Road Reconstruction and Pavement Overlay Projects	\$716,870	\$748,125

Public Services Project Descriptions, continued



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: \$50,000

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 daily year-round for asphalt patching, catch basin repair and drainage projects. This is the second year of a two (2) year funding for the replacement of a 2013 International light dump truck with 61,000 miles is proposed for replacement. The trade-in vehicle has two-wheel drive which hinders its snowplow and sanding operations. The new truck will be outfitted with a stainless-steel body and will be used



with the existing stainless steel drop-in sander presently utilized by the trade-in vehicle.

Street Sweeper: \$50,000

The Highway Division presently employs two (2) street sweepers. The sweepers are used on a yearly basis for removal of roadside debris leftover over from sanding/salt operations and plowing during the winter months along with leaf litter on the Town's pavement network. Street sweeping is an integral part of keeping heavy materials from getting into the Town's waterways via the stormwater system. This is the first year funding for the replacement of a 2015 Elgin Pelican Waterless Sweeper with 1850 hrs.



Public Services Project Descriptions, continued



Roadside Mower: \$45,000

The Highway Division presently employs two (2) roadside tractors with side arm mowers. This is the second of a three (3) year funding for the replacement of a 2012 New Holland T5050/Alamo cutting head. These mowers are used to mow grass and shrubbery along the Town's right of ways. Mowing is necessary to provide safe sight distances to motorists along the Town's roads. They are used to maintain the town landfill site perimeters and support wastewater, recreation and school departments maintaining safe clearances along the bike path, school playgrounds and Town owned easements.



Wood Chipper: \$30,000

The Highway Division employs two (2) woodchippers. This is the first year of a two (2) year funding for the replacement of 2006 Woodsman diesel powered chipper with 2500 hrs. The chippers are used daily for tree trimming and the removal of Town trees throughout the year and for storm debris removal.



Brine system, \$25,000

The Highway Division recently began treating arterial/problem roads in South Kingstown with a salt brine solution provided by the Town of Narragansett in a partnership as a pretreatment of paved surfaces in winter months prior to expected snowfall. This practice is performed throughout the country to treat roads in a more cost prohibitive manner than applying straight rock salt. By expanding the treatment to most if not all roads in the future will save significant costs in procuring rock salt, savings on overtime and post winter cleanup of salt and sand in the future. This will be a standalone unit with storage tank capabilities to sustain the operation.



JUSTIFICATION

- The Town is responsible for maintenance of the Town's right-of-ways and sidewalks
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

• This program is supported through the General Fund, with a focus on Equipment Acquisition/Replacement to replace aging equipment or acquire new equipment as needed.

FUNDING TIMELINE

Multi-year funded capital program



Equipment Acquisition Program	FY 2023-2024
Light Dump Truck	50,000
Street Sweeper	50,000
Roadside Mowing	45,000
Chipper	30,000
Brining Equipment w/Storage Tank	25,000
Total Equipment Acquisition Program	\$200,000

Public Safety Project Descriptions



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

Annual funding is planned over the six-year term of the CIP to allow for timely replacement of the various critical computer system elements as needed. At the recommendation of Lori Fox, IT Director, the following projects are forecasted during Fiscal Years 2024 through 2029 as noted in the descriptions below.



Cybersecurity Toolset - Network Monitoring – FY 2025-2026 \$30,000

This is a cybersecurity initiative proposed by the IT Director. The plan involves the procurement of network monitoring tools at a cost of \$30,000 to provide analysis of network activity and potential network intrusion. This will provide IT a more comprehensive picture of the overall network traffic allowing IT to better ascertain a potential attack or anomaly in the network.

Server Virtualization Hardware Replacement/Upgrade – FY 2027-2028 \$50,000
 Network and Firewall Replacement – FY 2027-2028 \$50,000

In keeping with a 5-year replacement schedule, the server virtualization hardware will be due for replacement/update in FY 2027-2028 at a projected cost of \$50,000; along with the network and firewall equipment at a projected cost of \$50,000.

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 2023-2024
Computer System Equipment Reserve Funding	\$15,000
Total	\$15,000

Public Safety Project Descriptions, continued



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

The Public Safety Communications System Reserve provides funding for replacement 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.

Telephone System Replacement – FY 2023-2024 \$50,000

The existing telephone system was placed in service in May 2013. At the recommendation of the IT Director, we should plan for its replacement in FY 2023-2024 at an estimated cost of \$50,000. The equipment by this time will have been in use for 10 years. Voice over Internet Protocol (VoIP) is the current trend in telephone systems (both hosted and cloud); however, IT would look to investigate the latest technology.

CCTV/Video Surveillance System Replacement – FY 2024-2025 \$65,000

The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, law enforcement and court officers request this video footage. At the recommendation of the IT Director, we should plan for its replacement in FY 2024-2025. IT would look to investigate the latest technology in hopes of improving video quality and retention.

Upgrade Display Screen in Dispatch – FY 2025-2026 \$100,000

The Dispatch Center display screens were last updated in 2009 and are in need of an upgrade. Currently there are 2 separate monitors to display the CCTV/Video surveillance feeds. With the ability to actively monitor the Department of Transportation traffic cameras and the anticipation of expanding upon our CCTV/Video Surveillance capabilities, a more robust display screen will be needed to satisfy the technological advancements in the Dispatch Center.

Voice Recording System Replacement – FY 2026-2027 \$20,000

The voice recording system was last upgraded in late 2020. It will be due for the next replacement in FY 2027 at an estimated cost of \$20,000.







JUSTIFICATION

• Reserve funding is proposed over the next six years to allow 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 2023-2024
Communications Equipment Reserve Funding	\$50,000
Total	\$50,000

Public Safety Project Descriptions, continued



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Public Safety Building Maintenance Program – Facility Wide Improvements



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. It is prudent to continue to provide for reserve funding in the event of a major equipment failure of necessary facility repair.

Reserve funding is proposed over the next six years for several improvement projects.

Security Fencing/Gates/Signage – FY 2024-2025 \$150,000

The Public Safety Complex has served as a cut through for vehicles avoiding the traffic control device on Kingstown Road and as a cut through for pedestrian traffic accessing Curtis Corner Road and Kingstown Road. The unnecessary traffic not only poses a security concern for people conducting legitimate business at the Public Safety Complex, but it also poses a security concern for emergency personnel as currently there is unfettered access to personal vehicles and department property. Electronic gates would be installed on the Curtis Corner Road side of the parking lot and the northern side near the employee parking lot enabling security for public safety vehicles as well as public safety personnel, vehicles, and property.

Weatherization Upgrade – FY 2024-2025 \$20,000

The Facilities Superintendent advises funding should also be planned for weatherization improvements to the Public Safety Complex in FY 25 at an estimated cost of \$20,000. This is based on an inspection of the building envelope. The findings indicate insulation should be reapplied to the building structure and weather stripping for six (6) exterior doors and five (5) garage door openings should be replaced.

Roof Replacement – FY 2025-2026 \$150,000

The Facilities Superintendent forecasts the next major improvement project will be the replacement of the flat roofing system in FY 26 at an estimated cost of \$150,000.

Landscaping Improvements/Parking Lot – Front of Public Safety Complex – FY 2027-2028 \$100,000
The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.



Storage Facility / Impound Lot Upgrades – FY 2028-2029 \$100,000

The current impound lot is uncovered only secured by a fence offering little privacy and no protection from the elements and rodents for the vehicles stored within. Vehicles stored in the lot are kept for evidentiary purposes and are the responsibility of the department while in our custody. A closed storage facility would provide security, cover, and adequate storage for vehicles and other large items of evidentiary value.

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 2023-2024
Public Safety Building – General	\$45,000
Total	\$45,000



DEPARTMENT

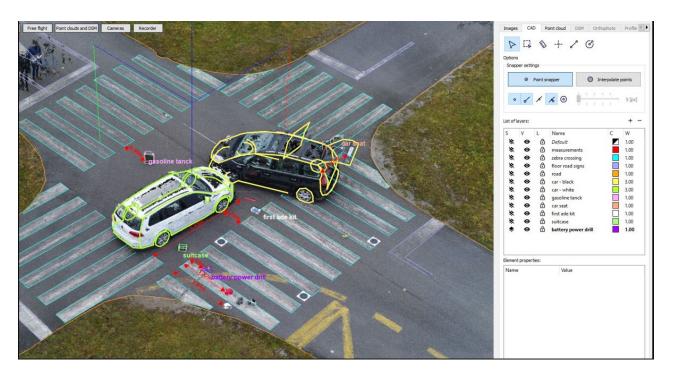
Public Safety – Equipment

PROGRAM TITLE

Police-Accident/Crime Scene Reconstruction Mapping Hardware

PROGRAM DESCRIPTION

The current Nikon Total Station hardware utilized for accident and crime scene reconstruction was purchased in 2015. The hardware is becoming obsolete, and we are now experiencing compatibility issues with the computer software that was purchased in 2021 in order to produce scaled diagrams of accident and crime scenes. The estimated cost for replacement of this equipment in FY 24 is \$35,000.



JUSTIFICATION

Equipment is becoming obsolete and incompatible with computer software

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

Single year funded capital project

Public Safety – Police Equipment	FY 2023-2024
Accident/Crime Scene Reconstruction Mapping	
Hardware	\$35,000
Total	\$35,000

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

The department maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. These units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2027-2028 through FY 2028-2029. Current cost of the cardiac monitor/defibrillator for replacement is \$35,000.

Lucas Chest Compression Device

This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Lucas device for new proposed ambulance: Total cost of \$15,000





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 2023-2024
Cardiac Monitor/Defibrillator	\$35,000
Lucas Chest Compression Device	\$15,000
Total	\$50,000

Public Safety Project Descriptions, continued



DEPARTMENT

Public Safety - Fire Alarm Division

PROGRAM TITLE

Communications Equipment

PROJECT DESCRIPTION

Generator for new radio system - \$30,000

One year funding for a backup generator for the New Radio system. This generator will provide backup power for the microwave hub at the new AT&T tower at the Public safety Building.

Repair to existing tower at PD

First of 3-year funding. The foundation bolts on the existing communications tower located at the Public Safety Building are in need of repair. The Town received structural analysis and repair modifications drawings by the engineering company, Structural Components LLC. The Town along with the 2 fire districts (Union and Kingston) will be sharing the cost of the repair.

JUSTIFICATION

 Providing for the maintenance and replacement as needed of equipment reduces down time and enables the Division to operate at peak efficiency.

CATEGORY

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

FUNDING TIMELINE

Single and Multi-year funded capital projects

Fire Alarm Division	FY 2023-2024
Generator for Radio System	\$30,000
Repair to Existing Tower at PD (1 of 3)	\$15,000
Total	\$45,000



DEPARTMENT

Public Library

PROGRAM TITLE

Library Programs - Facilities Improvements

PROJECT DESCRIPTION

Fiscal Year 2023-2024 - Total Proposed \$105,000



PROJECT DESCRIPTION

Balcony Renovation Peace Dale Library (ARPA CPF 80/20 split) – (\$80,000)

The library has requested \$400,000 from the Pandemic Recovery Office Grant Program to renovate the balcony area of the Peace Dale Library for multi-purpose use to the public. The municipality's match to this request (80/20) would be \$80,000. Total project cost approximately \$690,000.



Roof Replacement Peace Dale -- year 2 \$15,000 (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 soon.



Roof Replacement Kingston – year 2 \$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 soon.



Parking Improvements – year 2 \$5,000 (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 2023-2024
Balcony	\$80,000
Roof Replacement	15,000
Roof Replacement	5,000
Parking Improvements	5,000
Total	\$105,000

General Government Project Descriptions



DEPARTMENT

Administrative Services

PROGRAM TITLE

Employee Compensation & Classification Survey

PROJECT DESCRIPTION

Employee Compensation & Classification Survey: \$40,000

A compensation and classification study has not been conducted for the Town in more than two decades. Industry average is to conduct a study every 5 years. Changes in the Town's organizational structure, as well as past management decisions to create, modify or eliminate positions, and related compensation and classification structures, has created a sense of inequity among the Town employees. This has materialized in the form of a high number of employee reclassification requests over the past year and a noticeable drop in employee morale in some departments. Council 94 and SKMEA Unions have both iterated the need for compensation and classification survey in the past to set a reasonable baseline for employee compensation relative to the market and ensure the Town remains competitive. We anticipate conducting the study starting in Q1 of 2024 and completing the study no later than Q2 of 2025. GovHR has provided a preliminary estimate of between \$35 to \$40k to provide this type of assessment.

JUSTIFICATION

Providing for an independent review of the Town's current employee compensation & classifications.

CATEGORY

This program is supported through the General Fund, with a goal of ensuring the Town has a system that reflects current duties and responsibilities, has a fairly structured pay and benefit system, and conforms with good personnel and labor relations principles.

FUNDING TIMELINE

Single year funded capital program

Administrative Services	FY 2023-2024
Employee Compensation & Classification Survey	\$40,000
Total	\$40,000

General Government Project Descriptions, continued



DEPARTMENT

Information Technology (IT)

PROGRAM TITLE

IT Equipment Replacement Program

PROJECT DESCRIPTION

Town Server Infrastructure Upgrade: \$70,000

The Town's server infrastructure was refreshed during FY2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of applications used by staff daily to service our customers.

The IT Department would like to plan for upgrading this equipment in FY2023-2024. The equipment by this time will have been in use for 5 years.

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 2023-2024
Town Server Infrastructure Upgrade	\$70,000
Total	\$70,000

General Government Project Descriptions, continued



DEPARTMENT

Planning

PROGRAM TITLE

Development of Design Guidelines-Town Wide

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. The Town of South Kingstown is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve.

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 a town grows over time, the ability to clearly articulate a vision through the regulatory process is catamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

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 2023-2024
Development of Design Guidelines and Regulations -Town Wide	\$37,000
Total	\$37,000

General Government Project Descriptions, continued



DEPARTMENT

Town Assessor

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

A property revaluation program is a complete reexamination and reappraisal of all classes of property (i.e., real estate and tangible personal property) regardless of whether the class is taxable or tax exempt. The process requires a physical measurement and listing of all properties, with the goal of setting property values current to the date of value. A statistical update involves reviewing property sales; with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, was completed as of December 31, 2021 and two prior statistical revaluations were completed as of 12/31/2018 and 12/31/2015. The next statistical revaluations are scheduled for December 31, 2024, and December 31, 2027, with State Reimbursement anticipated in the amount of 60% of the cost. The next full revaluation is mandated for completion for December 31, 2030; no State subsidy will be provided for this full revaluation project.

A summary of the planned costs and funding schedules for revaluation activities over the *nine year term of the CIP is shown on the following page.

*CIP planned costs are typically shown over a six year period, however, based on the significant cost of the Full Revaluation scheduled for 12/31/2030, this time frame has been adjusted to nine years.

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 2023-2024
Revaluation - Future Statistical & Full Revaluations	\$75,000
Total	\$75,000



DEPARTMENT

Facilities

PROGRAM TITLE

Facility Improvements and Equipment 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 equipment replacement is proposed in FY 2023-2024 as follows:

Refurbish Town Hall Restrooms \$5,000

This is the first for a four-year funding plan to refurbish the six (6) restrooms in town hall. Four of the restrooms, two in the Annex and two on the second floor were installed prior to 1980. The handicap restroom, outside the town clerk's office, was installed during the 1986 renovation of town hall.

Town Hall Annex Roof Replacement \$25,000

The three-tab shingle roof covering the Town Hall Annex is beginning to fail. The granular is separating from the roof shingles and we have had to make repairs as they become prevalent, especially along the back area. The roof will be close to 40 years old when final funding is in place, well past its life expectancy. A total of \$25,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund. This is year 1 of 2 to Replace the three-tab shingles on the Annex Roof.

Replacement of Carpet in Town Clerk's Vault \$10,000

The carpet in the town vault is in need of replacement. Originally installed in the mid 1990's, the double stick carpet has lost its adhesion, creating multiple ripples which result in several tripping hazards. The carpet will be replaced with a carpet squares, maintaining the carpet pile and color.

Clock Tower Roof Replacement \$20,000

Several shingles have come loose and fallen to the ground. A majority of the shingles have thinned due to exposure to weather and are starting to curl and cup. The substrate is original to the building and will be reused. A total of \$20,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund.













New ¾ ton pickup truck (Year 1 of 2) \$30,000

This is the first of two years of funding for a new ¾ ton pickup truck for the facilities department to use to transport personnel between buildings, but supplies, furniture and tools etc. The truck will come equipped with a snowplow to keep public roads and parking lots clear of snow during storm events



Nifty Lift SP34 Articulating Boom Lift \$15,000

We previously had two years of funding for this important piece of equipment but fell short of funding by \$15,000 due to supply chain and increased material costs. This articulating boom lift will allow our maintenance staff to work safely. This is a dual fuel (diesel and electric) 4X4 lift that can be used by multiple departments in town.

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 2023-2024
Town Hall Improvements	\$60,000
Facilities Equipment & Vehicles	45,000
Total	\$105,000

Senior Services Project Descriptions



DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

PROJECT DESCRIPTION

Maintenance and upkeep of the 22-year-old building, facilities and equipment is an ongoing project. The Senior Center carpeting and window blinds have not been replaced since the opening of the building in 2000. Carpets have been cleaned on a regular basis but need replacing due to warn and stained areas.

Funding in the amount of \$10,000 is proposed for the FY2023-2024 to replace carpets and window treatments. An additional \$15,000 is proposed for exterior paint and shingle stain.







JUSTIFICATION

Provision of clean and durable amenities to improve overall environment

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

Ongoing funded capital equipment reserve

Senior Center	FY 2023-2024
Exterior Paint/Shingle Stain	15,000
Interior Upgrades: Carpet & Furnishings	10,000
Total	\$25,000

Senior Services Project Descriptions, continued



DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Center Improvements

PROJECT DESCRIPTION

A total of \$10,000 in funding is proposed to establish a facility infrastructure improvement fund for the Adult Day facility. The Adult Day facility is operated by St. Elizabeth Community as of 2021 with the Town providing the building as an in-kind contribution to the program. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained. Anticipated future improvements include roof replacement, vinyl siding replacement and HVAC upgrades.



JUSTIFICATION

- Provision of safe and supportive care for fragile population to remain in the community
- Continued operation of critical service for elderly residents of South Kingstown and surrounding areas.

CATEGORY

This Adult Day Facility infrastructure improvement fund is supported through the Senior Services
Fund, with a focus on provision of critical services to the aging population.

FUNDING TIMELINE

First year of periodic funding of capital projects

Adult Day Services Center	FY 2023-2024
Adult Day Services Center Improvements	\$10,000
Total	\$10,000

Senior Services Project Descriptions, continued



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



This equipment replacement is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.



FUNDING TIMELINE

Second year of 3-year funded capital project

Senior Transportation	FY 2023-2024
Senior Van – 12 Passenger	40,000
Total	\$40,000

Neighborhood Guild Project Descriptions



DEPARTMENT

Neighborhood Guild Fund

PROGRAM TITLE

Neighborhood Guild Improvements

PROGRAM DESCRIPTION

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility 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. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements 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 air conditioning units 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 of this phase is \$625,000.



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 need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

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.

Neighborhood Guild Project Descriptions, continued

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: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned 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, select activity areas, and the Department's administrative offices, at an estimated cost of \$125,000.

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

Neighborhood Guild	FY 2023-2024
Exterior Main Entrance Alcove	\$110,000
Window Replacement/ HVAC	625,000
Roof Replacement	120,000
Fire Protection/Fire Alarm/MEP Improvements	220,000
Interior Restoration	125,000
Total Program Cost	\$1,200,000

Recreation Center Project Descriptions



DEPARTMENT

Recreation

PROGRAM TITLE

Recreation Center Improvements

PROJECT DESCRIPTION

• Freestanding Sign at Broad Rock Rd. and St. Dominic Rd.

\$5,000 is being allocated for the purchase and installation of a freestanding sign for the Rec Center at the intersection of Broad Rock Road and St. Dominic Rd. As of now, the Rec Center is not clearly marked at that corner, with many residents not aware of the building's existence or believing the building is a warehouse. A signs would allow promotion of programs with a manual letter kiosk as well as help those who drive on Broad Rock Road of what the building is.

• Flooring Repair/Replacement

\$15,000 is being allocated for flooring replacement and repair. The current specialized, athletic flooring is over 5 years old and has seen small gouges and damage to the seams. Using the same flooring as we currently have is preferred due to lower maintenance than is required for a traditional wood floor.





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

Single year funded capital projects

Recreation Center	FY 2023-2024
Rec Center Sign - Broad Rock & St. Dominic Rd.	\$5,000
Flooring Repair/Replacement	15,000
Total	\$20,000

Water Fund Project Descriptions



DEPARTMENT

Public Services - Utilities - Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its prinicpal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2023-2024 include:

Water Treatment Reserve: \$20,000

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 \$20,000 is requested for FY 2023-2024 in the event additional water treatment engineering and/ or improvements are required.

Wager Main Replacement Reserve: \$25,000

The South Shore water and Middlebridge distribution systems date back to the early and late 1970's, respectively. Given the age and material composition (Transite pipe) of the distribution system, selective water main replacement can be expected in the future. As such, the establishment of reserve funding in the amount of \$25,000 is proposed in the 2023-2024 fiscal year.

Valve Exercise Machine: \$25,000

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 2023-2024.

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.

FUNDING TIMELINE

Multi-year funded capital projects



Water Enterprise Fund	FY 2023-2024
SCADA Upgrades	\$38,000
Water Treatment Reserve	20,000
Water Main Replacement Reserve	25,000
Valve Exercising Machine	25,000
Rolling Stock Equipment Replacement	37,000
GIS Upgrades	20,000
Total	\$165,000

Wastewater Fund Project Descriptions



DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

Wastewater Program

PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its prinicpal 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; FY2021-2022: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2021-2022: 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 an estimate and for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.

Wastewater Fund capital improvements proposed for FY 2023-2024 are shown below:

Wastewater Building Infrastructure Upgrade: \$150,000

The Wastewater Treatment Facility offices and equipment buildings were constructed in the mid-70's. Many windows on the structures are in need of replacement. Upgrading the windows will help to insulate and will help provide an environmentally secure structure into the future. FY 2023-2024 funding represents the first year of a three-year funding cycle. Regional WWTF flows will be used for regional partner apportionment for this project.

0	Total Projected Cost	.\$150,000
\circ	TSK Share (36 40%)	\$54,600



WWTF Telemetry and Control Upgrade: \$30,000

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 2023=2024.

Regional WWTF flows will be used for cost apportionment as shown below:

0	Total Projected Cost	.\$30,000
0	TSK Share (36.40%)	\$10,920

Evaluation Report: \$25,000

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. However, interceptor inspection and cleaning (if required) is done by third party contractors due to its large diameter. FY 2023-2024 represents the first year of a two-year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town's interceptor. Silver Lake pump flows cost sharing will be used for this project:



- o 2023-2024 Reserve Funding\$25,000
- o TSK Regional Partner Share (65.03%)......\$16,258

Collection System Maintenance Equipment: \$100,000

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expen1se will be paid by South Kingstown only as shown below:

- o 2023-2024 Reserve Funding\$100,000
- o TSK Regional Partner Share (100.00%)...\$100,000

GIS & GPS Upgrade: \$25,000

Upgrades to the Town's GIS system and GPS unit are required periodically, including the Wastewater Division's GIS infrastructure data layer. FY 2023-2024 funding of \$10,000 will be used for this project, which will be paid in its entirety by the Town.

- o Projected Cost\$25,000
- o TSK Regional Partner Share (100.00%)......\$25,000



Wastewater Fund Project Descriptions, continued



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 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 2023-2024
WWTF, Telemetry & Pump Stations	
Wastewater Building Infrastructure Upgrade (yr 1 of 3)	\$150,000
WWTF Telemetry and Control Upgrade	30,000
Collection System	
Evaluation Report	25,000
Collection System Maintenance Equipment	50,000
Equipment & GIS	
GIS Upgrades	25,000
Total	\$280,000

School Fund Project Descriptions



DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equpment 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 detailed list of projects for FY 2023 – 2024 is shown on page 6-7.

Technology

Elementary schools 1:1 Grades 5-8 Leased Laptops (Lease) \$95,077

With the Covid-19 Virtual Learning years it became 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 4-5-year lease for 750 Dell Latitude 3190 2-in-1 with Insights Financial Services.

Network Hardware \$30,054

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 utilized for the purchase of Dell servers, server upgrades, routers, switches, fiber optic cabling, etc. Pricing TBD with all the new models coming out in 2 quarter of 2023.

1:1 Student to Computer Program 9th grade (215) \$118,133 and 2nd grade (161) \$88,463

As the District continues with the implementation of the 1:1 laptop program, this funding will be utilized to purchase laptops for the freshman class for year 2023-2024 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.

Teacher Laptop Replacement Plan \$56,250

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 9-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years. The old laptops will not function with the latest Cisco Wireless Access points.

Cisco Wireless Controllers/Cisco Wireless Access Points \$54,109

As the District continues with the implementation of the laptop program, The Cisco wireless will be updated to the latest Cisco firmware to continue to provide uninterrupted service for the students and staff in the classrooms, we will need to replace the aging Cisco controllers and access points that provide wireless access to everyone in the building. We will be replacing 10-year-old wireless controllers and access points

that have reached there end of life support from Cisco SmartNet. We will also be replacing the aging Cisco Access Points are 9-11 years old and will need to be replace over the next 3 years at each building totaling of 425 AP's in the district. (BRMS has been Completed 9/2022)

Cisco Phone System Replacement \$10,000

This project will replace 14-20 year old Cisco phones that do not support the latest SIP (Session Initiation Protocol) complaints protocols. The older Cisco Phones run SCCP that is no longer support for Cisco VoIP phone systems. Cisco phones help system integrate each buildings bells, Public Announcement systems, 911 call monitoring, and reporting to administrators. These funds will be utilized to start adding all schools to the Cisco servers to link PA systems in every building.

That next upgrade to the phone system will make all these phones obsolete and they will not function in the latest software revision.

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 2023-2024
Technology	
Technology Computer Replacement Lease	\$95,077
Network Hardware Upgrades	\$30,054
1:1 Computer Program Grade 2	\$118,134
1:1 Computer Program Grade 9	\$88,463
Teacher Laptop Replacement Plan	\$56,250
Cisco Wireless Controllers and Access Points	\$54,109
Cisco Phone System Replacement	\$10,000
Total Education Technology	\$452,087



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

The School Department's proposed district-wide projects for FY 2023-2024 are detailed on pages 6–7 and 6-8.

District-Wide Facilities and Maintenance

High School Fire Alarm Panel (Formerly Matunuck) \$45,000

The South Kingstown Fire Department and the Superintendent of the Fire Alarm Division have recommended this system be replaced as soon as possible. The fire panel is currently functional but is starting to show errors and will get to a point where it will not be reliable in an emergency. A modern panel would allow for proper equipment communication and functionality with the Fire Department and be up to the current fire code standard with future-proofing.

Broad Rock Robotics Room \$8,500

The room that currently hosts the robotics lab is a former home economics room. The cabinetry, disconnected stoves and hoods, and utility wiring need to be removed to make this a safe and effective program/learning space. The room will also need the movement of electrical outlets and storage space built and repurposed. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the robotics room.

Broad Rock Gym Floor \$15,000

The gym basketball court has humps that have formed from water penetration. During a large rain event, emergency work was performed in this area but the area has gotten progressively worse. Also, this area does not allow the volleyball net to be set up for full gym games because the posts are no longer aligned. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the gym.

District Defibrillators \$25,000

The district currently has 20 LIFEPAK CR PLUS Defibrillators. These defibrillators which are used in case of cardiac arrest, are strategically stationed throughout the district. This battery combination provides 20 full discharges. The external battery backup for these devices has been discontinued, as they are no longer manufactured, and need to be replaced.

District Security Cameras \$106,000

The current cameras at the elementary are grainy and require more hardware on site. They have failed over the years and are in need of replacement. Meraki cameras are cloud-based and can be accessed by authorized parties anywhere. We currently use these at the High School and Broad Rock. This upgrade would allow us to monitor problem areas and potentially lower insurance costs. The addition of cameras will allow for higher levels of safety for students and staff.



District Panic Buttons \$10,000

The district continues to add additional panic buttons with the South Kingstown Police and Alarm specialists to allow for additional levels of safety at all schools. The Town will assist with programming and installation.

Broad Rock Bathrooms \$15,000

Current bathrooms are set up for 5th and 6th graders and 2023-2034 the building will be 6th, 7th, 8th. Bathroom stalls reinforcement, some urinals raised, tile replacement, vape detectors, modified trash receptacles, and reconfigure mirrors.

Broad Rock Kitchen Upgrade \$12,000

Chartwells food service will be serving a larger student body and have 1 additional lunch line. Chartwells will need \$8,900.00 for new equipment at Broad Rock. They will also need electrical outlets installed, additional internet drop installed, and conversion of the electric oven (already purchased and onsite) to gas.

Broad Rock Parking Lot Safety \$8,500

Restripe and paint new parking lot spaces and traffic pattern including directional arrows, signage, crosswalks, and moving parking blocks.

HVAC Controls \$75,000

Current HVAC control computer is outdated and cannot be updated to current district security standards. New computer, software, and building control master units will be installed to control current buildings HVAC devices. This system controls all school buildings except the high school, which has a standalone non network computer system. This project would be eligible for national grid incentives.

Vehicle Replacement Program \$55,000

During the 22-23 school year one of our work trucks with the ability to plow became unusable. We currently only have 2 vehicles able to plow with 4 employees who have the ability to plow. This new vehicle would be used for daily maintenance projects, moving furniture, supply delivery, tree work, and plowing.

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 2023-2024
District-Wide Projects	
High School Fire Alarm Panel	\$45,000
Broad Rock Robotics Room	\$8,500
Broad Rock Gym Floor	\$15,000
District Defibrillators	\$25,000
District Security Camera Upgrades	\$106,000
District Panic Buttons	\$10,000
Broad Rock Bathroom Upgrades	\$15,000
Broad Rock Kitchen Upgrades	\$12,000
Broad Rock Parking Lot Safety	\$8,500
HVAC Controls	\$75,000
Vehicle Replacement Program	\$55,000
Total District-Wide Cost	\$375,000



General Fund	6 - 1
Library Program	6 - 2
Senior Services Program	
Recreation Center Fund	6 – 4
Neighborhood Guild Fund	6 – 4
Water Fund	
Wastewater Fund	6 - 6
School Fund	6 - 7
Long Range Program Element	6 - 9
CIP Summary	

TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2023-2024 THROUGH 2028-2029

	_							
CARIT	Town AL IMPROVEN	Manager Pro	•	DAL ELINID				
General Fund (101)	Fiscal Year	Fiscal Year	Fiscal Year		Fiscal Year	Fiscal Year	Fiscal Year	Six Year
General rund (101)	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Six rear Total
Recreation Program	2022 2023	2023 2024	2024 2023	2023 2020	2020 2027	2027 2020	2020 2023	10101
Park Rehabilitation/Improvements	\$100,000	\$ 220,000	\$ 445,000	\$ 519,000	\$ 387,000	\$ 360,000	\$ 318,000	\$ 2,249,000
Equipment Acquisition/Replacement	178,000	33,000	322,000	294,000	225,000	225,000	240,000	1,339,000
Harbor Patrol - Equipment Replacement	-	25,000	35,000	30,000	110,000	0	0	200,000
ROW Monumentation Survey & Public Marina Special Mgt District	-	0	15,000	25,000	25,000	25,000	25,000	115,000
Subtotal - Recreation Dept.	\$278,000	\$278,000	\$817,000	\$868,000	\$747,000	\$610,000	\$583,000	\$3,903,000
Public Services Program								
Road Improvement Program	\$700,000	\$748,125	\$743,400	\$718,390	\$718,390	\$718,390	\$718,391	\$4,365,086
Equipment Acquisition/Replacement	345,000	200,000	430,000	405,000	407,000	406,000	406,000	2,254,000
Subtotal - Public Services Dept.	\$1,045,000	\$948,125	\$1,173,400	\$1,123,390	\$1,125,390	\$1,124,390	\$1,124,391	\$6,619,086
Public Safety Program								
Computer System Equipment	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000	\$125,000
Communications Equipment	30,000	50,000	50,000	50,000	40,000	15,000	15,000	220,000
Public Safety Building - General	10,000	45,000	70,000	65,000	65,000	85,000	85,000	415,000
Animal Control Vehicle Replacement	25,000	0	25,000	0	0	0	15,000	40,000
Accident/Crime Scene Reconstruction Equip.	0	35,000	0	0	0	0	0	35,000
Taser 7 Upgrade Project	0	0	65,000	0	0	0	0	65,000
Beach Patrol Equipment	0	0	20,000	80,000	0	0	0	100,000
Motorcycle Equipment	0	0	0	0	75,000	0	0	75,000
Body Worn Camera Project-Sustainability	0	0	0	60,000	60,000	60,000	60,000	240,000
Pistol Mounted Optics	0	0	0	0	15,000	20,000	0	35,000
Subtotal - Public Safety Dept.	\$80,000	\$145,000	\$250,000	\$275,000	\$275,000	\$205,000	\$200,000	\$1,350,000
Emergency Medical Services		, ,						
Medical Diagnostics/Equipment	\$34,000	\$35,000	\$10,000	\$10,000	\$50,000	\$50,000	\$50,000	\$205,000
Facilities Improvements - North Station	20,000	15,000	0	0	0	0	0	15,000
EMS Vehicle Replacement #1	49,000	0	0	0	0	0	0	0
EMS Vehicle - Administrative EMS1	0	0	40,000	40,000	0	0	0	80,000
Subtotal - EMS Dept.	\$103,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Fire Alarm Division								
Town Hall fire alarm upgrade	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$80,000
Generator for Ratio System	0	30,000	0	0	0	0	0	30,000
Repair Existing Tower at PD	0	15,000	15,000	15,000	0	0	0	45,000
Vehicle Replacement	16,000	0	16,500	16,500	16,500	16,500	0	66,000
Subtotal - Fire Alarm Division	\$16,000	\$45,000	\$51,500	\$51,500	\$36,500	\$36,500	\$0	\$221,000

	Town	Manager Pro	posed					
C	APITAL IMPROVEN	· ·	•	AL FUND				
General Fund (101), continued	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Library Program								
Balcony Renovation	\$0	80,000	0	0	0	0	0	\$80,000
Electronic Access - All Locations	20,000	0	0	0	0	0	0	0
Roof Replacement - Peace Dale	5,000	10,000	25,000	30,000	30,000	0	0	95,000
Roof Replacement - Kingston	5,000	10,000	10,000	10,000	15,000	0	0	45,000
Parking Improvements	15,000	5,000	20,000	20,000	15,000	15,000	0	75,000
Subtotal - Library Program	\$45,000	\$105,000	\$55,000	\$60,000	\$60,000	\$15,000	\$0	\$295,000
General Government								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Property Appraisal Program	30,000	75,000	80,000	80,000	80,000	80,000	80,000	475,000
Town Hall - Renovations and Upkeep	69,500	60,000	65,000	70,000	65,000	25,000	25,000	310,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Facilities Equipment and Vehicles	50,000	45,000	30,000	20,000	20,000	30,000	0	145,000
Subtotal - General Government	\$239,500	\$327,000	\$318,000	\$240,000	\$275,000	\$290,000	\$200,000	\$1,650,000
TOTAL General Fund (101)	\$1,806,500	\$1,898,125	\$2,714,900	\$2,667,890	\$2,568,890	\$2,330,890	\$2,157,391	\$14,338,086

		Town N	Manager Pro	posed						
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND										
Senior Services Program (304)		Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total	
Adult Day Services Center Improvements										
Facilities Improvement Fund		\$10,000	\$10,000	\$0	\$10,000	\$10,000	\$0	\$0	\$30,000	
Senior Center Facility Improvements										
Exterior Re-side/Stain/Paint Above Flat Roof		\$0	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$30,000	
Interior Upgrades: Carpet & Furnishings		0	10,000	10,000	10,000	10,000	0	0	40,000	
HVAC Replacement Reserve		0	0	0	10,000	10,000	10,000	10,000	40,000	
Parking Lot Improvements-Reclaim & Paving		0	0	0	15,000	15,000	15,000	15,000	60,000	
Senior Transportation										
Senior Van - 12 Passenger		\$79,000	40,000	40,000	-	-	-	-	\$80,000	
TOTAL Senior Services Fund (304)		\$89,000	\$75,000	\$65,000	\$45,000	\$45,000	\$25,000	\$25,000	\$280,000	

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND										
Recreation Center Fund (308) Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year										
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total		
Neighborhood Guild Improvements										
Recreation Center - Broad Rock & St. Dominic Road	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000		
Flooring Repair / Replacement	0	15,000	0	0	0	0	0	15,000		
Cardio Fitness Machines Replacement	0	0	5,000	0	0	0	0	5,000		
Basketball Hoops - Motor Replacement	0	0	5,000	0	0	0	0	5,000		
TOTAL Neighborhood Guild Fund (306)	\$0	\$20,000	\$10,000	\$0	\$0	\$0	\$0	\$30,000		

	Town I	Manager Pro	posed					
CA	APITAL IMPROVEMENT PR	OGRAM - NE	IGHBORHO	OD GUILD FL	JND			
Neighborhood Guild Fund (306)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$85,000	\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
Window Replacement/HVAC	615,000	625,000	0	0	0	0	0	625,000
Roof Replacement	100,000	120,000	0	0	0	0	0	120,000
Interior Restoration	100,000	110,000	0	0	0	0	0	110,000
Fire Protection/Fire Alarm	200,000	220,000	0	0	0	0	0	220,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
TOTAL Neighborhood Guild Fund (306)	\$1,100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

	Town	Manager Pro	posed					
	CAPITAL IMPROVE		•	R FUND				
Water Fund (702)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Water Storage								
Mautucket Water Tank Cleaning	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$50,000	\$86,000
Mautucket Tank Repair	50,000	\$0	\$0	\$30,000	\$0	\$0	\$0	30,000
Victoria Lane Water Tank Cleaning	42,000	\$0	\$44,000	\$0	\$46,000	\$0	\$50,000	140,000
Victoria Lane Tank Repair	50,000	\$0	\$0	\$3,000	\$0	\$0	\$0	3,000
Victoria Lane Stanby Generator	10,000	\$0	\$0	\$0	\$0	\$0	\$0	0
SCADA/Telemetry Upgrades	0	\$38,000	\$0	\$0	\$0	\$0	\$40,000	78,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$20,000	0	0	0	0	25,000	0	\$25,000
RIDOH Vulnerability Assessment Plan	20,000	0	0	0	0	25,000	0	25,000
Water Supply Mgmt Plan Reaffirmation	30,000	0	0	0	0	25,000	0	25,000
Pump Station Infrastructure	0	0	0	10,000	0	0	0	10,000
Water Treatment Reserve	40,000	20,000	20,000	30,000	0	0	0	70,000
Water Distribution								
Leak Detection Reserve	\$0	0	0	25,000	0	25,000	0	\$50,000
Water Main Replacement Reserve	0	25,000	25,000	0	25,000	25,000	0	100,000
Valve Exercising Machine	0	25,000	25,000	0	25,000	0	0	75,000
Interconnect & Fac Pond Standby Generator	30,000	0	0	0	0	0	0	0
Equipment & GIS								
DPS Office Building Contribution	\$0	0	15,000	0	15,000	0	0	\$30,000
Rolling Stock Equipment Replacement	0	37,000	35,000	45,000	0	47,000	50,000	214,000
GIS Upgrade	0	20,000	0	20,000	20,000	0	20,000	80,000
Metering Services								
TOTAL Water Fund (702)	\$307,000	\$165,000	\$181,000	\$163,000	\$150,000	\$172,000	\$210,000	\$1,041,000

	Town	Manager Pro	posed					
CAP	ITAL IMPROVEMEN	T PROGRAM	- WASTEW	ATER FUND				
Wastewater Fund (704)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
WWTF, Telemetry & Pump Stations								
WWTF Building Infrastructure Upgrade	\$0	150,000	200,000	100,000	0	0	75,000	\$525,000
WWTF Telemetry and Control Upgrade	120,000	30,000	0	0	150,000	200,000	0	380,000
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000
Local Pump Station Improvements	0	0	30,000	0	0	10,000	0	40,000
Silver Lake P. S. Upgrades	20,000	0	40,000	22,000	0	0	0	62,000
Kingston P. S. Upgrades	50,000	0	0	22,000	0	0	0	22,000
Solids Handling								
Waste Sludge Pumps	50,000	0	0	0	0	0	0	0
Septage Holding Tank	50,000	0	0	0	0	0	0	0
Collection System								
Evaluation Report	\$0	25,000	25,000	0	0	0	0	\$50,000
Interceptor Repair and Cleaning	50,000	0	0	200,000	100,000	0	0	300,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	50,000	0	0	0	0	0	\$50,000
Rolling Stock Equipment Replacement	45,000	0	0	35,000	0	50,000	70,000	155,000
DPS Building Improvement Contribution	0	0	20,000	0	0	0	0	20,000
Geographic Information System Upgrade	0	25,000	10,000	0	0	0	20,000	55,000
TOTAL Wastewater Fund (704)	\$385,000	\$280,000	\$415,000	\$379,000	\$320,000	\$320,000	\$225,000	\$1,939,000

	Superin	ntendent Pro	posed					
CAPITA	AL IMPROVEM	ENT PROGR	AM - SCHO	OL FUND				
School Fund (400)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Yea
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tot
Technology	¢0	ćo	ćo l	ćol	ćo	ćo	ćo	<u> </u>
Technology Computer Replacement (Lease)	\$0	\$0	\$0	\$0 0	\$0	\$0 0	\$0	\$(
Middle Schools Computer Devices	24,492	0	0	0	0	- 1	25,000	25,000
Support Staff Laptops Office Computer Equipment	53,910 5,250	56,250 0	56,250 0	0	0	50,000	50,000 0	212,50
Office Computer Equipment	3,230	0	0	45,000	45,000	45,000	0	135,00
Elementary School Devices Computer Equity/Replacement/Lease	95,078	95,078	50,000	43,000	43,000	43,000	0	145,07
Student Computer Initiative (1:1 9th Gr)	103,950	118,134	95,606	101,650	81,324	92,811	84,081	573,60
Student Computer Initiative (1:1 2nd Gr)	84,525	88,463	96,705	88,000	88,000	88,000	88,000	537,16
Cisco Main Core Switch	0	00,403	0	125,000	0	0	0	125,000
High School Computer Labs	0	0	48,983	123,000	0	0	0	48,98
Telecommunications Program	0	10,000	20,000	20,000	10,000	15,000	15,000	90,000
Cisco Phone System Replacement	0	0	60,000	20,000	0	13,000	0	60,000
Wireless Controllers	0	0	0	25,000	0	25,000	0	50,000
Server Room UPS	0	0	ō	0	25,000	0	0	25,000
Storage Array	0	0	0	0	50,000	0	0	50,000
Wireless Access Points	54,104	54,109	54,109	54,109	0	0	0	162,32
Network Hardware	20,054	30,054	25,000	25,000	25,000	25,000	25,000	155,05
Subtotal Technology	\$441,363	\$452,088	\$506,653	\$483,759	\$324,324	\$340,811	\$287,081	\$2,394,71
District-Wide Projects								
Emergency Repair/Replacement Contingency	0	0	350,000	315,000	275,625	289,405	303,875	1,533,90
Install Wet Pipe Sprinkler	0	0	1,404,282	750,610	0	0	0	2,154,89
District Panic Buttons	0	10,000	0	0	0	0	0	10,000
Install Fire Alarm Initiating Devices	0	0	36,023	0	0	0	0	36,02
Replace Fire Alarm Initiating Devices	0	0	45,200	0	0	0	0	45,20
Caulk Concrete Block Walls(Update spelling Chaulk to Caulk)	0	0	5,009	0	23,041	0	0	28,050
Repoint Concrete Block Walls	0	0	5,498	0	48,488	0	0	53,98
Install GFCI Receptacles	0	0	6,166	0	0	0	0	6,16
Repair Bituminous Parking Lot (update spelling Bitminous to Bituminous)	0	0	72,341	60,767	107,671	0	0	240,77
Repair Sidewalks	0	0	93,124	4,889	410,674	0	0	508,68
District Defibrillator	0	25,000	0	0	0	0	0	25,000
District Security Camera Upgrades	0	106,000	0	161.074	0	0	0	106,000
Upgrade Lavatory Countertops	0	0	112,797	161,074 0	0	0	0	273,87
Clean Exterior Brick Masonry		0	123,651	0	183,156	0		306,80
Clean Duckwork	0	0	173,393	-	0	-	0	173,39
Upgrade / Replace Fire Alarm System	0	0	1,495,223	0	0	0	0	1,495,22
Install Exit Signage	0	0	75,002	0	0	0	0	75,00
Install Emergency Lighting (updated spelling-for emergency)	0	0	20,307	0	0	0	0	20,30
Matunuck Fire Alarm Panel	45,000	0	0	0	0	0	0	(
Replace Bituminous Roofing	0	0	0	2,397,301	0	483,884	0	2,881,18
Refinish Handrails	0	0	0	6,999	0	0	0	6,99
Replace/Repair Chain Link Fencing	0	0	0	61,118	0	0	0	61,118
Upgrade/Repair Replace Soffit	0	0	0	72,552	0	0	0	72,55
Replace Slate Roofing	0	0	0	258,741	0	0	0	258,74
Replace Hot Water Boilers	0	0	0	501,214	0	0	0	501,214
Replace HVAC Unit(s)	55,000	0	0	0	2,033,979	0	0	2,033,97
Replace Lavatory Fixtures	0	0	0	180,180	0	0	0	180,18
Replace Exhaust/Induction Fans	0	0	0	0	417,099	0	0	417,09
Abate Pipe Fittings	0	0	0	0	31,070	0	0	31,07
Replace Gravity Vents	0	0	0	0	53,139	0	0	53,13
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						(0	Continued from	Previous Page)
	Superi	ntendent Pro	posed					
CA	PITAL IMPROVEN			OL FUND				
School Fund (400), continued	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Yea
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tota
District-Wide Projects							,	
Replace Tile Flooring	0	0	0	0	229,042	753,809	0	982,851
Replace Damaged Exterior Wall Trim	0	0	0	0	9,823	0	0	9,823
Broad Rock Building PA System	80,223	0	0	0	0	0	0	0
Broad Rock Robotics Room	0	8,500	0	0	0	0	0	8,500
H.S. Fire Alarm Panel	0	45,000	0	0	0	0	0	45,000
Replace Induction Fans	0	0	0	0	38,515	0	0	38,515
Replace 25 Ton Air Handling Unit	0	0	0	0	109,989	0	0	109,989
Replace Heating-only Fan Coil Units	0	0	0	0	124,452	0	0	124,452
Replace Siding	0	0	0	0	0	6,036	0	6,036
Replace Select Hollow Metal Door Frames	0	0	0	0	0	18,399	0	18,399
Replace Select Plaster Ceiling	0	0	0	0	0	32,141	0	32,141
Replace Wood Doors	0	0	0	0	0	91,326	0	91,326
Replace Toilet Compartments	0	0	0	0	0	112,396	0	112,396
Upgrade Hollow Metal Doors & Frames	0	0	0	0	0	241,798	0	241,798
Replace Aluminum Storefront	0	0	0	0	0	369,456	0	369,456
Replace Aluminum Frame Windows	0	0	0	0	0	394,714	0	394,714
Replace EPDM Roofing	0	0	0	0	0	733,469	0	733,469
Replace Gym Wall Padding	0	0	0	0	0	187,688	0	187,688
Replace Carpeting	0	0	0	0	0	102,033	0	102,033
Refinish Hardwood Flooring	0	0	0	0	0	9,574	0	9,574
Replace Gutters	0	0	0	0	0	25,090	0	25,090
Replace Interior Signage	0	0	0	0	0	31,399	52,752	84,151
Rechalk Windows	0	0	0	0	0	41,406	0	41,406
Paint Building Interior	0	0	0	0	0	0	1,798,813	1,798,813
Replace Stage Curtain	0	0	0	0	0	0	126,396	126,396
Broad Rock Gym Floor	0	15,000	0	0	0	0	120,390	15,000
West Kingston Parking Lot	0	15,000	400,000	0	0	0	0	400,000
Matunuck Parking Lot	0		400,000	300,000	0	0	0	
Broad Rock Internal Gutter Main Entrance	-	0	25 542				0	300,000
	0	0	25,543	0	0	0	_	25,543
Bathroom Upgrades Broad Rock	0	15,000		0	0	0	0	15,000
Kitchen Upgrades Broad Rock	0	12,000		0	0	0	0	12,000
Broad Rock Parking Lot Safety	0	8,500	250.000	0	0	0	0	8,500
Track Resurfacing CCMS Field	0	0	250,000	0	0	0	0	250,000
Field House and Storage Shed Updates CCMS Field	0	0	20,000	0	0	0	0	20,000
HVAC Controls	0	75,000	0	0	0	0	0	75,000
Vehicle Replacement Program	0	55,000	55,000	0	0	55,000	0	165,000
Vehicle Sander	0	0	6,000	0	0	6,000	0	12,000
Vehicle Tow Trailer	0	0	3,000	0	0	0	0	3,000
Custodial Machine	0	0	11,000	0	11,000	0	11,000	33,000
Door Access System	0	0	75,000	0	15,000	0	0	90,000
Subtotal District-wide Projects	\$180,223	\$375,000	\$4,863,559	\$5,070,445	\$4,121,763	\$3,985,023	\$2,292,836	\$20,708,626
TOTAL 0.1 - 15 - 1/400\		Anc=	ÅE 050 040	A= ==	A4 422 222	44.00= 000	40 === 0.1	400 400 0
TOTAL School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
Unassigned Funds Forwarded	6621 596	6927.099	0 ¢E 270 212	0 ¢E EE4 204	64 446 097	64 225 924	62 570 017	622 102 242
TRANSFER School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
TOTAL Capital Improvement Program	\$4,309,086	\$4,465,213	\$8,756,112	\$8,809,094	\$7,529,977	\$7,173,724	\$5,197,308	\$41,931,428

	CAPITAL IMI	Manager Pro PROVEMENT	PROGRAM					
	Long Range Pr	ogram Eleme	ent (All Fund	ds)				
(Includes Bonds and all other Funding Sources)								
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Yea
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tota
Open Space and Recreational Programs								
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	0	20,000	0	0	20,000	30,000	30,000	100,000
Neighborhood Guild - Municipal Bond 2021	1,125,000	1,000,000	0	0	0	0	0	1,000,000
Neighborhood Guild - Accumulated Income Fund	0	200,000	0	0	0	0	0	200,000
Marina Park Improvements	384,000	0	0	0	0	0	0	0
Town Beach Program	55,793	54,833	54,833	94,833	54,833	84,833	54,833	399,000
Old Mountain Field Improvements	50,000	790,000	70,000	30,000	0	0	0	890,000
Harbor Patrol - Equipment Replacement	0	25,000	35,000	30,000	110,000	0	0	200,000
General Municipal Programs								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Library System	45,000	64,000	64,000	64,000	64,000	64,000	0	320,000
Road Improvement Program	4,681,870	748,125	899,200	941,975	534,575	755,625	692,362	4,571,862
Police Element	80,000	145,000	250,000	275,000	275,000	205,000	200,000	1,350,000
Infrastructure-Analog UHF Radio System	2,200,000	0	0	0	0	0	0	0
Emergency Medical Services Program	103,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Communications Program	16,000	45,000	51,500	51,500	36,500	36,500	0	221,000
Property Revaluation Program	16,426	8,333	257,233	8,333	8,333	287,333	8,333	577,900
Town Hall Improvements	119,500	105,000	95,000	90,000	85,000	55,000	25,000	455,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Senior Services Program		-		-				
Vehicle Acquisition	\$79,000	40,000	40,000	_	_	_	_	\$80,000
Adult Day Services	0	10,000	40,000	10,000	0	10,000	0	30,000
Senior Center	10,000	25,000	25,000	35,000	35,000	25,000	25,000	170,000
School Department Programs	10,000	23,000	23,000	33,000	33,000	23,000	23,000	170,000
	¢1 021 E86	\$827,088	¢E 270 212	¢12 004 204	¢127 116 007	¢4 22E 924	¢2 E70 017	¢162 102 242
General Building Renovations, Technology, & District-Wide Projects	\$1,021,586	\$847,U88	<i>33,31</i> 0,212	\$12,884,204	\$137,116,087	\$4,325,834	\$2,579,917	\$163,103,342
TOTAL Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104

CAP		Manager Pro	•	MARY				
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104
Annual Funding Element	4,309,086	4,465,213	8,756,112	8,809,094	7,529,977	7,173,724	5,197,308	41,931,428
TOTAL Capital Improvement Program	14,471,261	8,854,593	16,246,091	23,528,940	146,114,306	13,342,850	9,042,754	217,129,532
Less Road Improvement Transfers	(700,000)	(748,125)	(743,400)	(718,390)	(718,390)	(718,390)	(718,391)	(4,365,086)
Less Recreation Program Transfers	(60,000)	(60,000)	(60,000)	(70,000)	(70,000)	(65,000)	(65,000)	(390,000)
Less Public Safety/EMS/Fire Alarm Programs	(199,000)	(240,000)	(351,500)	(376,500)	(361,500)	(291,500)	(250,000)	(1,871,000)
Less Library Program Transfers	(45,000)	(105,000)	(55,000)	(60,000)	(60,000)	(15,000)	0	(295,000)
Less Information Technology Transfers	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(60,000)	(410,000)
Less Administrative Services Transfers	0	(40,000)	0	0	0	0	0	(40,000)
Less Planning Department Transfers	(30,000)	(37,000)	(53,000)	(50,000)	(50,000)	(25,000)	(25,000)	(240,000)
Less Revaluation Program	(30,000)	(75,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(475,000)
Less Town Hall Improvement Transfers	(69,500)	(60,000)	(65,000)	(70,000)	(65,000)	(25,000)	(25,000)	(310,000)
Less Senior Programs	(89,000)	(75,000)	(65,000)	(45,000)	(45,000)	(25,000)	(25,000)	(280,000)
Subtotal Annual Funding Transfers	(\$1,272,500)	(\$1,510,125)	(\$1,552,900)	(\$1,489,890)	(\$1,499,890)	(\$1,374,890)	(\$1,248,391)	(\$8,676,086)
NET TOTAL Capital Improvement Program	\$13,198,761	\$7,344,467.67	\$14,693,191	\$22,039,050	\$144,614,416	\$11,967,960	\$7,794,363	\$208,453,446

Exhibit 2

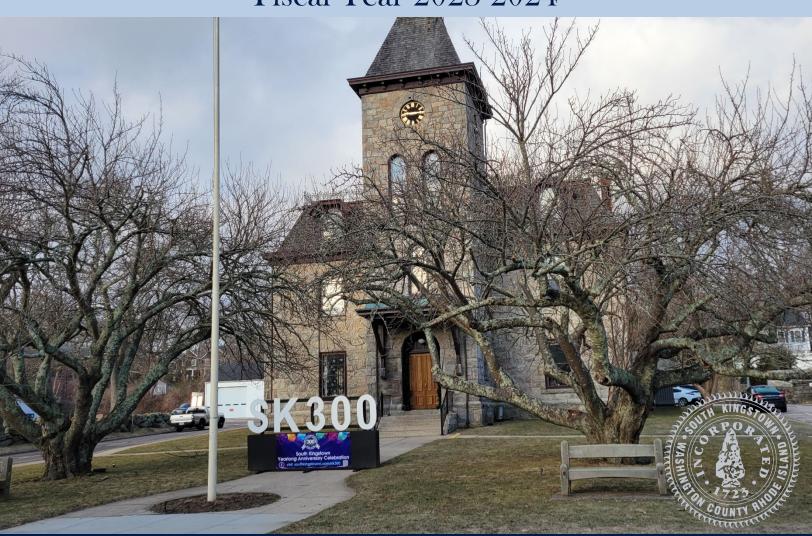
Town of South Kingstown Municipal Budget





Municipal Budget Program

Town Manager Proposed Fiscal Year 2023-2024



Town of South Kingstown

www.southkingstownri.com

FISCAL YEAR 2023-2024

PROPOSED MUNICIPAL BUDGET PROGRAM

PRESENTED MARCH 1, 2023



TOWN COUNCIL

Rory H. McEntee, President
Michael K. Marran, Vice President
Patricia A. Alley
Deborah D. Bergner
Jessica L. Rose

TOWN MANAGER
James Manni

DEPUTY TOWN MANAGER/DOAS
Luke Murray

FINANCE DIRECTOR
Brian Silvia

DEPUTY FINANCE DIRECTOR
Rosalie Bouchard

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of South Kingstown Rhode Island

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director

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

GFOA presented a Distinguished Budget Presentation Award to the Town of South Kingstown for its fiscal year 2016-2017 municipal budget, the first 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 2022-2023 fiscal year. The Town has prepared the FY 2023-2024 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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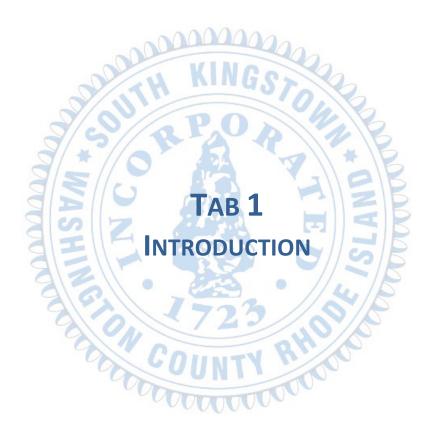
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FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Council Members & Department Directors

Provided below is a list of the Town Council members, and the Town's department directors and division heads, current through March 2023.

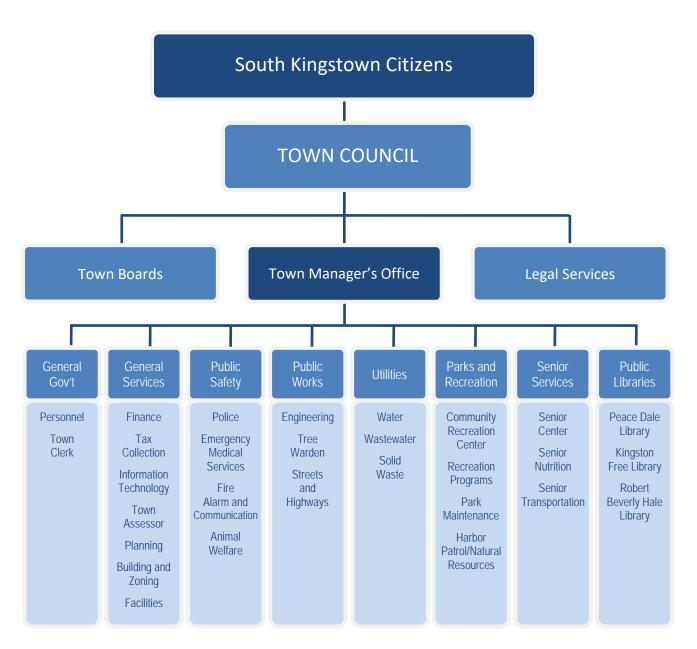
South Kingstown Town Council

Town Council President	Rory H. McEntee
Town Council Vice President	Michael K. Marran
Council Member	Patricia A. Alley
Council Member	Deborah D. Bergner
Council Member	Jessica L. Rose

Municipal Department Directors and Division Heads

Town Manager	James Manni*
Deputy Town Manager/ DOAS	Luke Murray
Personnel Administrator	Aimee Campbell
Town Clerk	Susan M. Flynn
Finance Director	Brian Silvia*
Tax Collector	Christina Oliva
Information Technology Director	Lori Ann Fox
Town Assessor	Mark Capuano*
Director of Planning	James Rabbitt
Building Official	James Gorman
Facilities Superintendent	Mark Russo
Chief of Police	Matthew Moynihan*
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	Richard Bourbonnais*
Town Engineer	Mark Conboy*
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 2022.	





How to Use this Budget Document

The FY 2023-2024 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 2022-2023 (current year) priorities and FY 2023-2024 (proposed) priorities outlined within tabs five through nineteen.

The second tab outlines the Town Manager's FY 2023-2024 Budget Message, providing context and an overall statement summarizing the plans, priorities, and policies that drive the funding decisions contained in the FY 2023-2024 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 2023-2024, 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 2023-2024 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 2023-2024 fiscal year using the funding requested. In addition, funding comparison summaries are provided, as well as detailed expenditure and revenue statements.

How to Use this Budget Document, continued

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.

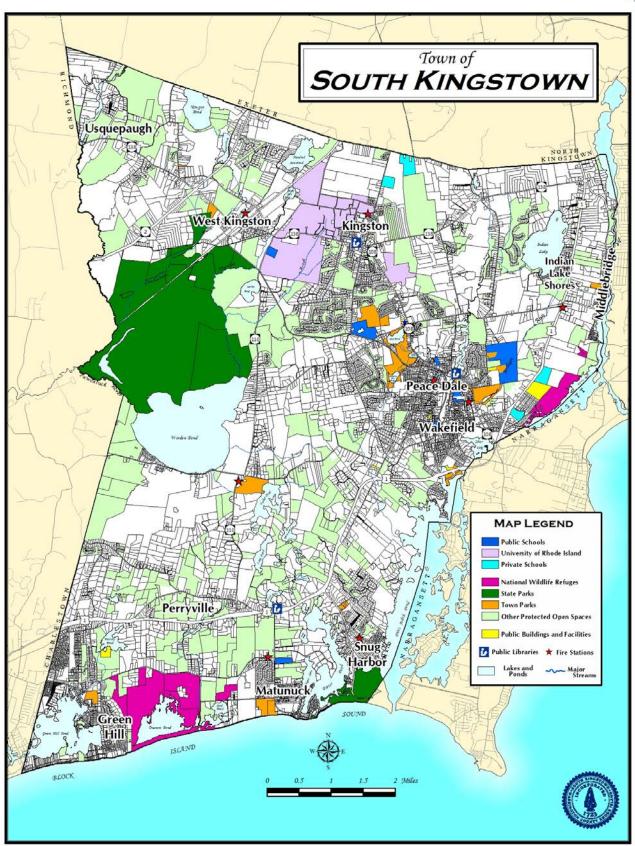
The tabs numbered seventeen through nineteen, including *Water Enterprise Fund*, *Wastewater Enterprise Fund*, and *Solid Waste Enterprise Fund*, reflect the Town's three enterprise funds. For each area, the reader will find an organization chart, mission statement, a list of functions performed, specific performance measurements, as well as priorities for the current fiscal year and proposed priorities for the 2023-2024 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 2023-2024 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 2023-2024 through 2028-2029, published in December 2022 and adopted by the Town Council in January 2023. 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 2023-2024 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.





South Kingstown at a Glance, continued



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 11,950 acres (32.86%) of the land area in the community as of July 2022.

	July 2015	July 2016	July 2017	July 2018	July 2019	July 2020	July 2021	July 2022
Agricultural Land Preservation Comm.	956.40	956.40	956.40	956.40	956.40	956.40	956.90	956.90
Audubon Society of Rhode Island	659.10	659.10	659.10	659.10	659.10	730.67	730.67	730.67
Cluster / Private	1,201.84	1,183.30	1,202.40	1,183.76	1,183.76	1,202.40	1,202.40	1,188.10
US Fish and Wildlife Service	799.20	799.20	799.20	799.20	799.20	799.20	799.20	799.20
Girl Scouts of Rhode Island	186.40	186.40	186.40	186.40	186.40	186.40	186.40	186.40
Narrow River Land Trust	107.94	107.94	107.90	107.94	107.94	107.94	107.90	107.90
South Kingstown Land Trust	2,327.30	2,396.90	2,453.30	2,493.80	2,572.00	2,572.00	2,562.00	2,699.53
State of Rhode Island	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,683.67
The Nature Conservancy	587.00	593.10	593.10	593.10	593.10	593.10	593.10	593.10
Town of South Kingstown	992.90	992.90	999.20	1,004.98	1,004.98	1,004.98	1,005.00	1,005.00
Total Acres	11,473.28	11,530.44	11,612.20	11,639.88	11,718.08	11,808.29	11,798.77	11,950.47
% Land Area of the Town	31.50%	31.70%	31.90%	32.00%	32.20%	32.47%	32.61%	32.86%



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 19th and early 20th centuries as it developed to serve a growing influx of summer visitors and residents. The Town became the home of a new railroad station at West Kingston in 1875 and a new State college in 1888, now the University of Rhode Island, two economic components still of notable 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 1723 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 2022-2023 academic year stands at 17,511 students, (comprised of 14,744 degree-seeking undergraduates and 2,767 graduate students). URI is one of the largest employers in the State of Rhode Island, with a combined faculty and staff of 2,633. South County Hospital, an independent, non-profit hospital located in the village of Wakefield, currently has 1,542 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 at a Glance, continued



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 and the Southern Rhode Island Chamber of Commerce website www.srichamber.com/history.html.

Statistical Profile

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.

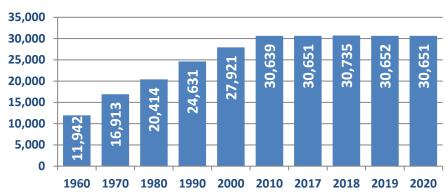
Population

The US Census Bureau's American Community Survey data indicate the 2020 population of South Kingstown was 30,651, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.4% increase in population (equivalent to 426 people) over a nine-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 2020 American C	Community Su	urvey						
Population	2000	Percent	2010	Percent	2020	Percent	9 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	953	3.1%	(248)	-20.6
Age 5-14	3,714	13.3%	3,479	11.5%	2,791	9.1%	(688)	-19.8
Age 15-19	4,117	14.7%	4,597	15.2%	5,517	18.0%	920	20.0
Age 20-34	5,112	18.3%	5,023	16.6%	5,112	16.7%	89	1.8
Age 35-44	4,203	15.1%	3,453	11.4%	2,668	8.7%	(785)	-22.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,183	16.9%	(1,513)	-22.6
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,427	27.5%	2,650	45.9
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%





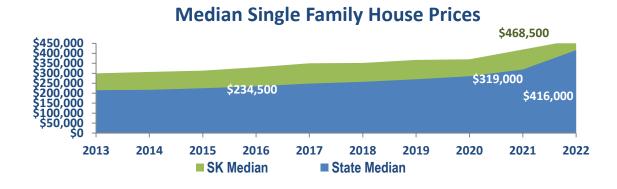


Housing

For 2020, the US Census Bureau 2015-2020 American Community Survey (ACS) 5-Year Estimates reported a total of 13,231 housing units in the Town of South Kingstown, of which 80.3% (10,627) were occupied year round, and the remaining 19.7% (2,604) were seasonal, recreational, occasional use, or vacant. Of the 10,627 occupied housing units, 73.7% were owner occupied and 26.3% were renter occupied. The average household size of an owner-occupied unit was 2.47 persons, while the average household size of a rented unit was 2.20 persons.¹

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2016-2020 American Community Survey (ACS) 5-Year Estimates reported that in 2020, the median value of owner occupied homes in South Kingstown was \$419,900 as compared to \$371,400 in 2019, \$353,800 in 2018, \$344,000 in 2017, and \$329,822 in 2015. The 2022 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, 2021 was \$487,950. The median sale price of a single family home state-wide during the same period was \$365,000. 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.



¹ https://www.census.gov/quickfacts/fact/table/southkingstowntownwashingtoncountyrhodeisland#

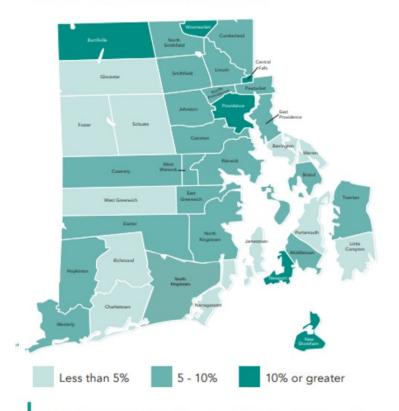
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PROGRESS TOWARD LONG-TERM AFFORDABLE HOMES

Rhode Island State Law 45-53 was designed to address housing unaffordability and establishes a goal that 10 percent of every city or town's housing stock qualify as Low and Moderate Income Housing (LMIH). The 10 percent is defined within the statute as "consistent with local needs" ** yet in actuality local housing needs are far higher: statewide, a median of 25 percent and 46 percent of owner and renter households, respectively, are cost burdened. ** At the same time, the calculation used in the legislation skews results such that the state's larger cities are not required to pursue the state's goal.

How does each municipality measure up?



Six of Rhode Island's 39 communities meet this goal: Burrillville, Central Falls, Newport, New Shoreham, Providence, and Woonsocket.

Municipality	Overall LMIH as % of Year- round Housing	Needed To Hit 10%
Barrington	3.38%	415
Bristol	5.80%	379
Burrillville	10.29%	Achieved
Central Falls	10.96%	Achieved
Charlestown	3.92%	212
Coventry	5.21%	675
Cranston	5.50%	1,481
Cumberland	6.00%	550
East Greenwich	5.67%	231
East Providence	9.83%	36
Exeter	5.99%	98
Foster	2.05%	140
Glocester	2.44%	291
Hopkinton	7.09%	98
Jamestown	4.59%	137
Johnston	8.00%	247
Lincoln	6,81%	288
Little Compton	0.56%	153
Middletown	5.16%	332
Narragansett	3.86%	440
Newport	15.90%	Achieved
New Shoreham	10.45%	Achieved
North Kingstown	9.09%	99
North Providence	6.57%	526
North Smithfield	8.20%	91
Pawtucket	8.67%	427
Portsmouth	2.75%	537
Providence	14.90%	Achieved
Richmond	3.71%	183
Scituate	0.80%	377
Smithfield	5.54%	350
South Kingstown	5.57%	483
Tiverton	5.17%	345
Warren	4.23%	290
Warwick	5.47%	1,686
Westerly	5.10%	511
West Greenwich	1.84%	190
West Warwick	7.99%	277
Woonsocket	15.90%	Achieved

Source: <u>Housing Works RI at Roger Williams University – 2022 Housing Fact Book</u>



WHERE IS IT AFFORDABLE TO OWN?

Based on 2021 median single family home prices, a household earning the state's median household income of \$70,305 would not be able to buy a home affordably in any of Rhode Island's cities and towns. What income might you need to afford to purchase a median priced single family home in your community? How do your neighboring communities compare?

EARNING:	≤ \$30,000
HOUSEHOLDS EARNING:	≤ \$50,000

EARNING:	≤	\$7	0,000

HOUSEHOLDS	1	¢1	nn.	nnn
EARNING:	7	DI	υu,	000

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Median household income ¹⁾	\$70,305	3

	Median owner household income ¹⁸	\$94,183
--	--	----------

City/ Annual inco Town affordably purch priced home in th	me needed to ase a median iis community	≤ \$ 30,000	≤ \$50,000	£\$70,000	≤\$100,000	> \$100,000
PAWTUCKET	\$77,004	•••••	•••••		•••••	•••••
CENTRAL FALLS	\$77,968					
WOONSOCKET	\$84,089					
WARWICK	\$85,271					
WEST WARWICK	\$87,263					
PROVIDENCE	\$87,996				1	
CRANSTON	\$88,452					
COVENTRY	\$89,411				1	
EAST PROVIDENCE	\$89,422					
NORTH PROVIDENCE	\$92,077					
JOHNSTON	\$95,405					
GLOCESTER	\$96,680					
TIVERTON	\$97,193					
BURRILLVILLE	\$98,627					
CUMBERLAND	\$101,461					
HOPKINTON	\$101,573					
SCITUATE	\$102,599					
SMITHFIELD	\$104,931					
FOSTER	\$107,608					
RICHMOND	\$107,905					
WARREN	\$108,510					
NORTH SMITHFIELD	\$109,744					
WESTERLY	\$112,073					
CHARLESTOWN	\$116,038					
LINCOLN	\$116,974					
BRISTOL	\$121,223					
EXETER	\$122,772					
SOUTH KINGSTOWN	\$122,772					
PORTSMOUTH	\$132,367					
MIDDLETOWN	\$136,967					
NORTH KINGSTOWN	\$138,526					
WEST GREENWICH	\$139,116					
BARRINGTON	\$154,577					
NARRAGANSETT	\$157,762					
NEWPORT	\$172,399					
LITTLE COMPTON	\$174,010					
EAST GREENWICH	\$181,740					
JAMESTOWN	\$216,791					
NEW SHOREHAM	\$324,309					

Source: Housing Works RI at Roger Williams University - 2022 Housing Fact Book



WHERE IS IT AFFORDABLE TO RENT?

Based on 2021 average 2-bedroom apartment rents, a household earning the state's median renter income of \$38,339 could affordably rent in only one Rhode Island city or town. What income might you need to affordably rent an average priced 2-bedroom apartment in your community? How do your neighboring communities compare?

HOUSEHOLDS EARNING: ≤ \$30,000

HOUSEHOLDS EARNING: ≤ \$50,000

HOUSEHOLDS EARNING: ≤ \$70,000

HOUSEHOLDS EARNING: ≤ \$100,000

EARNING: > \$100,000

Median household \$70,305

Median renter household income¹⁰ \$38,339

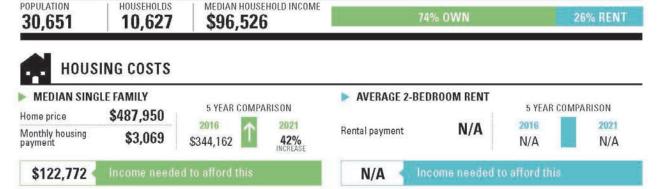
City/ Annual incor Town affordably rent apartment in th	ne needed to a 2-bedroom s community \$\$30,000 \$\$\$50,000 \$\$	\$100,000 > \$1 00,0
BURRILLVILLE	\$37,160	
BRISTOL	\$44,360	
WOONSOCKET	\$48,160	
WESTERLY	\$50,880	
CENTRAL FALLS	\$57,720	
PAWTUCKET	\$59,240	
LINCOLN	\$62,160	
NEWPORT	\$62,280	
NORTH SMITHFIELD	\$65,880	
WEST WARWICK	\$66,320	
NARRAGANSETT	\$68,040	
TIVERTON	\$68,320	
EAST GREENWICH	\$68,400	
COVENTRY	\$68,520	
NORTH KINGSTOWN	\$68,720	
MIDDLETOWN	\$68,960	
WARWICK CRANSTON	\$69,480 \$70,480	
NORTH PROVIDENCE	\$70,520	
PORTSMOUTH	\$71,600	
SMITHFIELD	\$73,320	
PROVIDENCE	\$73,840	
JOHNSTON	\$76,040	
EAST PROVIDENCE	\$77,320	
WARREN	\$79,080	
CUMBERLAND	\$84,520	
BARRINGTON	N/A	
CHARLESTOWN	N/A	
EXETER	N/A	
FOSTER	N/A	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
GLOCESTER	N/A	
HOPKINTON	N/A	
JAMESTOWN	N/A	
LITTLE COMPTON	N/A	
NEW SHOREHAM	N/A	
RICHMOND	N/A	## W
SCITUATE	N/A	
SOUTH KINGSTOWN	N/A	
WEST GREENWICH	N/A	

Source: Housing Works RI at Roger Williams University - 2022 Housing Fact Book

N/A: Insufficient data



SOUTH KINGSTOWN





AFFORDABILITY GAP

Renters

Owners

\$2,500 | \$3,069 | Below are housing payments at 30% of certain income levels | \$1,352 | \$1,004 | \$561 | \$N/A

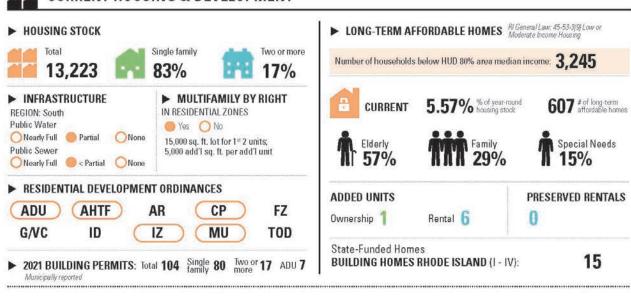
▶ COST BURDENED HOUSEHOLDS



A household is considered burdened if it spends 30% or more of its income on housing costs

CURRENT HOUSING & DEVELOPMENT

Private Sector Renter Household Wage Income



RI Minimum

Source: Housing Works RI at Roger Williams University – 2022 Housing Fact Book



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 3.24% of the total assessed valuation.

Taxpayer	Taxable Assessed	% of Total Assessed
ιαχραγεί	Valuation	Valuation
Harbor Village Apartments	\$45,260,100	0.65%
Narragansett Electric	\$32,750,653	0.47%
SCC Investments	\$31,147,400	0.45%
Brightview Commons	\$26,893,862	0.39%
BKD South Bay LLC (SB Manor)	\$17,084,500	0.25%
Schneider Electric	\$16,356,287	0.24%
Tower Hill Landings	\$15,330,443	0.22%
Jerry Brown Farm Association	\$14,638,200	0.21%
Wakefield Mall	\$13,224,700	0.19%
Belmont Shoppers Park	\$11,488,951	0.17%
Combined	\$224,175,096	3.24%

AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal	Single	Median	Average	Tax	\$	Percent
Year	Households	Sale Price	Assessment	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	468,500	401,370	5,800	32	0.55%
10 Year Increase ¹	317	181,500 ²	53,255	752	\$76	1.43%

^{1. 10} year average.

^{2.} Median Sales Price taken from the <u>2022 Housing Fact Book - HousingWorksRI at RWU.</u>

5 Year Property Tax Levy - History									
Fiscal Year	Town	School	Total	\$ Increase	% Increase				
2018-2019	18,232,765	55,256,815	73,489,580	2,160,599	3.03%				
2019-2020	19,640,330	56,484,979	76,125,309	2,635,729	3.59%				
2020-2021	19,319,591	57,102,843	76,422,435	297,126	0.39%				
2021-2022	19,195,441	57,433,065	76,628,505	206,071	0.27%				
2022-2023	20,374,495	57,868,573	78,243,068	1,614,563	2.11%				
5 Year Increase ¹	\$2,141,730	\$2,611,758	\$4,753,488	\$6,914,087	1.88%				

^{1. 5} year average



	FY2	021-2022			FY2022-2023		
	December			December			
	2020	Tax Rate	% of	2021	Tax Rate	% of	% of
Tax Roll	Taxable	Levied	Tax	Taxable	Levied	Tax	Tax
Comparison	Value	\$14.45	Roll	Value	\$10.95	Roll	Levy
Residential	4,527,996,100	65,429,544	85%	6,206,073,900	67,956,509	87%	87%
Commercial/Industrial	554,941,400	8,018,903	10%	619,234,300	6,780,616	9%	9%
Tangible	107,007,815	1,546,263	2%	108,814,811	1,191,522	2%	2%
Total value	5,189,945,315	74,994,710	98%	6,934,123,011	75,928,647	97%	97%
Less Exemptions	(64,135,163)	(926,753)	-1%	(90,753,521)	(993,751)	-1%	-1%
Flexible Base	5,125,810,152	74,067,957	97%	6,843,369,490	74,934,896	96%	96%
Motor Vehicles	229,007,988	4,284,739	6%	297,179,962	5,560,237	7%	7%
Less Exemptions	(92,107,099)	(1,723,324)	-2%	(120,322,671)	(2,251,237)	-3%	-3%
Net Motor vehicles	136,900,889	2,561,416	3%	176,857,291	3,309,000	4%	4%
_ Total Tax Roll / Levy _	5,262,711,041	76,629,372	100%	7,020,226,781	78,243,896	100%	100%

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 2022, the average labor force in the Town of South Kingstown was 16,837 with employment at 16,377 yielding an average unemployment rate of 2.73%². Statewide, the seasonally adjusted unemployment rate as of December 2022 was 3.5%³. It should be noted that the rates shown for 2021 reflect the local consequences of the COVID-19 pandemic. While the unemployment rate is significantly lower in 2021 than it was 2020, it is also substantially lower than the statewide 2021 unemployment rate. South Kingstown's relatively low pandemic-induced unemployment can be attributed 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).

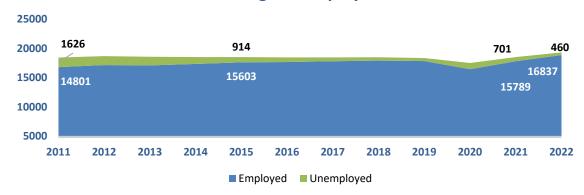


² Rhode Island Department of Labor and Training Local Area Unemployment Statistics – December 2021 – December 2022.

³ Rhode Island Department of Labor and Training Historic Local Area Unemployment Statistics Report 2022.



SK Labor Force Annual Average Unemployment Rate



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



STATE OF RHODE ISLAND

Population	1990	2000	2019
Total Population	1,003,464	1,048,319	1,057,23
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%
	1990	2000	2019
Median Household Income	\$32,181	\$42,090	\$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 28th 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 2019 and 2021, employment in Rhode Island decreased by 21,693 (-4.5%) jobs. Private sector employers reported a loss of 19,984 (-4.7%) jobs, while public sector employment declined by 1,709 (-2.8%) jobs.

Establishment Employment	2019	2020	2021	
Total Private & Government	485,504	444,633	463,81	
Total Private Only	424,358	385,120	404,374	
Health Care & Social Assistance	81,431	75,452	76,861	
Government	61,146	59,514	59,437	
Retail Trade	48,014	44,167	46,549	
Accommodation & Food Services	52,093	38,939	44,859	
Manufacturing	39,740	37,414	39,059	
Administrative Support & Waste Mngmnt.	29,325	26,988	28,251	
Finance & Insurance	25,796	25,629	25,442	
Professional & Technical Services	25,687	25,606	27,946	
Educational Services	20,986	19,629	19,555	
Construction	19,981	18,928	20,074	
Other services,	18,146	15,205	16,213	
Wholesale Trade	16,590	14,918	15,516	
Management of Companies & Enterprises	13,223	12,620	12,304	
Transportation & Warehousing	10,876	10,693	11,425	
Arts, Entertainment, & Recreation	7,882	5,720	6,629	
Real Estate & Rental & Leasing	6,422	5,675	5,897	
Information	5,877	5,241	5,445	
Utilities	1,115	1,101	1,105	
Agriculture, Forestry, Fishing & Hunting	933	945	1,044	
Mining	188	183	176	

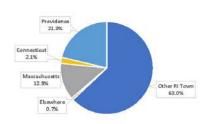
Language Population Age 18-64

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

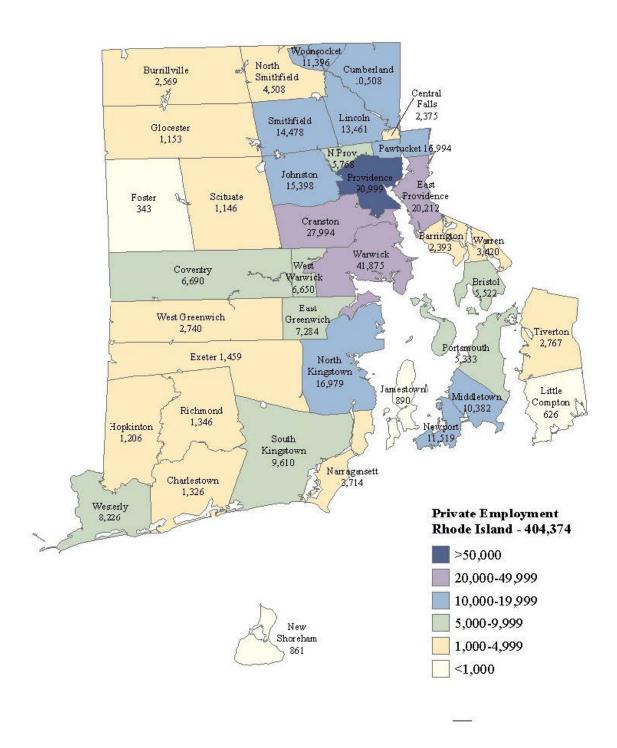
Where Rhode Island Residents Work, 2015



Source: Rhode Island Department of Labor and Training – State of the State: Profiles of RI Cities and Towns



Rhode Island Private Covered Employment by City & Town 2021



Source: Rhode Island Department of Labor and Training – State of the State: Profiles of RI Cities and Towns



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	Sauce .	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%	
10 to 120 T 1220	1990	2000	2019	
Median Household Income	\$36,481	\$56,325	\$89,91	
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%	

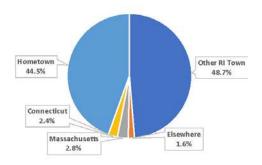
- South Kingstown's total population grew by 13.4
 percent during the 1990's, with the addition of
 3,290 people. Between 2000 and 2019, South
 Kingstown added another 2,731 (+9.8%)
 residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) 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 2020 and 2021, employment in South Kingstown increased by 343 (+2.7%) jobs.
 Private sector employers reported a gain of 370 (+4.0%) jobs, while public sector employment fell by 28 (-0.8%) jobs. In comparison, statewide total employment grew by 19,254 (+5.0%) 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	2019	2020	2021
Total Private & Government	14,012	12,817	13,16
Total Private Only	10,395	9,240	9,610
Government	3,617	3,578	3,550
Health Care & Social Assistance	3,072	2,840	2,888
Accommodation & Food Services	1,600	1,292	1,484
Retail Trade	1,244	1,145	1,220
Construction	459	495	548
Other Services	610	484	508
Manufacturing	567	526	426
Wholesale Trade	509	460	419
Professional & Technical Services	374	370	398
Educational Services	379	356	362
Administrative Support & Waste Mngmnt.	343	318	334
Finance & Insurance	342	321	270
Arts, Entertainment, & Recreation	231	159	210
Real Estate & Rental & Leasing	239	138	181
Information	125	109	109
Transportation & Warehousing	141	83	105
Agriculture, Forestry, Fishing & Hunting	110	94	94
Management of Companies & Enterprises	21	21	28
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 – State of the State: Profiles of RI Cities and Towns

Town Council Goals & Objectives



Town Council Mission Statement

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

The Town Council's Goals and Objectives, were most recently adopted March 22, 2021. An election was held in November 2022 and two new members were elected to the Town Council. The Council has yet to adopt new goals for the current year and beyond so the goals in this document are consistent with those previously adopted. It is noted that many of the objectives listed have dates that have already passed. Many of the specific objectives were hampered by the onset of the global COVID-19 pandemic and remain incomplete. However, departments have continued to utilize these goals and objectives as a guide when developing their annual list of current and future priorities.

The Town Council's Goals and Objectives 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	Н
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

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 an 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

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.

- 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 train that meets their IDP will be provided.
- In its collective bargaining agreements, the Town will established 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

GOALS

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

- 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

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

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

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."

- 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

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

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

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

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

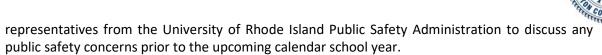
- In March 2020, the Town Council will adjust the elderly tax abatement program by increasing the income eligibility brackets by five percent to begin accounting for inflationary impacts since 2007.
- In March 2021, the Town Council will again adjust the elderly tax abatement program by increasing the 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

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.

- 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



- 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

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 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

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.

- 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

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.

- Recognize and celebrate the 300th 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.



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

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Town Manager's Budget Message



To: The Honorable Town Council From: James M. Manni, Town Manager Re: FY 2023-2024 Budget Message

Date: March 1, 2023

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 2023-2024 fiscal year. A detailed summary of the entire proposed budget program has been prepared by the Director of Finance, Brian Silvia, 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.

Town Manager's Message:

Since May 2, 2022, I have served in my capacity as South Kingstown's town manager. Following what I consider to be a very smooth transition, and thanks to the professionalism of my staff and the support of the Town Council, I was able to hit the ground running. One of my first duties was to fill three vacant high level department head positions: finance director, tax assessor, and police chief. I am pleased to report that these important posts were filled by seasoned professionals within their respective fields. In my opinion, the Town is in a strong position from a workforce perspective, benefitting from a dedicated group of employees, including directors and all of the employees falling within their departments. I continue to be impressed by the commitment and the pride South Kingstown town employees demonstrate in their roles, and the resulting positive interactions with the public.

Fortunately, the Town is also in a strong position with its budget. One of the biggest responsibilities a town manager has is that of managing a large and complex budget on behalf of the Town's taxpayers. I want to assure South Kingstown taxpayers that their hard-earned tax dollars are spent in a fiscally responsible manner which ensures that they get the highest level of service at the most cost-effective price. The attached proposed budget is being put forth after much consideration and examination, to meet the municipal needs of the Town and to position this administration to move forward with the necessary resources to achieve our many goals and objectives in FY 2023-2024.

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

BUDGETING PRINCIPLES

The Town of South Kingstown uses a Program-planning budget system that ties 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 of the Town. 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 measurable 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 2023-2024 PROPOSED OPERATING BUDGET

The proposed FY 2023-2024 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 reflects a proposed property tax rate increase from \$10.95 to \$11.07, an increase of \$0.12 or 1.10%. This also reflects an overall Tax Levy increase of 1.63% from fiscal year 2022-2023.

Summary of the Town Manager's Proposed Budget For FY 2023-2024

FY 2023-2024 Total Proposed Expenditures	Increase over FY 2022-2023	% change from Prior Year
School Fund		
\$62,635,680	\$660,341	1.07%
General Fund		
\$29,253,229	\$1,555,104	5.32%
Total General Fund Revenues (non-property tax)	Increase over FY 2022-2023	% Change from Prior Year
\$13,890,709	\$605,747	4.56%
Proposed Property Tax Levy	Increase over FY 2022-2023	% Change from Prior Year
\$77,164,044	\$1,235,397	1.63%
Proposed Property Tax Transfer to Schools	FY 2022-2023 PTT to Schools	% Change from Prior Year
\$55,994,773	\$55,994,773	0.00%
Proposed Tax Rate	FY 2022-2023 Tax Rate	% Change from Prior Year
\$11.07	\$10.95	1.10%



The following recommended adjustments in program funding are proposed:

- (1) Increase in personnel salaries of (2.25%) related to contractual obligations for Municipal Employees Association and non-union employees, a (3.00%) increase in personnel salaries related to contractual obligations for International Brotherhood of Police Officer employees and a (2.00%) increase in personnel salaries related to contractual obligations for the International Association of Fire Fighters employees and R.I. Council 94 employees.
- (2) 2.5 new positions:
 - a. (1) Municipal Court Clerk
 - b. (1) Zoning and Code Enforcement Officer
 - c. (1) Municipal Court Judge, P/T & (1) backup Judge, P/T
 - d. (1) Increased hours of P/T Assistant Personnel Administrator from 20-hours per week to 25-hours per week
- (3) Creation of the Municipal Court cost center, which will be a subdivision of the Town Clerk

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 2023-2024 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 2023-2024

AMERICAN RESCUE PLAN (ARPA) FUNDS

The Town will receive a total of \$9,071,224 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 is intended to be utilized to introduce a Community Resource Officer program, and second year funding for a full time Natural Resource Officer/Harbor Patrol position. ARPA funds have already been used to upgraded the Town's existing software (Microsoft 365), year one of the Natural Resource Officer/Harbor Patrol position and Village improvement plans for Matunuck, West Kingston, Peace Dale, Wake Field and Route 108 area in West Kingston (Draft Plans/Weston and Sampson). 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.

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. The Town does not anticipate obtaining a new third ambulance in fiscal year 2023-2024 and as such funding for increased staffing to accommodate this vehicle has been removed from the budget. 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. It is not anticipated to have this facility completed in fiscal year 2023-2024.

POLICE DEPARTMENT - COMMUNITY SERVICE OFFICERS

Implement Community Service Officer (CSO) Program, which will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

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, 2025. It is projected that Health Care program costs will increase by 9.4% during the 2023-2024 fiscal year. All of the contracts in place for FY 2023-2024 provide for cost-of-living wage increases of as follows:

Bargaining Unit	Contractual Increase
IBPO	3.00%
IAFF	2.00%
Council 94	2.00%
SKMEA/ NEA	2.25%
Non-Union	2.25%

SCHOOL DEPARTMENT

Heading into FY 2023-2024, the School Building Committee has considered and reviewed many potential capital projects, based on the needs of the district. It is anticipated that within FY 2023-2024 there will be a ballot referendum question on a new school bond question to fund the capital needs of the district. At present time, the Town Council is considering projects and the funding necessary for each option. In addition to this, 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 school building committee 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

It is anticipated that the State will hold Local Education Authorities harmless for any enrollment reductions in the current year. With that in mind and as part of the Governor's proposed FY2023-2024 budget, the South Kingstown School Department is anticipating an increase in state aid to education in the amount of \$593,711. With this in mind, it is proposed to hold the FY 2023-2024 property tax transfer (PTT) to the Schools to level funding with FY 2022-2023.

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

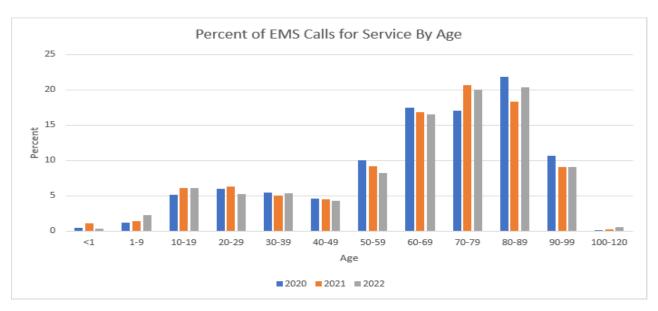
The Table on the following page shows that the fastest growing age demographic in South Kingstown is seniors over 60. The only other age groups that have grown at all over the last 9 years are the groups that include college-aged young adults. The growth in the college-aged groups is likely due to increased 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 Co	ommunity Surve	у						
Population	2000	Percent	2010	Percent	2020	Percent	10 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	953	3.1%	(248)	-58.4
Age 5-14	3,714	13.3%	3,479	11.5%	2,791	9.1%	(688)	-161.9
Age 15-19	4,117	14.7%	4,597	15.2%	5,517	18.0%	920	216.5
Age 20-34	5,112	18.3%	5,023	16.6%	5,112	16.7%	89	20.9
Age 35-44	4,203	15.1%	3,453	11.4%	2,668	8.7%	(785)	-184.7
Age 45-59	5,167	18.5%	6,696	22.2%	5,183	16.9%	(1,513)	-356.0
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,427	27.5%	2,650	623.5
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%

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. As the population of the Town changes, the services required by residents change too. This proposed budget accommodates the growing demand for services that address the needs of our senior population. Since 2020, there has been a 25% 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
- General facility improvements at the Public Safety Building & North Station of EMS
- Flooring replacement at the recreation center
- Balcony renovation, roof replacements & parking lot improvements at libraries
- HVAC upgrades to improve air quality, as well as repair and replacement of aged systems
- Building infrastructure upgrades at enterprise fund locations

Summary of Sources and Uses

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste- water	Solid Waste	Total
Revenues & Other Financing Sources:				OCIVICOS		Octilici					
General Property Taxes	\$17,439,623	\$55,994,773		\$518,182		\$387,000	\$1,315,752		\$4,000		\$75,659,330
User Fees			_	104,506			•	941,427	4,556,494		5,602,427
State Aid	6,321,572	5,595,507					219,459	2,096			12,138,634
Federal Aid	8,000	475,000									483,000
Licenses/Fees/Rents	918,466		95,225			32,178	•	228,199		173,969	1,448,037
Revenues from Investments	400,000		900		561,600	200		25,750	45,000	5,150	1,038,600
Departmental Revenue/Fines/Charges	3,754,362		10,508	1,800	296,217	274,835		5,000	378,000	678,781	5,399,503
Transfers In				10,000		•	380,174				390,174
Grants			•	89,553							89,553
Miscellaneous	922,701	300,000		800	1,200			2,200	17,500	21,400	1,265,801
Fund Balance Applied	1,043,608	270,400		5,000	14,143	15,000		58,979	67,237	7,962	1,482,329
Total Revenues	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,385	\$1,263,651	\$5,068,231	\$887,262	\$104,997,388
Expenditures & Other Financing Sources:											
General government	\$1,721,587										\$1,721,587
General services	4,318,661										4,318,661
Public safety	14,836,833										14,836,833
Public works	3,439,746										3,439,746
Parks & Recreation	2,346,797										2,346,797
Public libraries	1,404,269										1,404,269
Non-departmental	842,314										842,314
Education		62,635,680									62,635,680
Debt Service				•	76,423		1,915,386	'	30,315	56,797	2,078,920
Leisure Services			87,878	729,841	796,737	709,213					2,323,669
Utility Services							•	866,989	3,925,695	787,491	5,580,174
Capital Expenditures	1,898,125	0	18,755	0	0	0		396,662	1,112,221	42,975	3,468,738
Total Expenditures	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,386	\$1,263,651	\$5,068,231	\$887,262	\$104,997,389
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Summary of Revenues

Fiscal Year 2023-2024 General Fund revenues are projected at \$30,808,333 which is an increase of \$1,555,104 or 5.32%, compared to the FY 2022-2023 Adopted Budget of \$29,253,229. The Proposed Budget for FY 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, a 17.4% decrease from the prior year. The tax rate for FY 2023-2024 is proposed to increase from \$10.95 to \$11.07, which is \$0.12 greater than the FY 2022-2023 Adopted Budget.

The FY 2023-2024 combined revenues for all budgeted funds are \$104,997,389 representing an increase of \$2,333,992, or 2.27% over the current fiscal year. A breakdown of revenues by fund is shown below.

Revenue By Fund	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Fund (0101)	\$26,837,067	\$29,253,229	\$29,690,086	\$30,808,333
School Fund (0110)	61,968,758	61,975,340	61,975,340	62,635,680
Peace Dale Office Building Fund (0302)	99,069	103,322	118,436	106,633

Total Revenue By Fund	\$101,338,018	\$102,552,150	\$103,115,043	\$104,997,389
Solid Waste Fund (0706)	891,208	1,002,971	1,024,784	887,262
Wastewater Fund (0704)	5,686,396	4,797,388	4,804,488	5,068,231
Water Fund (0702)	1,218,213	1,359,033	1,359,033	1,263,651
Debt Service Fund (0400)	2,814,717	2,031,152	2,031,152	1,915,386
Community Recreation Center (0308)	614,307	613,447	650,535	709,213
Neighborhood Guild Fund (0306)	725,118	714,583	754,673	873,160
Senior Services Fund (0304)	674,858	701,685	706,516	729,841
				D. Co.

Most of the tax revenue consists of general property taxes, including real estate and personal property (tangible). Property taxes account for about 71.56% of all budgeted revenues, which is down from prior years due to the motor vehicle phase-out. A small portion (0.38%) 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:

- Motor Vehicle Excise Tax Phase-Out
- 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

All State-Aid amounts presented within this budget document for Fiscal year 2023-2024 are based on the amounts proposed by the Governor McKee for the period beginning July 1, 2023.

Summary of Expenditures

GENERAL FUND

The proposed **General Fund Expenditure Statement** for FY 2023-2024 is presented in the amount of \$30,808,333 reflecting an increase of \$1,555,104 or 5.32% more than the current year appropriation of \$29,253,229. The increase is driven largely by salary and benefit increases required under Collective Bargaining Agreements, and the creation of several new department cost centers. The non-personnel component of the municipal operations program is proposed at \$7,017,634. A breakdown of expenses by fund is shown below.

	Actual	Adopted	Projected	Proposed
Expenditures By Fund	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024
General Fund (0101)	\$25,743,086	\$29,253,229	\$28,940,445	\$30,808,333
School Fund (0110)	61,961,983	61,975,340	61,975,340	62,635,680
Peace Dale Office Building Fund (0302)*	71,790	90,867	158,180	106,633
Senior Services Fund (0304)	600,203	701,685	686,904	729,841
Neighborhood Guild Fund (0306)	595,607	714,583	728,252	873,160
Community Recreation Center Fund (0308)	538,489	613,447	593,729	709,213
Debt Service Fund (0400)	1,699,395	2,031,152	2,031,152	1,915,386
Water Fund (0702)	934,888	1,359,033	1,648,833	1,263,651
Wastewater Fund (0704)	3,502,471	4,797,388	5,208,664	5,068,231

Total Expenditures By Fund	\$96.422.102	\$102.539.695	\$102.996.283	\$104.997.389
Solid Waste Fund (0706)	774,191	1,002,971	1,024,784	887,262

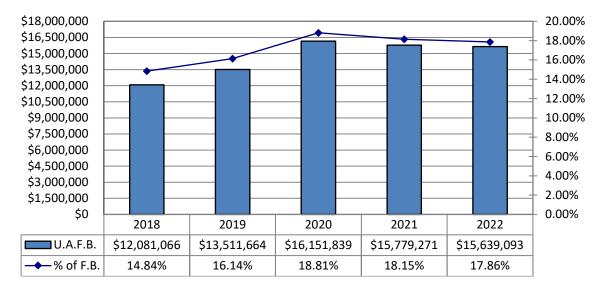
SCHOOL FUND

To support the FY 2023-2024 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 2023-2024 unrestricted state-aid revenue for the South Kingstown School District is \$5,595,507, a proposed increase of \$821,449 from FY 2022-2023.

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 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, which is a decrease from the prior year of \$220,000.

History of the Unassigned Fund Balance 2018-2022



Projected FY 2022-2023 Tax Rate

We estimate that when the tax roll is certified on June 15, 2023, the Total Adjusted Value (adjusted to exclude tax-exempt and rebated properties) of all real and personal property in South Kingstown will be \$6,970,555,050. This represents about a \$36,432,039 increase (0.5%) over the previous year certified net assessed value.

Assuming the new values under this proposed budget, the tax rate for FY 2023-2024 will increase from \$10.95 to \$11.07, an increase of \$0.12 from the FY 2022-2023 Adopted Budget. The table on the following page details the FY 2023-2024 tax roll as compared to FY 2022-2023.



	2021-2022 Taxable	2022-2023 Taxable	2023-2024 Projected
Taxable Property List	Property	Property	Tax Roll
Taxable Land /Buildings	\$5,082,937,500	\$6,825,308,200	\$6,868,555,050
Tangible Property	107,007,815	108,814,811	102,000,000
Total Taxable Property	\$5,189,945,315	\$6,934,123,011	\$6,970,555,050
Less Exemptions	(\$64,135,165)	(\$90,753,521)	(\$90,900,500)
Net Taxable Property	\$5,125,810,150	\$6,843,369,490	\$6,879,654,550
Taxable Property Growth -%	0.50%	33.51%	0.50%
Taxable Property Growth - \$	\$25,470,386	\$	\$
Motor Vehicles -Roll	\$229,007,988	Phase-out	Phase-out
Less Exemptions	(92,107,099)		
Fixed Portion of Tax Roll	\$136,900,889		
Total Taxable Property	\$5,262,711,039	\$6,843,369,490	\$6,879,654,550

It is important to note that the final 2023 tax roll is not certified until June 2023 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 2023-2024 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 2023, 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 22nd. 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

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 Brian Silvia, 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, Deputy Town Manager/ DOAS, 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.

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

James M. Manni Town Manager

James M. Manni

FY 2023-2024 Proposed Budget
Town of South Kingstown, Rhode Island



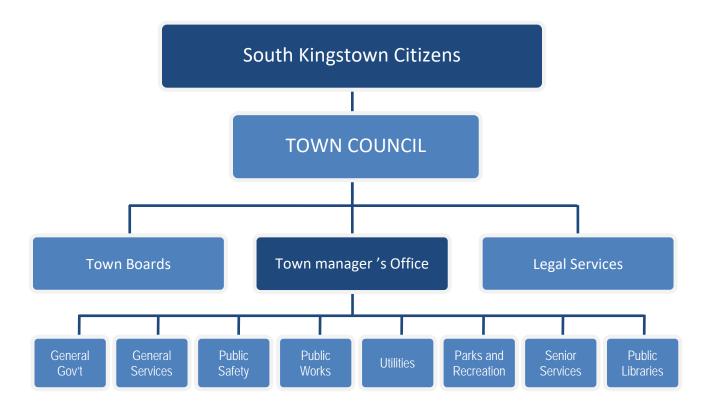
Governmental Structure	. 3	-	1
Budgetary Process	. 3	-	2
Town Charter: Article IV, Section 4220 Budget Procedures			

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Town Council/Town Manager Form of Government

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





Budgetary Process Overview

The budget process for the Town of South Kingstown begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town manager and Department Directors set the tone for implementation. During development of the FY 2023-2024 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 <u>Article IV, Chapter 4220</u> <u>Budget Procedures</u> of the Town Charter, as amended through November 2006. The following provides an overview of the Town's budget process and oversight.

Budget Formulation

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

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

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

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

Budgetary Process, continued

members of the Council. Amendments after budget adoption may may only be done in accordance with Article IV, Section 4223.

Every general fund appropriation, except an appropriation for capital project expenditure, lapses at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for capital project expenditure continues in force until expended, revised, or repealed. The purpose of any such appropriation is 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 2023-2024 Budget Calendar
December 2022	
Thursday, 1 Friday, 2 Monday, 19	Capital Improvement Program (CIP) Budget submission to Town Council (deadline 12/1/22) Advertise for Initial Budget Public Hearing and tentative budget schedule Initial Budget Hearing with School Committee to discuss FY 2022-2023 Budget goals & objectives (RIGL § 16-2-21)
January 2023	
Wednesday, 4 Thursday, 5 Monday, 23	Work session #1 with Town manager and department heads to review CIP Work session #2 with Town manager and School Department to review CIP Public Hearing (during Regular Session) on six-year CIP (Fiscal Period 2023-2024 through 2028-2029). Includes Adoption of CIP (deadline is February 1)
February 2023	
Tuesday, 14	School Department submits budget to Town manager (deadline 2/14 each year, <u>Sec. 4820E</u>)
March 2023	
Wednesday, 1 Monday, 6 Tuesday, 7 Wednesday, 15 Monday, 20	Town manager submits proposed FY 2023-2024 operating budget to Town Council Budget Work Session #1 with Town manager and department heads Budget Work Session #2 with Town manager and department heads. HSOA/ Housing grant review Budget Work Session #3 with School Department Town Council Adoption of Preliminary Budget (during Regular Session) (deadline 3/22/22)
April 2023	
Thursday, 13 Monday, 17 Friday, 21 Monday, 24	Public Hearings #1 on FY 2022-2023 Municipal and School Budgets Public Hearings #2 on FY 2022-2023 Municipal and School Budgets 4pm deadline for petitions for revisions to Preliminary Budget (25 signatures) Consideration of petitions and Adoption of Final Budget (during Regular Session)
May 2023	
Friday, 12 Tuesday, 16	4pm deadline for submissions of Final Petitions for Referendum (200 signatures) Deadline for petition signatures to be verified by the Board of Canvassers (Sec. 4222E)
June 2023	
Tuesday, 6 Thursday, 15	Possible Budget Referendum on Tuesday following the first Saturday in June (Sec. 4222F) Town Assessor sets tax rate to finance the FY 2023-2024 operating budget



Basis of Budgeting and Accounting

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

BASIS OF BUDGETING

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

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

BASIS OF ACCOUNTING

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

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

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

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

- Compensated absences are recorded as earned by employees on a GAAP basis, as opposed to being 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

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 <u>Section 6-1 Financial Management and Procedures</u> 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 transfer to school).

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

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

Financial Policies and Practices

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

Budgetary Process, continued



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

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

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 tangible property and other related taxes are to be pursued;
- Revenue or Bond Anticipation Notes the Town does not intend to issue revenue or bond anticipation notes to fund normal government or enterprise operations; with a healthy unassigned fund balance, the Town does not see a need to incur additional interest expense when funds can be advanced from the unassigned fund balance and reimbursed when General Obligation or Revenue Bonds are issued;
- All revenues received by the Town shall be deposited within 48 hours of receipt.

Investment Policy

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

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

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

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



Debt Management Practices

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

- The Town prefers to fund capital improvements, equipment purchases, and other major capital projects with current resources or in a "pay-as-you-go" manner; Debt should be limited to projects with significant costs;
- The term of any bond issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended; Every effort shall be made to keep the amortization of debt as short as possible;
- The Town maintains an aggressive retirement of existing debt (greater than 80% within Ten Years);
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed;
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing shortterm 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 it 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 2022-2023 projected gross debt level as a percentage of the Town's Assessed Valuation, based upon the December 31, 2021 Assessment, is 0.23% and is predicted to increase to 1.72% in FY 2028-2029;
 - The Town's projected Net Direct Debt is 0.21%, and is expected to increase to 1.67% in the 2028-2029 fiscal year, as a result of issuing, if approved, \$150M in School Bonds.



Reserve Fund Policy

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

A fund balance policy is adopted in order to secure and maintain investment grade ratings, meet cash flow need, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls. GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. Using the GFOA guidelines as a target, the Town will maintain an unassigned fund balance in the range of 10% - 17% of the general fund budget. For purposes of benchmarking, the general fund budget shall include the total appropriations of the General Fund and Debt Service Fund, and Property Tax transfers to the School Unrestricted Fund, Senior Services Fund, Wastewater Fund, and Community Recreation Fund.

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

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

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

Accounting, Auditing, and Financial Reporting Policies

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

The Town and School shall prepare a combined five-year forecast in the form and format required by the RI Office of Municipal Affairs (Division of Municipal Finance) 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.

Budgetary Process, continued

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

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

Section 4220 – BUDGET PROCEDURES

Section 4221 – Proposed budget

A. BUDGET SCHEDULE

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

B. INITIAL BUDGET HEARING TO DISCUSS GOALS AND OBJECTIVES

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

C. TOWN MANAGER'S PROPOSED BUDGET

I. SUBMISSION OF BUDGET AND BUDGET MESSAGE

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

II. BUDGET MESSAGE

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

III. BUDGET FORMAT

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

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

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

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

For each utility fund, budget administration shall be consistent with <u>Section 4225</u>, 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 and post copies in the Town Hall, on the town's web site, and as otherwise directed by the town council.

Section 4222 – Budget

A. TOWN COUNCIL'S PRELIMINARY BUDGET

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

B. Public Hearings

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



C. PETITIONS TO THE COUNCIL

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

D. FINAL TOWN COUNCIL APPROVAL OF BUDGET

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

E. REFERENDUM PETITIONS

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

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

F. BUDGET REFERENDUM

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

G. EMERGENCY BALLOTS

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

H. PUBLICATION OF BUDGET

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

I. MINOR ADJUSTMENTS IN DATES

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

Section 4223 – Amendments after adoption

(a) EMERGENCY APPROPRIATIONS

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

(b) REDUCTION OF APPROPRIATIONS

If at any time during the fiscal year it appears probable to the town manager that the revenues or designated fund balances available will be insufficient to finance the expenditures for which appropriations have been authorized, the manager shall report to the town council without delay, indicating the estimated amount of the deficit, any remedial action taken by the manager and recommendations as to any other steps to be

taken. The council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(c) TRANSFER OF APPROPRIATIONS

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

(d) LIMITATION; EFFECTIVE DATE

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

Section 4224 - Lapse of appropriations

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

Section 4225 - Administration of the budget

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

Section 4226 – Capital program

(a) SUBMISSION TO TOWN COUNCIL

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

CONTENTS

The capital program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the six fiscal years next ensuing, with appropriate supporting information as to the necessity for each;
- (3) Cost estimates and recommended time schedules for each improvement or other capital expenditure;



- (4) Method of financing, upon which each capital expenditure is to be reliant;
- (5) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

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

Section 4227 - Town council action on capital program

(a) NOTICE AND HEARING

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

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

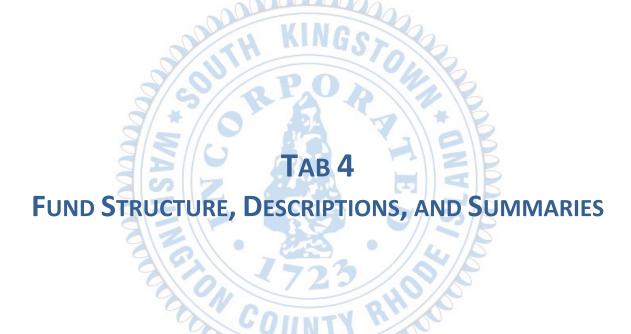
(b) ADOPTION

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

Section 4228 - Delay in approving budget

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

The town Charter provisions relating to budget procedures can be found in Article IV, Section 4220.



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FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Fund Structure & Descriptions



Fund Structure

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

Fund Description

GOVERNMENTAL FUNDS

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

GENERAL FUND

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

SCHOOL TRUST FUND

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

DEBT SERVICE FUND

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

SPECIAL REVENUE FUNDS

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

Fund Structure & Descriptions, continued



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.

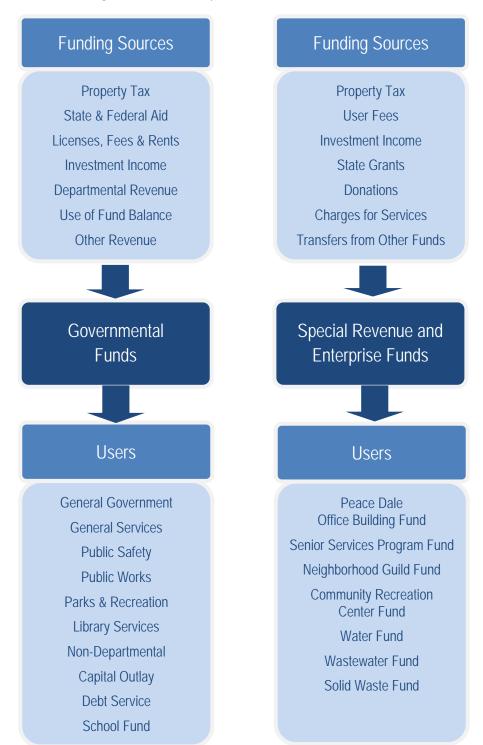
PERMANENT FUNDS

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.



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.



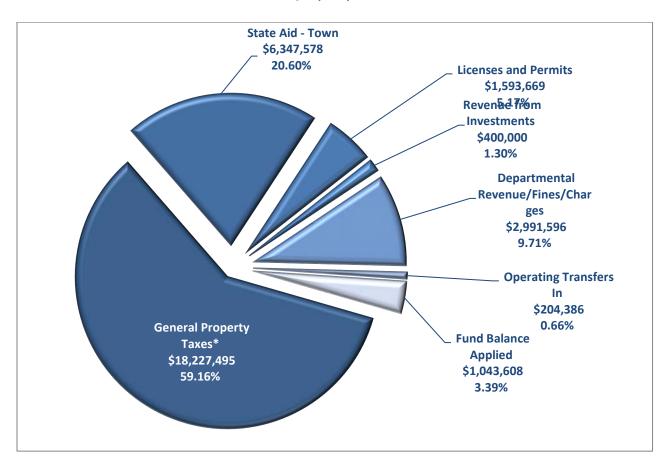
^{*}Note: The Town's Annual Comprehensive Financial Report contains additional non-major funds than those included in the annual budget document.



General Fund Revenue

Fiscal year 2023-2024 General Fund revenues are projected to be \$30,808,333. The Proposed Budget for FY 2023-2024 includes the use of \$1,043,608 of the Town's Unassigned Fund balance, which is a decrease of \$220,000 from the FY 2022-2023 adopted budget. The use of the unassigned fund balance to stabilize the tax need has been gradually increased over the past few fiscal years. The use of fund balance was also a means to assist taxpayers by being able to hold the tax rate constant and, in the majority of cases, avoid a tax increase. It is being recommended to not increase the use of fund balance from the FY 2022-2023 adopted budget, as the overall fund balance of the Town has decreased in each of the last two fiscal years. Use of fund balance is reviewed on annual basis as part of the budget development and formulation process. FY 2023-2024 General Fund revenues are projected to increase by \$1,555,103 or 5.32%, compared to the FY 2022-2023 Adopted Budget of \$29,253,229. The proposed tax rate for FY 2023-2024 is increasing from \$10.95 to \$11.07, an increase of \$0.12, or 1.10% from the FY 2022-2023 Adopted Budget.

General Fund Revenue FY 2023-2024 \$30,808,333



*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.



Summary by Category & Source

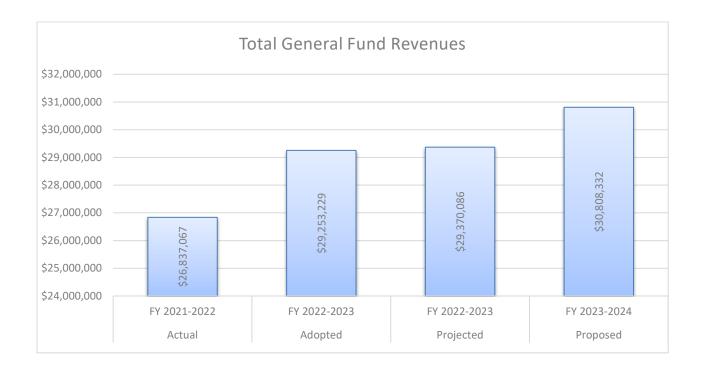
Description	Actual	Adopted	Projected	Proposed
Description	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-202
O I D 4 To				
General Property Taxes	¢74 240 200	¢74 224 211	\$74,114,959	¢7E 127 22
411010 Current Taxes	\$76,260,389	\$76,326,311		\$75,137,33
411020 Prior Year Taxes	451,288	530,000	530,000	530,000
412010 Interest on Taxes	316,494	350,000	350,000	350,000
412020 Collection Fee	(2,914)	(1,750)	(1,750)	(1,750
413010 Payment in Lieu of taxes	448,210	423,622		423,622
414010 PILOT - Federal Aid	7,658	8,000	8,000	8,000
414020 FEMA Covid Revenue	0			
Subtotal General Property Taxes	\$77,481,125	\$77,636,183	\$75,424,831	\$76,447,202
State Aid - Town				
420010 General State Aid	\$209,069	\$210,000	\$210,000	\$210,00
420011 Public Service Corp Tax	365,054	365,054	365,054	379,714
120012 Meals/Beverage Tax	976,305	940,000	940,000	1,228,189
420017 MV Excise Tax phase-out	1,369,885	1,719,103	3,930,455	3,930,455
420018 Hotel Tax	289,067	202,000	202,000	314,814
120019 State Incentive	0	0	0	(
120015 State Library Aid - General	226,088	217,433	242,861	258,400
420016 State Library Endowment Aid	16,662	17,155	19,161	20,006
150200 Emergency Management	0	0	0	6,000
Subtotal State Aid - Town	\$3,452,130	\$3,670,745	\$5,909,531	\$6,347,578
Licenses & Permits				
130170 Rental of Town Properties	\$455,092	\$466,214	\$466,214	\$466,21
430130 Business licenses and fees-TC	79,934	75,870	75,630	75,630
430140 Business licenses and fees-B/Z	606,387	447,695	507,150	464,62
430150 Nonbusiness licenses and fees	429,402	424,000	398,500	421,200
430160 Real Estate conveyance fees	169,189	166,000	166,000	166,000
Subtotal Licenses & Permits	\$1,740,004	\$1,579,779	\$1,613,494	\$1,593,669
Revenue from Investments				
460010 Interest on Investments	-\$731,679	\$330,000	\$330,000	\$400,00
Subtotal Revenue from Investments	(\$731,679)	\$330,000	\$330,000	\$400,000
Departmental Revenues/Fines/Charges				
130180 Municipal Court Fees	0	0	0	184,000
140005 Planning/GIS department	\$8,226	\$5,200	\$5,200	\$5,20
140010 Town Miscellaneous	52,122	3,130	3,130	3,130
140030 Finance department - MLC's/Copies	76,829	594,951	594,451	594,95
140030 Finance department-ST Beach Fees	49,226	44,500	44,500	44,500
140030 Police department - Narr. Patrol	8,000	8,000	8,000	8,000
440030 Public Works department	14,130	17,200	17,200	17,200
440100 Police department - fees/fines	242,519	268,300	258,020	258,020
140105 Emergency Medical Services	900,000	925,000	925,000	925,000
440115 Communications department	2,958	1,500	1,500	1,500
440130 Animal control fees	75,662	75,900	75,900	75,900
440145 Mooring fees - harbor	42,933	38,000	38,000	38,000
440200 Recreation department	617,510	667,090	732,874	753,825
440350 Library department	87,479	78,600	79,304	82,370
Subtotal Dept. Revenues/Fines/Charges	\$2,177,593	\$2,727,371	\$2,783,079	\$2,991,596
oubtotal Dept. Revenues/Filles/Charges	ΨZ, 111,393	Ψ ∠ ,1 ∠ 1,311	Ψ <u>Z</u> ,103,019	Ψ£,331,390

^{*}Please note this chart is continued on the next page



*Please note this chart is continued from the previous page

	Description	Actual FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
	Operating Transfers In				
440025	Interfund Computer Services	\$31,966	\$32,966	\$32,966	\$32,966
491003	Field Maintenance	87,000	88,740	88,740	93,190
491007	Payroll & Accounting	8,000	9,000	9,000	9,000
491011	School Resource Officer	59,428	61,529	61,529	69,230
	Subtotal Operating Transfers In	\$186,394	\$192,235	\$192,235	\$204,386
	Operating Transfers Out				
498110	Transfer to School Department	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)	(\$55,994,773)
498304	Transfer to Senior Services	(483,703)	(526,965)	(526,965)	(518,182)
498308	Transfer to Recreation Comm Center	(361,000)	(379,235)	(379,235)	(387,000)
498400	Transfer To Debt Service Fund	(1,945,232)	(1,241,719)	(1,241,719)	(1,315,752)
498704	Transfer to Wastewater Fund	(4,000)	(4,000)	(4,000)	(4,000)
498999	Misc Tax Transfer	-	-	-	-
	Subtotal Operating Transfers Out	(\$58,788,708)	(\$58,146,692)	(\$58,146,692)	(\$58,219,707)
	Fund Balance Applied				
499000	Fund Balance Applied	\$1,320,208	\$1,263,608	\$1,263,608	\$1,043,608
	Subtotal Fund Balance Applied	\$1,320,208	\$1,263,608	\$1,263,608	\$1,043,608
	Total General Fund Revenue	\$26,837,067	\$29,253,229	\$29,370,086	\$30,808,332





General Fund Revenues

The General Fund revenues for FY 2023-2024 are reported to be \$1,555,104 greater than the current fiscal year, major factors contributing are:

- Increase in Tax Revenue, resulting from a proposed 1.63% Tax Levy increase.
- Increases in State-Aid programs ranging from Public Service Corp Tax, Meals & Beverage, Hotel tax,
 Library Aid and EMA Reimbursements
- Increase in interest income
- Increased revenue associated with the Town's new Municipal Court

It is important to note that the Unassigned Fund Balance forward to the General Fund is proposed to be decreased by \$220,000 from the prior year. It is management's decision to gradually reduce the level of unassigned fund balance, based upon a preference for conservative budgeting practices and closer review of anticipated other revenues being generated which minimize the tax rate impact. The Town has increased the use of fund balance in recent years and as such, the overall balance has been reduced in consecutive years. This prompted the Town to be more prudent and 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).

As stated in RIGL § 44-34-1-1(c)1: The Phase Out, beyond fiscal year 2003, shall be subject to annual review and appropriation by the general assembly. The Phase Out schedule was accelerated with the passage of the Governor's FY2023 Budget. As a result, the Town of South Kingstown did not issue any Motor Vehicle Tax Bills for the 2022 Tax Year. For FY2023-2024, the Town of South Kingstown will receive revenue reimbursement in the form of State Aid based on the methodology described in RIGL § 44-34.1-2.

TAX TRANSFERS TO ALL FUNDS

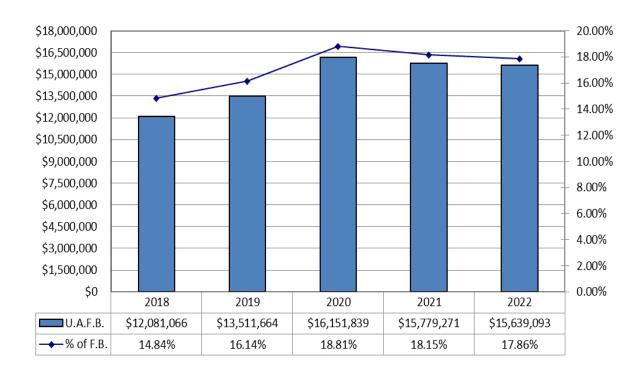
To support the FY 2023-2024 School Department's budget, the Town Manager is proposing to level fund the Property Tax Transfer, from what is being provided in the current Fiscal Year.

Increases in the tax need over the current fiscal year to support operations associated with the Debt Service Transfer in the amount of \$74,033 and the Community Recreation Center in the amount of \$7,765. The Senior Services Fund is being reduced from what was adopted in the FY 2022-2023 budget by \$8,783.

UNASSIGNED FUND BALANCE

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

Unassigned Fund Balance as a % of General Fund

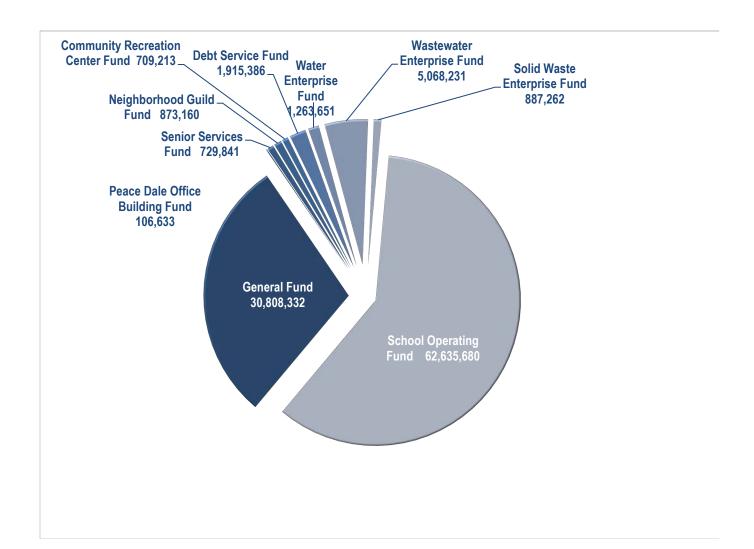




Combined Revenues

The FY 2023-2024 combined revenues for all budgeted funds are \$104,997,389. This is an increase of \$2,333,992, or 2.27%, over the current fiscal year. A breakdown of revenues by fund is shown below.

Combined Revenues – All Budgeted Funds FY 2023-2024 \$104,997,389





Combined Statement of Sources & Uses

The FY 2023-2024 Combined Statement of Sources and Uses for all budgeted funds projects income of \$104,997,389. This is an increase of \$2,333,992 from the FY 2022-2023 adopted revenue statement. A breakdown by fund is shown below.

Combined Statement of Sources & Uses All Budgeted Funds Fiscal Year 2023-2024

	General	School	PDOB	Senior Services	Guild	Comm Rec Center	Debt Service	Water	Waste- water	Solid Waste	Total
Revenues & Other Financing Sources:											
General Property Taxes	\$17,439,623	\$55,994,773		\$518,182		\$387,000	\$1,315,752		\$4,000		\$75,659,330
User Fees			,	104,506			,	941,427	4,556,494		5,602,427
State Aid	6,321,572	5,595,507					219,459	2,096			12,138,634
Federal Aid	8,000	475,000									483,000
Licenses/Fees/Rents	918,466		95,225			32,178	,	228,199		173,969	1,448,037
Revenues from Investments	400,000		900		561,600	200		25,750	45,000	5,150	1,038,600
Departmental Revenue/Fines/Charges	3,754,362		10,508	1,800	296,217	274,835		5,000	378,000	678,781	5,399,503
Transfers In				10,000		'	380,174				390,174
Grants			,	89,553							89,553
Miscellaneous	922,701	300,000		800	1,200			2,200	17,500	21,400	1,265,801
Fund Balance Applied	1,043,608	270,400		5,000	14,143	15,000		58,979	67,237	7,962	1,482,329
Total Revenues	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,385	\$1,263,651	\$5,068,231	\$887,262	\$104,997,388
Expenditures & Other Financing Sources:											
General government	\$1,721,587										\$1,721,587
General services	4,318,661										4,318,661
Public safety	14,836,833										14,836,833
Public works	3,439,746										3,439,746
Parks & Recreation	2,346,797										2,346,797
Public libraries	1,404,269										1,404,269
Non-departmental	842,314										842,314
Education		62,635,680									62,635,680
Debt Service				7	76,423		1,915,386	,	30,315	56,797	2,078,920
Leisure Services			87,878	729,841	796,737	709,213					2,323,669
Utility Services							,	866,989	3,925,695	787,491	5,580,174
Capital Expenditures	1,898,125	0	18,755	0	0	0		396,662	1,112,221	42,975	3,468,738
Total Expenditures	\$30,808,332	\$62,635,680	\$106,633	\$729,841	\$873,160	\$709,213	\$1,915,386	\$1,263,651	\$5,068,231	\$887,262	\$104,997,389
Excess (Deficiency) of Revenues Over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



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 and personal property (tangible). The Town's total tax revenue accounts for 72.8% of all budgeted funds revenues; a decrease in tax support from the prior year of 75.6%, this is primarily attributable to the motor vehicle phase-out. 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 1.7% 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 2023-2024 Proposed Budget includes values based on the December 31, 2021 full revaluation (with adjusted values through December 31, 2022). It is anticipated that the value of the taxable property roll will increase approximately \$36,432,039 upon certification of the taxable property tax roll in June 2023.

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 \$2,997,396 in South Kingstown, for FY 2023-2024. 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 2023-2024 the increase in the total tax levy, is 1.63%. Calculation of the State mandated tax cap is shown below.

Compliance with State Property Tax Cap	Actual FY 2022-2023 Tax Levy	Maximum FY 2023-2024 Tax Levy	Proposed FY 2023-2024 Tax Levy	Amount (Below) Statutory Tax Cap
Property Tax Levy	\$74,934,896	\$77,877,690	\$76,157,776	(\$1,719,914)
Net Levy	\$74,934,896	\$77,877,690	\$76,157,776	(\$1,719,914)
Increase in Net Levy Percent Increase, Net Levy	\$866,765 1.17%	\$2,942,794 3.93%	\$1,222,880 1.63%	(\$1,719,914) (2.30%)
Property Tax Rate	\$10.95	\$11.32	\$11.07	\$0.25

Budgeted Funds Revenue Descriptions, continued



MOTOR VEHICLE TAX

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

Since FY 2011-2012, the Town has chosen to provide a \$3,000 per vehicle exemption to residents when calculating motor vehicle tax liability. 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.

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)

As stated in RIGL § 44-34-1-1(c)1: The Phase Out, beyond fiscal year 2003, shall be subject to annual review and appropriation by the general assembly. The Phase Out schedule was accelerated with the passage of the Governor's FY2023 Budget. As a result, the Town of South Kingstown did not issue any Motor Vehicle Tax Bills for the 2022 Tax Year. For FY2023-2024, the Town of South Kingstown will receive revenue reimbursement in the form of State Aid based on the methodology described in RIGL § 44-34.1-2.

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.

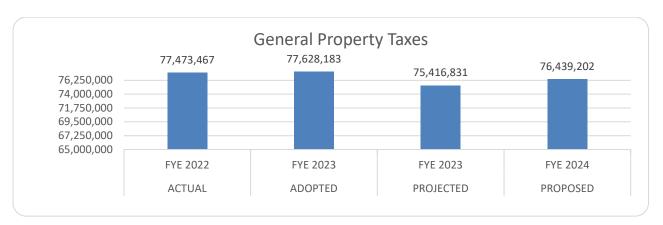
PAYMENT IN LIEU OF TAX (PILOT)

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 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Property Taxes				
411010	Current Taxes	\$76,260,389	\$76,326,311	\$74,114,959	\$75,137,330
411020	Prior Year Taxes	451,288	530,000	530,000	530,000
412010	Interest on Taxes	316,494	350,000	350,000	350,000
412020	Collection Fee	(2,914)	(1,750)	(1,750)	(1,750)

Budgeted Funds Revenue Descriptions, continued

	Total	\$77,473,467	\$77,628,183	\$75,416,831	\$76,439,202
413010	Payment in Lieu of Taxes	448,210	423,622	423,622	423,622



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 2023-2024, the residential rate is proposed to remain unchanged from FY 2022-2023 at \$350 for a single family dwelling, with an allocation of 10,000 cubic feet (ft³). Consumption in excess of 10,000 ft³ will be assessed at \$4.40 per 100 ft³, which is unchanged from FY 2022-2023. The septage disposal charge will also remain unchanged at \$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.

		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Usage Fees				
417450	Meter Sales - Domestic	\$858,443	\$893,619	\$893,619	\$936,227
417550	Forfeited Disc & Penalties	6,076	5,200	5,200	5,200
418010	Domestic & Commercial Users	2,089,046	2,375,800	2,375,800	2,381,050
418011	University of RI Cost Share	1,083,218	700,786	700,786	837,155
418012	Industrial & Special Users	82,249	86,100	86,100	66,300
418013	Narragansett Cost Share	2,332,533	1,247,886	1,247,886	1,324,585
418110	Diane Dr. Customer Debt Principal	28,000	29,000	29,000	30,000
418130	Interest On Delinquent Pay	22,712	14,000	14,019	14,000
418140	Interest On MB Assessment	0	0	0	0
418170	Interest On Diane Dr. Assessment	286	450	450	315
440610	North Kingstown Cost Share	0	0	0	0
	Total	\$6,502,563	\$5,352,841	\$5,352,860	\$5,594,832





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.

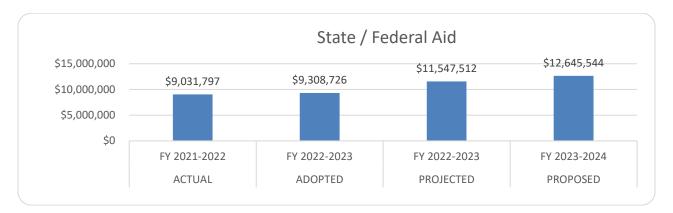
SCHOOL HOUSING AID & STATE AID - LIBRARY AID

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.

		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	State / Federal Aid				
420010	State PILOT Program	\$209,069	\$210,000	\$210,000	\$210,000
420011	Public Services Corp Tax	365,054	365,054	365,054	379,714

Budgeted Funds Revenue Descriptions, continued

					Source
420012	Meals & Beverage Tax	976,305	940,000	940,000	1,228,189
420017	MV Excise Tax Phase-Out	1,369,885	1,719,103	3,930,455	3,930,455
420018	Hotel Tax	289,067	202,000	202,000	314,814
420015	State Library General Aid	226,088	217,433	242,861	258,400
420016	State Library Endowment Aid	16,662	17,155	19,161	20,006
450200	Emergency Management	0	0	0	6,000
43101	State Aid	4,774,058	5,001,796	5,001,796	5,595,507
420013	Chapter 26	241,547	219,459	219,459	219,459
414010	PILOT - Federal Aid	7,658	8,000	8,000	8,000
414020	FEMA COVID Revenue	0	0	0	0
44202	Medicaid	556,404	408,726	408,726	475,000
	Total	\$9,031,797	\$9,308,726	\$11,547,512	\$12,639,544



RENTAL OF TOWN PROPERTY

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

LICENSES & PERMITS

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

REAL ESTATE CONVEYANCE TAX

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

Budgeted Funds Revenue Descriptions, continued

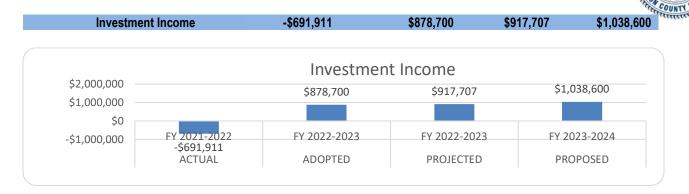
		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Licenses/Fees/Rents				
430170	Rental of Town Properties	\$1,027,224	\$1,014,165	\$1,012,790	\$995,785
430130	Business licenses and fees-TC	79,934	75,870	75,630	75,630
430140	Business licenses and fees-B/Z	606,387	447,695	507,150	464,625
430150	Non-business licenses and fees	429,402	424,000	398,500	421,200
430160	Real Estate conveyance fees	169,189	166,000	166,000	166,000
	Total	\$2,312,136	\$2,127,730	\$2,160,070	\$2,123,240



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.

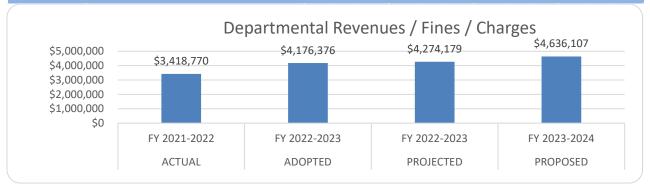
		FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024
		Actual	Adopted	Projected	Proposed
	Investment Income				
460010	Investment Income	-\$1,140,540	\$407,300	\$413,240	\$477,500
460020	Trust Income	427,750	450,500	450,500	460,000
460140	Reinvested Income - Debt	0	0	31,800	80,200
460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000
460180	Hazard Trust Fund	14,879	14,900	16,167	14,900



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 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Departmental Revenues/Fines/Charge	s		ĺ	·
430180	Municipal Court Fees	\$0	\$0	\$0	\$184,000
440005	Planning/GIS department	10,802	8,200	7,700	8,200
440010	Town Miscellaneous	3,194	2,500	2,500	2,500
440025	Finance department - IT/MLC's/Copies	74,253	591,951	591,951	591,951
440030	Finance department-ST Beach Fees	49,226	44,500	44,500	44,500
440030	Police department - Narr. Patrol	8,000	8,000	8,000	8,000
440030	Public Works department	14,130	17,200	17,200	17,200
440100	Police department - fees/fines	242,519	268,300	258,020	258,020
440105	Emergency Medical Services	900,000	925,000	925,000	925,000
440115	Communications department	2,958	1,500	1,500	1,500
440130	Animal control fees	75,662	75,900	75,900	75,900
440145	Mooring fees - harbor	42,933	38,000	38,000	38,000
440200	Recreation/Senior Services/Guild/Comm	1,074,582	1,091,445	1,199,324	1,337,185
440350	Library department	87,479	78,600	79,304	82,370
440460	Special Serv -Turn Off-On	4,862	5,000	5,000	5,000
440520	Septic Haulers	278,873	378,000	378,000	378,000
440550	Hauling Licenses	8,000	11,000	11,000	11,000
440555	Metered Tonnage	471,297	558,780	558,780	595,281
440560	Residential Stickers/Tag Sales	70,000	72,500	72,500	72,500
	Total	\$3,418,770	\$4,176,376	\$4,274,179	\$4,636,107





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 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Operating Transfers In				
440025	Computer Services	\$31,966	\$32,966	\$32,966	\$32,966
491007	Payroll & Accounting	8,000	9,000	9,000	9,000
491011	School Resource Officer	59,428	61,529	61,529	69,230
491003	School Field Maintenance	87,000	88,740	88,740	93,190
490306	Neighborhood Guild Fund	0	84,022	84,022	77,423
490330	South Rd Reserve Fund	8,903	0	0	0
490404	Open Space Reserve Fund	250,000	266,146	266,146	236,704
490499	Fair Share Dev Fund - Rec	142,694	69,806	69,806	66,047
498999	Miscellaneous Tax Transfer	0	0	0	0
490510	Oliver Watson	5,000	10,000	10,000	10,000
41520	Trust Fund	31,755	30,000	30,000	30,000
	Total	\$624,746	\$652,209	\$652,209	\$624,560



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.

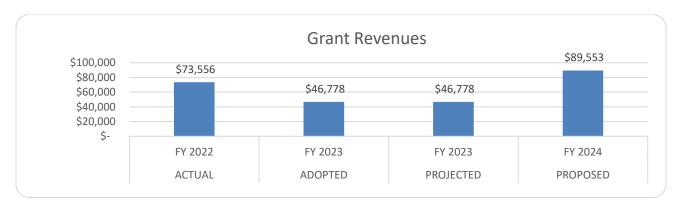
FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024
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Budgeted Funds Revenue Descriptions, continued

		Actual	Adopted	Projected	Proposed
	Miscellaneous Revenue				
470010	Miscellaneous Revenue	\$188,127	\$52,178	\$49,720	\$51,325
470070	RIRRC Recycling Revenue Reimb.	0	0	0	0
470080	State Of R.I. Water Protect	0	2,295	2,295	2,096
41707	Other Fees – District Activities	125,710	70,000	70,000	70,000
41901	Rental Income	0	0	0	0
41310	Tuition - Individual	241,500	222,118	222,118	200,000
	Total Miscellaneous Revenue	\$555,337	\$346,591	\$344,133	\$323,421



		FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
	Miscellaneous Grants				
451110	Miscellaneous Grants	\$73,556	\$46,778	\$46,778	\$89,553
	Miscellaneous Grants	\$73,556	\$46,778	\$46,778	\$89,553

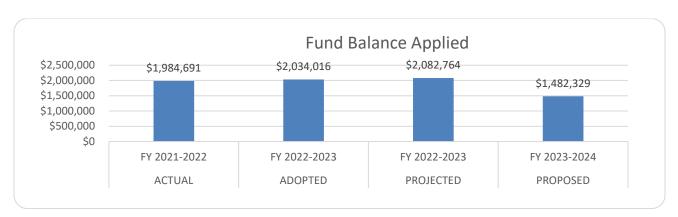


FUND BALANCE

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.

Budgeted Funds Revenue Descriptions, continued

				CDr.
	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024
	Actual	Adopted	Projected	Proposed
Fund Balance Applied				
499040 Designated F/B - CIP	\$440,000	\$275,000	\$275,000	\$275,000
499060 Designated F/B - Genera	I 1,142,049	1,177,608	1,177,608	952,751
499050 Net Assets Forwarded to	Ops 402,642	333,481	382,229	144,178
490101 Use of Fund Balance	0	0	0	(160,000)
41250 Re-Appropriate Fund Bal	ance 0	247,927	247,927	270,400
Total	\$1,984,691	\$2,034,016	\$2,082,764	\$1,482,329





Expenditures by Area of Service - Detail

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

FY 2023-2024 General Fund Expenditures Program Summary Detail by Area of Service

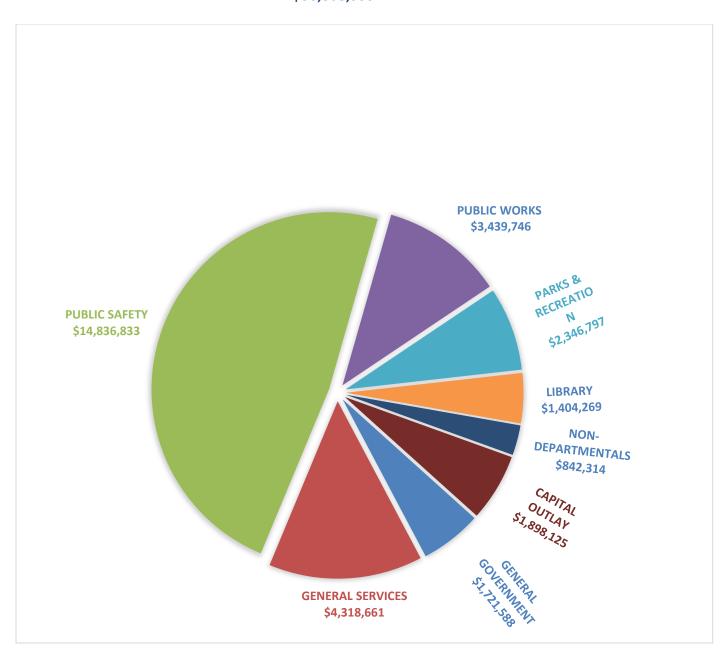
	Function	Actual	Adopted	Projected	Dept. Request	Proposed
	Description	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024	FY 2023-2024
Function	Area of Service	F 1 2021-2022	F 1 2022-2023	F1 2022-2023	F1 2023-2024	F I 2023-2024
11001	Town Council	\$25,857	\$27,379	\$27,379	\$27,559	\$27,559
11003	Budget Referendum	0	9,228	9,841	9,841	9,841
11005	Legal Services	208,453	219,891	219,891	242,223	242,223
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
12001	Town Manager	418,356	457,522	461,522	504,492	504,492
12003	Personnel Admin	128,137	188,665	188,593	189,979	189,979
13001	Town Clerk	447,491	491,213	490,183	500,338	500,338
13005	Canvassing Authority	85,803	141,171	136,299	89,640	89,640
13006	Municipal Court	0	0	0	118,010	118,010
15003	Assessment Board of Review	120	700	1,000	1,000	1,000
16003	Planning Board	6,880	10,660	10,660	15,160	15,160
16009	Conservation Commission	0	650	650	850	850
17003	Zoning Board of Review	5,792	17,000	17,000	14,960	14,960
Subtotal	GENERAL GOVERNMENT	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588 ¹	\$1,721,588
14001	Finance Department	\$737,494	\$894,484	\$879,465	\$944,723	\$944,723
14003	Information Technology	525,373	590,121	603,224	605,394	\$605,394
15001	Tax Assessor	313,632	375,572	374,422	411,250	\$411,250
16001	Planning/GIS	581,280	656,020	656,533	752,729	752,729
17001	Building/Zoning Inspection	430,376	461,528	460,728	568,258	568,258
18001	Facilities	553,842	964,388	960,488	1,036,307	1,036,307
Subtotal	GENERAL SERVICES	\$3,141,997	\$3,942,112	\$3,934,860	\$4,318,661	\$4,318,661
20001	Police Department	\$8,824,753	\$9,745,762	\$10,078,109	\$10,784,379	\$10,784,379
20004	Emergency Management	0	0	0	12,918	\$12,918
20050	Police Dispatchers	851,812	869,489	868,869	849,710	849,710
20071-3	Animal Control Department	317,368	377,347	375,395	383,445	383,445
20090	Harbor Patrol	0	0	0	36,318	36,318
21001	Communications	283,287	316,195	316,195	321,866	321,866
22001	Emergency Medical Svc	2,259,187	2,652,847	2,727,111	2,448,198	2,448,198
Subtotal	PUBLIC SAFETY	\$12,536,408	\$13,961,639	\$14,365,678	\$14,836,833	\$14,836,833
30001	Public Works	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
Subtotal	PUBLIC WORKS	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
40001	Parks & Recreation	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
Subtotal	PARKS & RECREATION	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
50001	Library Services	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
Subtotal	LIBRARY SERVICES	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
70100	Insurance & Claims	\$955,118	\$809,394	\$809,394	\$835,314	\$835,314
800-810	Human Service Agency Cont	164,442	196,517	196,517	7,000	7,000
Subtotal	NON-DEPARTMENTALS	\$1,119,560	\$1,005,911	\$1,005,911	\$842,314	\$842,314
85000	Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Subtotal	CAPITAL OUTLAY	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Total	GENERAL FUND OPERATIONS	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	\$30,808,333



Expenditure Summary

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

FY 2023-2024 General Fund Expenditures
Area of Service Program Summary
\$30,808,333



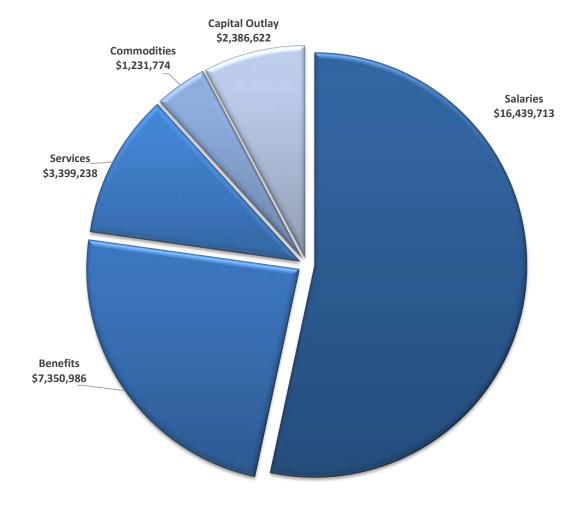


Expenditures by Use Type

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

FY 2023-2024 General Fund Expenditures by Use Type \$30,808,333

Expenditure by Use Type	FY 2020-2021 Actual	FY 2021-2022 Adopted	FY 2021-2022 Projected	FY 2022-2023 Proposed
Salaries	\$13,738,573	\$15,537,827	\$15,923,361	\$16,439,713
Benefits	6,206,912	7,097,510	6,992,428	7,350,986
Services	2,842,733	3,286,554	3,294,588	3,399,238
Commodities	952,507	1,161,342	1,159,917	1,231,774
Capital Outlay	2,002,360	2,169,995	2,170,448	2,386,622
Total General Fund Expenditures	\$25,743,086	\$29,253,229	\$29,540,742	30,808,333





Expenditure Details by Fund Type

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

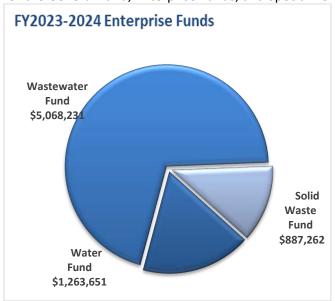
FY 2023-2024 All Budgeted Fund Expenditures

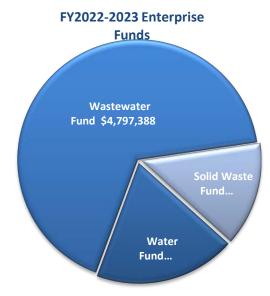
Fund Type	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed	% of Total Budget
General Fund					
General Government	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588	5.59%
General Services	3,141,997	3,942,112	3,934,860	4,318,661	14.02%
Public Safety	12,536,408	13,961,639	14,365,678	14,836,833	48.16%
Public Works	2,642,432	3,423,799	3,396,802	3,439,746	11.16%
Parks & Recreation	1,892,619	2,160,472	2,134,341	2,346,797	7.62%
Library	1,265,946	1,381,181	1,326,095	1,404,269	4.56%
Non-Departmentals	1,119,560	1,005,911	1,005,911	842,314	2.73%
Capital Outlay	1,809,700	1,806,500	1,806,500	1,898,125	6.16%
Subtotal General Fund	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	100.00%
School Department					
School Operating Budget	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	100.00%
Subtotal School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	100.00%
Special Revenue Funds					
Peace Dale Office Building Fund	\$71,790	\$90,867	\$158,180	\$106,633	4.41%
Senior Services Fund	600,203	701,685	686,904	729,841	30.17%
Neighborhood Guild Fund	595,607	714,583	728,252	873,160	36.10%
Community Recreation Center Fund	538,489	613,447	593,729	709,213	29.32%
Subtotal Special Revenue Funds	\$1,806,089	\$2,120,582	\$2,167,065	\$2,418,847	100.00%
Debt Service					
Debt Service Fund	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	100.00%
Subtotal Debt Service Fund	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	100.00%
Enterprise Funds					
Water Fund	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	17.50%
Wastewater Fund	3,502,471	4,797,388	5,208,664	5,068,231	70.21%
Solid Waste Fund	774,191	1,002,971	1,024,784	887,262	12.29%
Subtotal Enterprise Funds	\$5,211,550	\$7,159,392	\$7,882,281	\$7,219,144	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389	

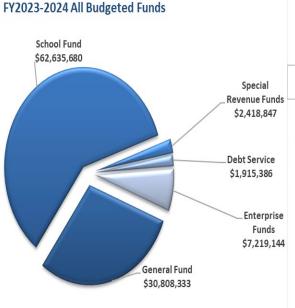


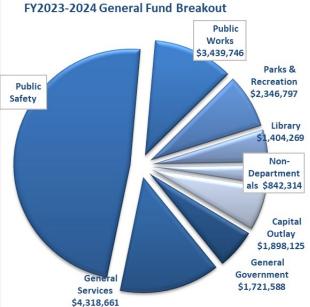
Expenditure Summary by Fund Type

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.









FY2023-2024 Enterprise Funds



Expenditure Detail Comparison by Fund Type

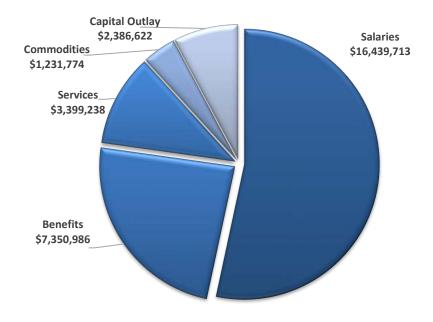
The following table presents expenditures by fund type for All Budgeted Funds and compare these figures with expenditure estimates and the actual expenditures.

Expenditure by Fund	FY 2021-2022 Actual	FY 2022-2023 Adopted	FY 2022-2023 Projected	FY 2023-2024 Proposed
General Fund	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333
School Operating Fund	61,961,983	61,975,339	61,975,339	62,635,680
Special Revenue Funds	1,806,089	2,120,582	2,167,065	2,418,847
Debt Service Fund	1,699,395	2,031,152	2,031,152	1,915,386
Enterprise Funds	5,211,550	7,159,392	7,882,281	7,219,144
Total All Budgeted Fund Expenditures	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389

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	FY 2021-2022	FY 2021-2022	FY 2022-2023
Expenditure by Ose Type	Actual	Adopted	Projected	Proposed
Salaries	\$13,738,573	\$15,537,827	\$15,923,361	\$16,439,713
Benefits	6,206,912	7,097,510	6,992,428	7,350,986
Services	2,842,733	3,286,554	3,294,588	3,399,238
Commodities	952,507	1,161,342	1,159,917	1,231,774
Capital Outlay	2,002,360	2,169,995	2,170,448	2,386,622
Total General Fund Expenditures	\$25,743,086	\$29,253,229	\$29,540,742	30,808,333





Expenditures by Area of Service - Detail

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

FY 2023-2024 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

		Actual				Dronoco
	Description	FY 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Dept. Request FY 2023-2024	Proposed FY 2023-2024
Function	Area of Service	1 1 2021-2022	1 1 2022-2023	1 1 2022-2023	1 1 2025-2024	1 1 2023-2024
	Town Council	\$25,857	\$27,379	\$27,379	\$27,559	\$27,559
11003	Budget Referendum	0	9,228	9,841	9,841	9,841
11005	Legal Services	208,453	219,891	219,891	242,223	242,223
11007	Probate Judge	7,536	7,536	7,536	7,536	7,536
	Town Manager	418,356	457,522	461,522	504,492	504,492
	Personnel Admin	128,137	188,665	188,593	189,979	189,979
13001	Town Clerk	447,491	491,213	490,183	500,338	500,338
13005	Canvassing Authority	85,803	141,171	136,299	89,640	89,640
	Municipal Court	0	0	0	118,010	118,010
15003	Assessment Board of Review	120	700	1,000	1,000	1,000
16003	Planning Board	6,880	10,660	10,660	15,160	15,160
16009	Conservation Commission	0	650	650	850	850
17003	Zoning Board of Review	5,792	17,000	17,000	14,960	14,960
Subtotal	GENERAL GOVERNMENT	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588	\$1,721,588
14001	Finance Department	\$737,494	\$894,484	\$879,465	\$944,723	\$944,723
14003	Information Technology	525,373	590,121	603,224	605,394	\$605,394
15001	Tax Assessor	313,632	375,572	374,422	411,250	\$411,250
16001	Planning/GIS	581,280	656,020	656,533	752,729	752,729
17001	Building/Zoning Inspection	430,376	461,528	460,728	568,258	568,258
18001	Facilities	553,842	964,388	960,488	1,036,307	1,036,307
Subtotal	GENERAL SERVICES	\$3,141,997	\$3,942,112	\$3,934,860	\$4,318,661	\$4,318,661
20001	Police Department	\$8,824,753	\$9,745,762	\$10,078,109	\$10,784,379	\$10,784,379
20004	Emergency Management	0	0	0	12,918	\$12,918
20050	Police Dispatchers	851,812	869,489	868,869	849,710	849,710
20071-3	Animal Control Department	317,368	377,347	375,395	383,445	383,445
20090	Harbor Patrol	0	0	0	36,318	36,318
21001	Communications	283,287	316,195	316,195	321,866	321,866
22001	Emergency Medical Svc	2,259,187	2,652,847	2,727,111	2,448,198	2,448,198
Subtotal	PUBLIC SAFETY	\$12,536,408	\$13,961,639	\$14,365,678	\$14,836,833	\$14,836,833
30001	Public Works	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
Subtotal	PUBLIC WORKS	\$2,642,432	\$3,423,799	\$3,396,802	\$3,439,746	\$3,439,746
40001	Parks & Recreation	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
Subtotal	PARKS & RECREATION	\$1,892,619	\$2,160,472	\$2,134,341	\$2,346,797	\$2,346,797
	Library Services	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
Subtotal	LIBRARY SERVICES	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$1,404,269
	Insurance & Claims	\$955,118	\$809,394	\$809,394	\$835,314	\$835,314
	Human Service Agency Cont	164,442	196,517	196,517	7,000	7,000
Subtotal	NON-DEPARTMENTALS	\$1,119,560	\$1,005,911	\$1,005,911	\$842,314	\$842,314
	Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
Subtotal	CAPITAL OUTLAY	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	\$1,898,125
	GENERAL FUND OPERATIONS	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333	\$30,808,333
_	THER FUNDS					
	School Department	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	\$62,635,680
	Peace Dale Office Building	71,790	90,867	158,180	106,633	106,633
	Senior Services	600,203	701,685	686,904	729,841	729,841
	Neighborhood Guild	595,607	714,583	728,252	873,160	873,160
	Community Recreation Center	538,489	613,447	593,729	709,213	709,213
	Debt Service Fund	1,699,395	2,031,152	2,031,152	1,915,386	1,915,386
	Water Fund	934,888	1,359,033	1,648,833	1,263,651	1,263,651
	Wastewater Fund	3,502,471	4,797,388	5,208,664	5,068,231	5,068,231
	Solid Waste Fund	774,191	1,002,971	1,024,784	887,262	887,262
Total	OTHER FUNDS OTAL ALL BUDGETED FUNDS	\$70,679,017 \$96,422,102	\$73,286,465 \$102,539,694	\$74,055,837 \$103,596,579	\$74,189,057 \$104,997,389	\$74,189,057 \$104,997,389

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 2021-2022	Adopted FY 2022-2023	Projected FY 2022-2023	Proposed FY 2023-2024
General Fund (0101)	\$26,837,067	\$29,253,229	\$29,370,086	\$30,808,333
School Fund (0110)	61,724,200	61,975,339	61,975,339	62,635,680
Peace Dale Office Building Fund (0302)	99,069	103,322	118,436	106,633
Senior Services Fund (0304)	674,858	701,685	706,516	729,841
Neighborhood Guild Fund (0306)	725,118	714,583	754,673	873,160
Community Recreation Center (0308)	614,307	613,447	650,535	709,213
Debt Service Fund (0400)	2,814,717	2,031,152	2,031,152	1,915,386
Water Fund (0702)	1,218,213	1,359,033	1,359,033	1,263,651
Wastewater Fund (0704)	5,686,396	4,797,388	4,804,488	5,068,231
Solid Waste Fund (0706)	891,208	1,002,971	1,024,784	887,262
Total Revenue By Fund	\$101,285,152	\$102,552,149	\$102,795,042	\$104,997,389

	Actual	Adopted	Projected	Proposed
Expenditures By Fund	FY 2020-2021	FY 2021-2022	FY 2021-2022	FY 2022-2023
General Fund (0101)	\$25,743,086	\$29,253,229	\$29,540,742	\$30,808,333
School Fund (0110)	61,961,983	61,975,339	61,975,339	62,635,680
Peace Dale Office Building Fund (0302)	71,790	90,867	158,180	106,633
Senior Services Fund (0304)	600,203	701,685	686,904	729,841
Neighborhood Guild Fund (0306)	595,607	714,583	728,252	873,160
Community Recreation Center (0308)	538,489	613,447	593,729	709,213
Debt Service Fund (0400)	1,699,395	2,031,152	2,031,152	1,915,386
Water Fund (0702)	934,888	1,359,033	1,648,833	1,263,651
Wastewater Fund (0704)	3,502,471	4,797,388	5,208,664	5,068,231
Solid Waste Fund (0706)	774,191	1,002,971	1,024,784	887,262
Total Expenditures By Fund	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389



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 2021-2022	FY 2022-2023	FY 2022-2023	FY 2023-2024
	Actual	Adopted	Projected	Proposed
Revenues & Other Financing		·		
Sources:				
General Property Taxes	\$77,473,467	\$77,628,183	\$75,416,831	\$76,439,202
User Fees	6,502,563	5,352,841	5,352,860	5,594,832
State Aid	9,031,797	9,308,726	11,547,512	12,645,544
Miscellaneous	555,337	346,591	344,133	323,421
Licenses/Fees/Rents	2,312,136	2,127,730	2,160,070	2,123,240
Revenues from Investments	-\$691,911	878,700	917,707	1,038,600
Departmental Revenue/Fines/Charges	3,418,770	4,176,376	4,274,179	4,636,107
Transfers In	624,746	652,209	652,209	624,560
Grants	73,556	46,778	46,778	89,553
Fund Balance Applied	1,984,691	2,034,016	2,082,764	1,482,329
Total Revenues	\$101,285,152	\$102,552,150	\$102,795,042	\$104,997,389
Expenditures & Other Financing				
Sources:				
General Government	\$1,334,423	\$1,571,614	\$1,570,555	\$1,721,588
General Services	3,141,997	3,942,112	3,934,860	4,318,661
Public Safety	12,536,408	12,961,639	14,365,678	14,836,833
Public Works	2,642,432	3,423,799	3,396,802	3,439,746
Parks & Recreation	1,892,619	2,160,472	2,134,341	2,346,797
Public Libraries	1,265,946	1,381,181	1,326,095	1,404,269
Non-Departmental	1,119,560	1,005,911	1,005,911	842,314
Education	61,961,983	61,975,339	61,975,339	62,635,680
Debt Service	1,699,395	2,031,152	2,031,152	1,915,386
Leisure Services	1,806,089	2,120,582	2,167,065	2,418,847
Utility Services	5,211,550	7,159,392	7,882,281	7,219,144
Capital Expenditures	1,809,700	1,806,500	1,806,500	1,898,125
Total Expenditures	\$96,422,102	\$102,539,694	\$103,596,579	\$104,997,389
Excess (Deficiency) of				
Revenues Over Expenditures	\$4,863,050	\$12,456	-\$801,537	\$0



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.

	Audited Fund Balance	Estimated Fund Balance	Proposed Revenues	Proposed Expenditures	Estimated Fund Balance
Fund Description & Number	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2023-2024
General Fund (0101)	\$15,639,093	\$14,795,485	30,808,333	\$30,808,333	14,795,485
School Fund (0110)	2,408,066	2,137,666	62,635,680	62,635,680	2,137,666
Peace Dale Office Bldg. Fund (0302)	228,015	228,015	106,633	106,633	228,015
Senior Services Fund (0304)	333,719	328,719	729,841	729,841	328,719
Neighborhood Guild Fund (0306)	219,000	204,857	873,160	873,160	204,857
Community Rec. Center Fund (0308)	170,805	120,805	709,213	709,213	120,805
Debt Service Fund (0400)	2,658,395	2,658,395	915,386	1,915,386	2,658,395
Water Fund (0702)	4,189,156	4,130,177	1,263,651	1,263,651	4,130,177
Wastewater Fund (0704)	8,752,440	8,685,203	5,068,231	5,068,231	8,685,203
Solid Waste Fund (0706)	246,642	238,680	887,262	887,262	238,680
Total All Funds	\$34,845,331	\$33,528,002	\$103,997,390	\$104,997,390	\$33,528,002



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 Pro	ogram: Summary by Program	FY 2022-2023	FY 2023-2024
(General Fund Only)		Adopted	Proposed
Recreation	Park Rehabilitation/Improvements	\$100,000	\$220,000
recreation	Equipment Acquisition/Replacement	178,000	33,000
	Harbor Patrol - Equipment Replacement		25,000
Public Services	Road Improvement Program	\$700,000	\$748,125
Tublic Scrvices	Equipment Acquisition/Replacement	345,000	200,000
Public Safety	Facility Improvements	\$15,000	\$15,000
r ublic Salety	Equipment Acquisition/Replacement	65,000	95,000
	Accident/Crime Scene Reconstruct Equip.		35,000
Emergency Medical Services	Equipment Acquisition/Replacement	\$103,000	\$50,000
Fire Alarm	Equipment Acquisition/Replacement	\$16,000	\$45,000
	Facilities Improvements – Town Hall	\$69,500	\$60,000
	Facilities Improvements – Library	45,000	105,000
	Admin Services	0	40,000
General Government	Information Technology Program	50,000	70,000
General Government	Planning Program	30000	37,000
	Property Appraisal Program	30,000	75,000
	South Road School Building	10,000	0
	Facilities Equipment & Vehicles	50,000	45,000
Total General Fund CIP		\$1,806,500	\$1,898,125



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.

	Genera	l Obligation	Bonds	Was	stewater Bon	ıds	Soli	d Waste Bon	ıds
FYE	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2024	1,418,000	494,886	1,912,886	30,000	315	30,315	54,000	2,797	56,797
2025	1,270,000	447,069	1,717,069				55,000	1,722	56,722
2026	1,235,000	402,069	1,637,069				59,000	589	59,589
2027	990,000	363,991	1,353,991						
2028	890,000	331,006	1,221,006						
2029	855,000	300,488	1,155,488						
2030	855,000	270,050	1,125,050						
2031	795,000	242,288	1,037,288						
2032	795,000	217,775	1,012,775						
2033	795,000	192,950	987,950						
2034	795,000	168,125	963,125						
2035	795,000	143,300	938,300						
2036	795,000	119,938	914,938						
2037	790,000	96,575	886,575						
2038	790,000	73,350	863,350						
2039	540,000	53,400	593,400						
2040	540,000	34,350	574,350						
2041	350,000	21,000	371,000						
2042	350,000	10,500	360,500						
Total	\$15,643,000	\$3,983,108	\$19,626,108	\$30,000	\$315	\$30,315	\$168,000	\$5,108	\$173,108

GENERAL OBLIGATION BONDS

The Town's outstanding General Obligation Bonds as of June 30, 2022 is \$17,534,321 for existing debt.

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 ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2023(4)	30,651	\$7,020,226,779	100%	\$7,020,226,779	\$17,534,321	\$572	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(5)	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(5)	30,639	4,617,592,707	100%	4,617,592,707	10,142,430	331	0.22%
2016	30,639	4,374,248,719	100%	4,374,248,719	12,034,185	393	0.28%
2015	30,639	4,327,851,035	100%	4,327,851,035	14,255,979	465	0.33%
2014(5)	30,639	4,297,341,593	100%	4,297,341,593	16,885,894	551	0.39%
2013	30,639	4,526,079,597	100%	4,526,079,597	19,735,013	644	0.44%
2012	30,639	4,507,072,945	100%	4,507,072,945	22,788,613	744	0.51%

⁽¹⁾ U.S. Census Figures; updated 2022

⁽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 2023-2024

Grade 1	Sala	ry R	ange	Grade 12	Salar	y Ra	ange
(no positions at this time) Grade 2	\$38,794	•	\$42,952	Personnel Administrator Procurement Administrator Senior Services Director	\$72,748		\$80
(no positions at this time)	\$40,277	•	\$44,444	Water Superintendent			
Grade 3				Grade 13			
(no positions at this time)	\$41,667	-	\$45,834	Facilities Superintendent Highway Superintendent			
Grade 4 (no positions at this time)	\$44,445	•	\$48,610	Library Director Parks Superintendent Recreation Superintendent	\$83,185	-	\$9
Grade 5 Community Elder Information Senior Center Program	\$45,834	_	\$50,000	Natural Resource Officer & Grade 14			
Grade 6				Building Official Communications Superintendent			
Digital Services Librarian Library Circulation Supervisor Public Services Librarian ¹	rarian Town Clerk Supervisor \$48,610 - \$52,776 Wastewater Superintendent		\$90,392	-	\$97,!		
Grade 7 Librarian I	\$51,388		\$55,553	Grade 15 Finance Manager			
Grade 8	\$01,500		\$ 00,000	Information Systems Manager EMS Director	\$97,415		\$10
(no positions at this time)	\$54,165	-	\$58,332	Grade 16			
Grade 9				Deputy Finance Director			
Librarian II	\$56,879	•	\$61,108	Deputy Town Manager/ DOAS ³ Director of Planning	\$108,570	-	\$12
Grade 10 Assistant Facilities Superintendent Assistant Highway Superintendent				Information Technology Director Town Engineer ⁴			
Assistant Parks Superintendent				Grade 17			
Deputy Town Clerk Deputy Town Assessor Librarian III	\$62,100	-	\$70,167	Police Chief Director of Leisure Services	\$120,575	-	\$13
Assistant Personnel Administrator				Grade 18			
Grade 11				Finance Director ⁵ Director of Public Services ⁵	\$132,281	-	\$14
Executive Assistant Recreation Center Manager	\$68,782	•	\$74,072	Grade 19			
Tax Collector				(no positions at this time)	\$142,923	-	\$15 ₋

Position Allocation to Pay Schedules & Pay Plans, continued



- 1. The Public Services Librarian is a new position that was created by eliminating 3 part time positions and reducing existing expenditures in the Library Department. This position is budget neutral and was posted in February 2023.
- 2. A new Town Assessor was hired in 2022 and was moved from a grade 13 to a grade 14 after an analysis of the statewide salary survey revealed that this position was undercompensated.
- 3. The Director of Administrative Services Position has been retitled to Deputy Town Manager/ DOAS per the direction of the Town Manager. No grade increase is included in this adjustment.
- 4. A new Town Engineer was hired in 2022 and was moved from a grade 15 to a grade 16 after an analysis of the statewide salary survey and private industry comparisons for registered engineers revealed that this position was undercompensated.
- 5. The FY 2023-2024 budget reflects a downgrade of the Director of Public Services and Finance Director positions from a grade 19 to a grade 18 with the retirement of the Town's former DPS director, and departure of the Town's former Finance Director, in 2022. The decision to reduce the grade for these positions was based on an extensive review of salaries throughout the State of Rhode Island.

NON UNION EMPLOYEES PAY PLAN FY 2023-2024¹

GRADE	STEP 0	STEP 1	STEP 2	STEP 3
1	\$38,794	\$40,182	\$41,564	\$42,952
2	\$40,277	\$41,667	\$43,054	\$44,444
3	\$41,667	\$43,054	\$44,444	\$45,834
4	\$44,445	\$45,834	\$47,222	\$48,610
5	\$45,834	\$47,222	\$48,610	\$50,000
6	\$48,610	\$50,000	\$51,388	\$52,776
7	\$51,388	\$52,776	\$54,166	\$55,553
8	\$54,165	\$55,553	\$56,943	\$58,332
9	\$56,879	\$58,201	\$59,523	\$61,108
10	\$62,100	\$64,787	\$67,480	\$70,167
11	\$68,782	\$70,157	\$71,919	\$74,072
12	\$72,748	\$75,394	\$77,247	\$80,687
13	\$83,185	\$86,501	\$89,097	\$91,768
14	\$90,392	\$92,772	\$95,148	\$97,525
15	\$97,415	\$99,657	\$102,424	\$109,093
16	\$108,570	\$112,844	\$117,119	\$121,394
17	\$120,575	\$124,849	\$129,124	\$133,399
18	\$132,281	\$136,250	\$140,337	\$144,547
19	\$142,923	\$146,927	\$150,930	\$154,934

^{1.} Reflects a 2.25% increase over FY 2023. Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024.

IAFF, LOCAL 3365 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2023-20241

Title	Step 0	Step 1	Step 2	Step 3
Captain	-	-	-	\$63,465.00
Lieutenant	-	-	-	\$61,409.00
Paramedic	\$54,631.00	\$56,749.00	\$57,976.00	\$60,205.00

^{1.} 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% increase over FY 2022-2023 pay rates.

IBPO, Local 489 Position Allocation to Pay Schedule & Pay Plan FY 2023-2024¹

Title	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
Major	\$108,915	-	-	-	-	-
Captain	\$100,226	-	-	-	-	-
Det Lt & Pros Lt	\$96,892	-	-	-	-	-

Position Allocation to Pay Schedules & Pay Plans, continued

						· Ott
Lieutenant	\$93,165	-	-	-	-	-
Det Sergeant	\$89,953	-	-	-	-	-
Sergeant	\$86,493	-	-	-	-	-
Detective	\$82,688	-	-	-	-	-
Patrol Officer	\$56,825	\$61,361	\$65,898	\$70,435	\$74,971	\$79,508

^{1.} A new Collective Bargaining Agreement between the Town and the IBPO, Local 489 was approved by the Town Council that began July 1, 2022 and expires June 30, 2025. The above salaries reflect a 3% increase over FY 2022-2023 salaries for budgeting purposes.

NEARI, LOCAL SKMEA POSITION ALLOCATION TO PAY SCHEDULE FY 2023-2024¹

Grade 1	Sala	ary Ra	nge	Grade 8	Sala	iry Ra	inge
Building Maintenance Assistant Grade 2	\$29,730	· .	\$31,055	Assistant Building Inspector Engineering Assistant GIS Technician			J
(no positions at this time) Grade 3	\$40,277	-	\$44,444	Police Records Clerk Public Services Associate Real Estate Appraiser	\$54,165	•	\$58,332
Building Maintenance Technician	\$41,666	•	\$45,834	Grade 9			
Grade 4 Account Clerk I				Assistant Communications	\$56,879	-	\$61,108
Office Clerk II Secretary	\$44,445	-	\$48,611	Grade 10 Administrative Assistant Administrative Assistant			
Grade 5 Financial Assistant I Town Clerk's Office Clerk	\$45,834		\$50,000	Building Inspector GIS Analyst Payroll Administrator Purchasing Agent	\$62,099		\$70,167
Grade 6 Account Clerk II				Wastewater Electrician			
Administrative Support Associate Data Assessment Clerk Facilities Manager	\$48,611		\$52,776	Grade 11 Pretreatment Coordinator	\$68,782	•	\$74,072
Recreation Supervisor Recreation Coordinator:				Grade 12 Assistant Wastewater Network Administrator			
Grade 7 Facilities Manager II Fire Inspector Planning Associate				Senior Planner Accountant Staff Engineer	\$72,748	-	\$80,687
Police Administrative Clerk Police Prosecution Clerk Senior Account Clerk Water Operator I	\$51,387	•	\$55,553	Grade 13 GIS Administrator Principal Planner	\$83,185		\$91,769

- 1. Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024. 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 2.25% increase over FY 2022-2023 pay rates.
- 2. The Recreation Coordinator: Marketing & Community Events position was posted in February 2023. This is a new position that is being funded within the existing budget by funds reallocated from a vacated Recreation Supervisor position.

Position Allocation to Pay Schedules & Pay Plans, continued



NEARI, LOCAL SKMEA PAY PLAN FY 2023-2024¹

Grade	Step 0	Step 1	Step 2	Step 3
1	\$29,730	\$30,178	\$30,606	\$31,055
2	\$40,277	\$41,666	\$43,055	\$44,444
3	\$41,666	\$43,055	\$44,444	\$45,834
4	\$44,445	\$45,834	\$47,221	\$48,611
5	\$45,834	\$47,221	\$48,611	\$50,000
6	\$48,611	\$50,000	\$51,387	\$52,776
7	\$51,387	\$52,776	\$54,166	\$55,553
8	\$54,165	\$55,553	\$56,943	\$58,332
9	\$56,879	\$58,201	\$59,522	\$61,108
10	\$62,099	\$64,787	\$67,480	\$70,167
11	\$68,782	\$70,158	\$71,919	\$74,072
12	\$72,748	\$75,394	\$77,248	\$80,687
13	\$83,185	\$86,501	\$89,096	\$91,769

^{1.} Salaries shown above are annualized based upon 260 workdays; it is noted there are 260 workdays in FY 2023-2024. 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 2.25% increase over FY 2022-2023 pay rates.

COUNCIL 94, LOCAL 1612 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2023-2024¹

Grade	Step 0	Step 1	Step 2	Step 3
Assistant Animal Shelter Manager	\$43,527	\$44,616	\$46,305	\$47,231
Animal Control Officer	\$46,438	\$47,599	\$49,404	\$50,392
Animal Shelter Manager	\$51,538	\$52,827	\$54,827	\$55,925
Auto Mechanic I	\$43,685	\$44,776	\$46,475	\$47,405
Auto Mechanic II	\$50,351	\$51,610	\$53,566	\$54,637
Crew Foreman	\$50,606	\$51,871	\$53,756	\$54,832
Equipment Operator I	\$44,137	\$45,240	\$46,915	\$47,853
Equipment Operator II	\$48,148	\$49,352	\$51,222	\$52,246
Equipment Operator III	\$48,995	\$50,221	\$52,126	\$53,168
Lab Tech Operator	\$49,991	\$51,239	\$53,181	\$54,244
Office Clerk	\$48,363	\$49,573	\$51,478	\$52,508
Parks Foreman	\$55,421	\$56,806	\$58,595	\$59,768
Parks Maintenance Technician	\$48,148	\$49,352	\$51,222	\$52,246
Police Dispatcher	\$50,188	\$51,443	\$53,391	\$54,458
Senior Transportation Driver	\$39,059	\$40,034	\$41,751	\$42,585
Wastewater Mechanic I	\$47,533	\$48,723	\$50,567	\$51,578
Wastewater Mechanic II	\$52,449	\$53,759	\$55,795	\$56,911
Wastewater Operator I	\$47,533	\$48,723	\$50,567	\$51,578
Wastewater Operator II	\$52,449	\$53,759	\$55,795	\$56,911
Wastewater Worker	\$43,845	\$44,942	\$46,644	\$47,576

^{1.} Salaries shown above reflect 260 workdays; it is noted there are 260 work days in FY 2023-2024. 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% increase over FY 2023-2024 pay rates



Full Time Employee Comparison¹

Department or Division	FY 2020-2021 Adopted	FY 2021-2022 Adopted	FY 2022-2023 Adopted	FY 2023-2024 Projected	FY 2023 vs. FY 2024
Town Manager's Office ²	3.25	3.25	3.25	3.50	0.25
Personnel	1.85	1.25	1.85	1.72	-0.13
Town Clerk's Office	6.00	6.00	6.00	7.00	1.00
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	4.50	5.50	1.00
Facilities	10.70	10.70	11.70	12.23	0.53^{3}
Subtotal General Gov Services FTE	47.15	46.55	47.90	50.55	2.65
Police Department - Officers	55.00	56.00	58.00	58.00	0.00
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	4.40	4.40	4.40	3.43	-0.98
Fire Alarm	2.45	2.45	2.45	2.45	0.00
Emergency Medical Services	21.00	21.00	25.50	21.50	-4.00
Subtotal Public Safety FTE	98.25	99.25	105.75	100.78	-4.98
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	16.40	16.40	0.00
Subtotal Public Works & Utilities FTE	43.60	43.60	44.00	44.00	0.00
Recreation	10.63	10.63	8.94	8.94	0.00
Parks	9.00	9.00	9.00	9.00	0.00
Harbor Patrol/ Natural Resources⁴	0.50	1.00	1.00	1.00	0.00
Senior Services	7.85	4.00	4.00	4.00	0.00
Subtotal Leisure Services FTE	27.98	24.63	22.94	22.94	0.00
Library	10.00	10.00	10.00	12.20 ⁵	2.204
Subtotal Library FTE	10.00	10.00	10.00	12.20	2.20
Total FTE All Funds	226.98	224.03	230.595	230.46	-0.13

- 1. Does not include seasonal, per diem, or non-benefit eligible part time employees. FTE count is based on those employees that are benefit eligible and pay into the ESRI retirement system.
- 2. A portion of an existing part time employee salary was previously split between the Town Manager's Officer and the Personnel Department. This position was fully moved to the Town Manager's budget line this year which accounts for the .25 increase in the Town Manager's FTE Count.
- 3. Two members of the facilities staff retired in FY 2023. To properly staff the Facilities Department one existing employee was elevated to full time status and two new Building Maintenance Technicians will be hired in March of 2023. Compensation for the new BMT's, and compensation related to the elevation of an existing part time employee to full time status, is offset by the higher pay scale and longevity of the retired employees. The increase of .53 FTE is therefore budget neutral.
- 4. American Rescue Plan Act (ARPA) funding was used to fund this position in FY 22 and FY 23. This position is now reflected in the FY 24 budget.
- 5. The FY 23 FTE count was recently adjusted after an audit of the FTE count identified some discrepancies. The FY 24 count was vetted against the budget documents for actual benefit eligible full time and part time employees working for the Town. Although the Library reflects an addition of 2.20 employees, only one new FTE is being added for FY 24. The remaining 1.20 is the result of an adjustment after a recent audit of current benefit eligible part time staff that were not previously included in the Town's FTE count. Refer to the narrative provided below for a description of the new FTE for the library.



FTE Change Description

There is total increase of 3 full time employee equivalents (FTEs) proposed for FY 2023-2024. This is offset by a proposed decrease of 4 FTE's in the EMS Department.

Department/ Division	Position	FTE	Union Status
Town Clerk's Office	Municipal Court Clerk/ APRA Coordinator ¹	1.00	NEARI/ SKMEA
Building and Zoning	Zoning and Code Enforcement Officer	1.00	NEARI/ SKMEA
Library	Public Services Librarian	1.00	Non-Union
EMS	Paramedics	-4.00	IAFF
TOTAL		-1.00	

^{1.} This position has been posted as a Town Clerk Office Clerk with a specialty in managing the municipal/ housing court and Access to Public Record Act (APRA) requests.

MUNICIPAL COURT/ HOUSING COURT CLERK AND APRA COORDINATOR (+1 FTE)

A current priority of the Town Council is the establishment of a municipal court where traffic violations, parking tickets, and violations of town ordinances can be heard and disposed at a local level. To properly staff the court in early FY 24 the Town has started the process of recruiting for this new position. The FY 24 budget includes a new budget organization (13006) for the municipal court which will be managed as part of the Town Clerks office. The FY 24 budget includes funding for a new Town Clerk Office Clerk which will compensated at an SKMEA Grade 5. The clerk will manage day to day operations of the court, prepare dockets, manage disposals, and other related tasks. In addition, this new position will be responsible for overseeing the Access to Public Records process utilizing the newly implemented OpenGov APRA portal.

ZONING AND CODE ENFORCEMENT OFFICER (+1 FTE)

A Zoning and Code Enforcement Officer (ZCEO) is proposed for the Building and Zoning Department to increase the ability of the Town to address both current and anticipated priorities. The ZCEO will be a vital part of increasing enforcement related to zoning and housing maintenance violations and issuing related notice of violations that will soon be handled by the Town's municipal court. In addition, this position will assist in managing a short term rental registry which is expected to be implemented in early FY 24. This position is a key component of the Town's enforcement strategy and will enhance the ability for the Town's Building Official to respond to constituent concerns in a timely manner. The ZCEO will be compensated at an SKMEA Grade 7.

PUBLIC SERVICES LIBRARIAN (+1 FTE)

In FY 23 the Library Director identified the need for a new Public Services Librarian to better serve the needs of patrons. This position is budget neutral and is being funded through a reduction in 3 part time library employees and additional reductions in the part time salary line items. This position was posted in February 2023 and is expected to be filled moving forward into FY 24. It is anticipated that this new position will create more predictability and stability to staffing levels and improve the Town's public service delivery as it relates to library services. This is a non-union position that will be compensated at Grade 6.

EMS PARAMEDIC STAFF REDUCTION (-4 FTE's)

In FY 23 the Town Council approved four (4) of the eight (8) paramedic FTE's needed to ramp up EMS service delivery in anticipation of a new EMS station and ambulance service. The reduction in EMS staff is now recommended due to the time expected to construct the new station in Perryville, obtain a new ambulance, and properly equip personnel for deployment. The Town Manager is recommending these reductions be

Full Time Employee Summary, continued

enacted to reduce the current budget to offset proposed FTE additions. It is anticipated that new paramedic positions will be proposed over the next three years to ramp up EMS staff and expand future services.

Part Time, Seasonal and Per Diem Changes

The Town frequently hires part time, seasonal, and per diem staff to address workload requirements. These positions do not contribute to the ESRI retirement program. Some part time positions qualify for accrual benefits (i.e. vacation, sick, personal time) depending on the number of hours worked. Many seasonal, per diem and limited hour part time positions are included in departmental budgets as pooled employees due the need to be dynamic in staffing throughout the year. This includes staff such as per diem paramedics, lifeguards, beach staff, and limited hour library staff. It's important to note that many of these employees are paid the state minimum wage rate, which increased to \$13.00 per hour in January 2023. Minimum wage will increase again to \$14.00 starting January 1, 2024 and \$15.00 per hour starting January 1, 2025. The following are major changes identified in part time, seasonal, and per diem staffing for FY 24.

COMMUNITY SERVICE OFFICERS

In FY 24 the Police Department anticipates adding part time Community Service Officers. The Community Service Officer (CSO) Program will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

EMS PER DIEM PARAMEDICS

Staffing rates in the EMS Department have been difficult to consistently maintain in FY 23 due to ongoing On the Job Injuries (OJI), attrition and recruitment difficulties. In order to ensure seamless service delivery the Town has had to rely more heavily on per diem paramedic staff. We expect this trend to continue in FY 24 as we continue to work through new recruitment and retention strategies to help the department stabilize EMS staffing in the long term.



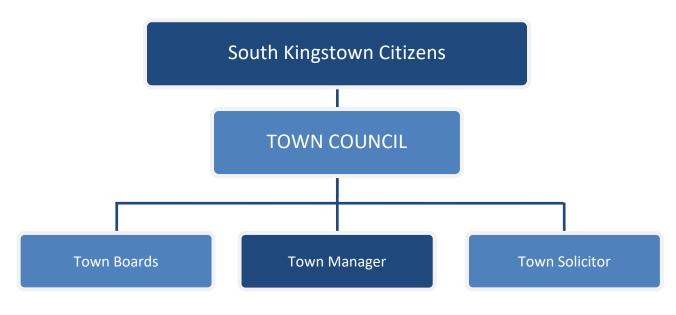
Town Council, Boards & Commissions	5 - 1
Legal Services	5 - 8
Town Manager	5 - 11
Personnel Administration	5 - 16
Town Clerk	5 - 23

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Please note, this section incorporates multiple accounts, each of which fall under the purview of 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 <u>RIGL § 8-9</u>; the operating statute for Probate is <u>RIGL Title 33</u>. 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 was established by Town Charter, Sections 4242 through 4246. Its procedures were established by Town Ordinance, Section 8-9 through 8-12, effective July 1, 1971. 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. This has been an especially critical task in 2023 with appeals regarding the most recent revaluation of property. The Board is managed by the Tax Assessor and appeals are heard as requested during the specific appeal period. Procedures for filing with the Assessment Board of review are outlined in Article II, Sections 17-21 through 17-24 of the Town Ordinances.

PLANNING BOARD

The Planning Board was established by Town Charter, <u>Section 4910</u>. The 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 was established by Town Charter, <u>Section 4920</u>. The Board is charged with hearing and considering the appeal of decisions made by the Planning Board, the Historic District Commission, and the Zoning Enforcement Officer; holds the authority to grant variances from the Zoning Ordinance and special use permits; and is committed to providing a fair and impartial hearing on all applications, in a timely manner.

Functions

TOWN COUNCIL

The principal functions of the Town Council as outlined in Town Charter, <u>Section 3130</u>, and other relevant ordinance provisions, include:

- Appointing the Town Manager to act as the chief administrative and executive officer of the Town;
- Adopting annual Operating and Capital Budgets
- Establishing policies and measures necessary to promote the general welfare of the Town and the general health and well-being of its citizens
- Enacting ordinances and resolutions necessary for the proper governing of the Town's affairs
- Appointing citizens to various local and regional boards, commissions, and agencies
- Appointing a part-time Probate Judge to oversee the Town's Probate Court
- Appointing a part time Municipal and Housing Court Judge to oversee the Municipal Court and Housing Court
- Serving as the Town's Licensing Board
- Serving at the Town's Personnel 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

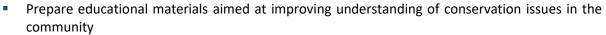
The duties performed by the Planning Board include, but are not limited to:

- 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



- 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

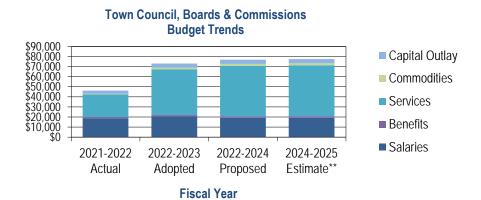
The Town Council's goals and objectives are organized within twelve main topics, the specific details of which can be found within the *Tab 1 Introduction* portion of this document.

FY 2023-2024 Funding Comparison

Town Council, Boards & Commissions	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Total Personnel	0.00	0.00	0.00	0.00	0.00
Salaries	\$18,413	\$20,400	\$20,400	\$19,200	(\$1,200)
Benefits	1,409	1,478	1,478	1,477	(0)
Subtotal Personnel Expenditures*	\$19,821	\$21,878	\$21,878	\$20,677	(\$1,200)
Services	\$22,645	\$45,577	\$46,410	\$50,070	\$4,493
Commodities	538	1,711	1,791	1,991	280
Capital Outlay	3,180	3,987	3,987	4,167	180
Subtotal Operating Expenditures	\$26,363	\$51,275	\$52,188	\$56,228	\$4,953
Total Expenditures	\$46,184	\$73,153	\$74,066	\$76,905	\$3,752

^{*} 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 2024-2025 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).



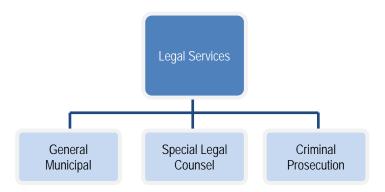
FY 2023-2024 Expenditure Statements

10111001		Town	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Council	Actual	Adopted	Projected	Proposed	Change
10111001	511002	Part-Time Salaries	\$11,000	\$11,000	\$11,000	\$11,000	0.00%
10111001	511004	Overtime	412	0	0	0	0.00%
10111001		Subtotal Wages	\$11,413	\$11,000	\$11,000	\$11,000	0.00%
10111001	522250	FICA	873	842	842	842	-0.05%
10111001		Subtotal Benefits	\$873	\$842	\$842	\$842	-0.05%
10111001	530111	Professional Services	10,200	11,050	11,050	11,050	0.00%
10111001		Subtotal Services	\$10,200	\$11,050	\$11,050	\$11,050	0.00%
10111001	580100	Miscellaneous Expenses	191	500	500	500	0.00%
10111001		Subtotal Commodities	\$191	\$500	\$500	\$500	0.00%
		Non-Major Technology			·		
10111001	530044	Reserve	3,180	3,987	3,987	4,167	4.51%
10111001		Subtotal Capital Outlay	\$3,180	\$3,987	\$3,987	\$4,167	4.51%
10111001		Total Town Council	\$25,857	\$27,379	\$27,379	\$27,559	0.66%
10111003		Budget	2021-2022	2022-2023	2022-2023	2023-2024	Percen
10111003		Referendum	Actual	Adopted	Projected	Proposed	Chang
10111003	511004	Overtime		\$1,200	\$1,200	\$1,200	0.009
10111003	311004	Subtotal Wages	\$0 \$0	\$1,200 \$1,200	\$1,200 \$1,200	\$1,200 \$1,200	0.00
10111003		Stipends	φu	\$1,200	\$ 1,200	Φ1,200	0.00
10111003	530002	Boards/Commissions	0	2,500	3,150	3,150	26.009
10111003	538012	Advertising	0	400	400	400	0.00
10111003	538022	Printing Expenses	0	4,617	4,500	4,500	-2.539
10111003		Subtotal Services	\$0	7,517	8,050	8,050	7.099
10111003	540012	Office Materials & Supplies	0	261	261	261	0.009
10111003	580100	Miscellaneous Expenses	0	250	330	330	32.009
10111003		Subtotal Commodities	\$0	511	591	591	15.669
10111003		Total Budget Referendum	\$0	\$9,228	\$9,841	\$9,841	6.64%
10111007		Dushata	2021-2022	2022 2022	2022 2022	2022 2024	Percer
10111007		Probate Court	Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Chang
10111007	511002	Part-Time Salaries	\$7,000	\$7,000	\$7,000	\$7,000	0.009
10111007 10111007	311002	Subtotal Wages	\$7,000 \$7,000	\$7,000 \$7,000	\$7,000 \$7,000	\$7,000 \$7,000	0.00%
10111007	522250	FICA	536	536	536	536	-0.089
10111007 10111007	322230	Subtotal Benefits	\$536	\$ 536	\$ 536	\$ 536	-0.089
		Total Probate Court	\$7,536	\$7,536	\$7,536	\$7,536	-0.019
			φ1,550	Ψ1,550	Ψ1,550	Ψ1,330	-0.01
10111007		Total i Tobate Court					
		Assessment	2021-2022	2022-2023	2022-2023	2023-2024	Percer
10111007			2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	
10111007	538014	Assessment					Chang
10111007 10115003	538014	Assessment Board of Review	Actual	Adopted	Projected_	Proposed	Chang 0.009
10111007 10115003 10115003 10115003		Assessment Board of Review Travel Expenses Subtotal Benefits Stipends	\$0 \$0	\$100 \$100	\$100 \$100	\$100 \$100	0.009 0.009
10111007 10115003 10115003	538014	Assessment Board of Review Travel Expenses Subtotal Benefits	Actual \$0	Adopted \$100	Projected \$100	Proposed \$100	Percen Chang 0.00% 0.00% 50.00%

10116003		Planning	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10116003	530002	Board Stipends Boards/Commissions	Actual \$6,880	Adopted \$9,360	Projected \$9,360	Proposed \$9,360	Change 0.00%
10116003	538016	Educational Expenses	\$0,000 \$0	\$9,300 \$0	\$9,300 \$0	\$9,300 \$4,200	0.00%
10116003	538030	Licenses and Dues	\$0	1,300	پر 1,300	\$4,200 1,600	0.00%
10116003	330030	Subtotal Services	\$6,880	\$10,660	\$10,660	\$15,160	42.21%
10116003		Total Planning Board	\$6,880	\$10,660	\$10,660	\$15,160	42.21%
10110003		Total Flamming Board	Ф 0,000	\$10,000	φ10,000	\$13,100	42.21/0
10116009		Conservation	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Commission	Actual	Adopted	Projected	Proposed	Change
10116009	580100	Miscellaneous Expenses	\$0	\$650	\$650	\$850	30.77%
10116009		Subtotal Commodities	\$0	\$650	\$650	\$850	30.77%
10116009		Total Conservation Commission	\$0	\$650	\$650	\$850	30.77%
10110003		Commission	Ψ	ΨΟΟΟ	φοσο	ΨΟΟΟ	30.11 /0
10117003		Zoning	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Board of Review	Actual	Adopted	Projected	Proposed	Change
10117003	511004	Overtime	\$0	\$1,200	\$1,200	\$0	-100.00%
10117003		Subtotal Wages	\$0	\$1,200	\$1,200	\$0	-100.00%
10117003	530002	Stipends Boards/Commissions	2,080	5,040	5,040	4,200	-16.67%
10117003	530111	Professional Services	2,310	9,310	9,310	9,310	0.00%
10117003	538012	Advertising	1,055	1,200	1,200	1,200	0.00%
10117003	538022	Printing Expenses	0	200	200	200	0.00%
10117003		Subtotal Services	\$5,445	\$15,750	\$15,750	\$14,910	-5.33%
10117003	540012	Office Materials & Supplies	0	50	50	50	0.00%
10117003	540020	Books and Publications	347	0	0	0	0.00%
10117003		Subtotal Commodities	\$347	\$50	\$50	\$50	0.00%
10117003		Zoning Board Of Review	\$5,792	\$17,000	\$17,000	\$14,960	-12.00%
		Total Town Council and	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Boards & Commissions Program	Actual	Adopted	Projected	Proposed	Change
10111001		Subtotal Town Council	\$25,857	\$27,379	\$27,379	\$27,559	1%
10111003		Subtotal Budget Referendum	0	9,228	9,841	9,841	7%
10111007		Subtotal Probate Court	7,536	7,536	7,536	7,536	0%
10115003		Subtotal Assessment Board	120	700	1,000	1,000	42.86%
10116003		Subtotal Planning Board	6,880	10,660	10,660	15,160	42.21%
10116009		Subtotal Con Commission	0	650	650	850	30.77%
10117003		Subtotal Zoning Board	5,792	17,000	17,000	14,960	-12.00%
		Total Town Council Program	\$46,184	\$73,153	\$74,066	\$76,905	5.13%



Organizational Chart



Mission Statement

The Municipal Legal Services account provides funding for the Town Solicitor, Labor Counsel, Special Legal Counsel, and Criminal Prosecutor who are appointed by, and serve concurrently with, the Town Council. The Town's attorneys attend all meetings of the Town Council, Zoning Board of Review, and Planning Board, and provide legal assistance and advice to these bodies. The Town's attorney's also assist the Town Manager and Town staff (exclusive of the School Department) on a variety of matters to include labor relation issues, title reviews, and general litigation matters. They 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
- The Law Office of Vincent Ragosta, Jr. provides support with labor and employment law related matters
- Kelly, Kelleher, Reilly & Simpson provides criminal prosecution representation
- Locke Lorde LLP provides representation for bond related matters

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

Functions

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

- Provide 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

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



- 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
- 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

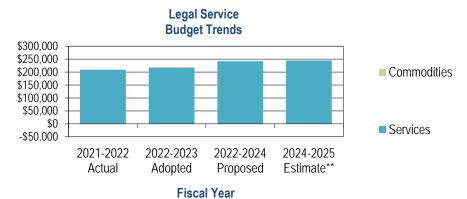
Description ¹	FY 2020-2021 Adopted	FY 2021-2022 Adopted	FY 2022-2023 Projected	FY 2023-2024 Anticipated
Legal Fees – General Solicitor	\$90,037	\$102,037	\$104,078	\$112,148
Legal Fees – Planning and Special	\$61,106	\$61,107	\$62,329	\$67,075
Legal Fees - Prosecution	\$36,938	\$37,381	\$38,129	\$40,000
Subtotal Solicitor Annual Retainer ²	\$188,081	\$200,525	\$204,536	\$219,000
Legal fees – Labor ³	\$7,500	\$7,590	\$7,742	\$20,000
Legal Fees – Labor Relations ⁴	3,500	3,543	3,613	\$3000
Expenses and Court Fees	2,000	2,000	2,000	0
Litigation outside of Retainers	2,000	2,000	2,000	0
Subtotal Other Expenses	\$15,000	\$15,000	\$15,355	\$23,000
Total Legal Services	\$203,081	\$203,081	\$219,891	\$242,223

- 1. Descriptions have been modified in FY 2024 to better reflect individual legal services associated with each budget object code.
- 2. The Town Solicitors legal services have increased based on their request to increase rates to remain competitive with current market rates in other communities they represent.
- 3. Legal fees related to labor issues have increased due to ongoing On Job Injury cases and more aggressive strategies aimed at loss prevention and defending the Town against claims.
- 4. This object code was added in FY24 to better describe services which relate to payment for court fees, arbitration services, and other labor case defense costs that arise.



FY 2023-2024 Funding Comparison

Legal Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Services	\$209,505	\$215,891	\$215,891	\$242,223	\$26,332
Commodities	(1,053)	4,000	4,000	0	(4,000)
Subtotal Operating Expenditures	\$208,453	\$219,891	\$219,891	\$242,223	\$22,332
Total Expenditures	\$208,453	\$219,891	\$219,891	\$242,223	\$22,332



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FY 2023-2024 Expenditure Statement

10111005		Legal Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10111005	530111	Professional Services ¹	\$209,505	\$215,891	\$215,891	\$0	-100.00%
10111005	530112	Legal Fees - General Solicitor	\$0	\$0	\$0	\$112,148	0.00%
10111005	530113	Legal Fees - Labor	\$0	\$0	\$0	\$20,000	0.00%
10111005	530114	Legal Fees - Prosecution	\$0	\$0	\$0	\$40,000	0.00%
10111005	530115	Legal Fees - Planning and Spec	\$0	\$0	\$0	\$67,075	0.00%
10111005	530116	Legal Fees - Labor Relations	\$0	\$0	\$0	\$3,000	0.00%
10111005		Subtotal Services	\$209,505	\$215,891	\$215,891	\$242,223	12.20%
10111005	580100	Miscellaneous Expenses	(1,053)	4,000	4,000	-	-100.00%
10111005		Subtotal Commodities	(\$1,053)	\$4,000	\$4,000	\$0	-100.00%
10111005		Total Legal Services	\$208,453	\$219,891	\$219,891	\$242,223	10.16%

^{1.} In FY 24 the Professional Services line was split into multiple object codes in order to better track legal services in different categories.

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



Organizational Chart



Mission Statement

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

Functions

The Town Manager's Office includes the Town Manager, the Deputy Town Manager/ DOAS, the Executive Assistant, and a part time Office Assistant.

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

- Supporting the Town Manager as the Chief Executive Officer of the Town
- Advising the Town Council on municipal policy and programs affecting the community
- Providing direct staff support to the Town Council and various municipal Boards and Commissions
- Preparing and posting weekly reports to the Town Council
- Preparing and posting Town Council agendas, and related backup material for all meetings and work sessions
- Administration and management of all municipal government operations, including directing and coordinating policy implementation, activities, and work programs for all Town Departments
- Overseeing the personnel program for all municipal departments and divisions
- Managing employee and labor relations including contract negotiation, implementation, and grievance processing
- Interacting with federal and state agencies and other local governments and agencies
- Conducting short and long-range financial planning
- Developing policies and programs to include preparation, administration, and fiscal management of the annual operating budget and the six-year capital improvement program
- Performing special studies and issue analyses and evaluations as needed to promote informed decision making

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

- Reviewing and overseeing the submission and administration of federal, state, and foundation grants
- Monitoring proposed state legislation and represent the local government interests
- Providing general management oversight of major Town construction projects
- Communication with residents and the general public
- Receiving and responding to APRA (public records) requests
- Overseeing the facilities and maintenance needs for all municipal buildings
- Overseeing town hall operations, to include the maintenance needs of Town Hall's building and grounds

FY 2022-2023 Priorities

Proposed Priorities	Town Council Goals & Objs
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 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



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
In collaboration with the Finance Director, prepare and submit a 6-year Capital Improvement Program (CIP) for the period FY 2024-2025 through FY 2029-2030 to the Town Council	TBF
In collaboration with the Finance Director, prepare and submit the FY 2024-2025 proposed budget.	TBF
Prepare and submit the FY 2022-2023 Annual Report of Municipal Services. Implement Town Council goals and policies through coordinating the efforts and activities of all Town Departments.	FI / CEPP TBF / FI
Provide management and oversight of American Rescue Plan Funds and associated projects and initiatives.	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 public	СЕРР
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.	СЕРР
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
Establish a working Municipal Court to support code enforcement and dispose of notices of violation at the local level with a goal generating enough revenue to be self-supporting by FY26.	TBF/H/PPS
Work with the Town Council to establish a short-term rental registry to ensure we are properly managing properties that are residential in nature but operated as a business.	LU / H / PPS / TBF
Continue to work with the School Department to develop and implement options for school facility repair and/or replacement that maximize reimbursement bonuses from the state and reduce the impact of facility costs to taxpayers.	TBF / FI
Refine the new OpenGov APRA portal to provide more efficient and effective delivery of publicly accessible documents to the public.	CEPP
Continue to work with departments, elected officials, and state/federal agencies to identify grant funding opportunities and obtain funds to advance projects while offsetting or eliminating costs to tax payers.	TBF / FI



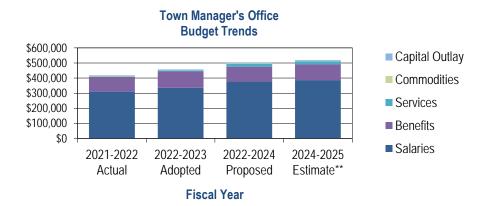
Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2022-2023 Anticipated	FY2023-2024 Anticipated	Town Council Goals & Objs
Total Time allocation					
Budget/Financials	10%	9%	15%	15%	TBF
Town Council	10%	9%	25%	25%	FI / TBF
School Building Committee	15%	14%	20%	20%	FI / TBF
Constituent Issues	10%	9%	15%	15%	CEPP
Personnel/Grievances	20%	14%	10%	10%	FI / ET
Labor Contracts	5%	13%	5%	5%	TBF
Departmental Projects & Initiatives	10%	4%	5%	5%	FI / TBF
Staff Policies and Procedures	5%	4%	5%	5%	FI
COVID-19 initiatives	15%	24%	-	-	PPS / VUR
APRAs: received and responded	51	70	30	30	CEPP
Labor Contracts to Negotiate	3	1	0	0	TBF

FY 2023-2024 Funding Comparison

Town Manager's Office	2021-2022	2022-2023	2022-2023	2023-2024	Increase Over Prior
	Actual	Adopted	Projected	Proposed	Year
Personnel FTE ¹	3.25	3.25	3.25	3.5	0.25
Salaries	\$309,897	\$336,090	\$336,090	\$377,048	\$40,958
Benefits	98,634	107,259	107,259	98,229	(9,030)
Subtotal Personnel Expenditures ¹	\$408,531	\$443,349	\$443,349	\$475,278	\$31,929
Services	\$2,656	\$7,000	\$6,500	\$20,405	\$13,405
Commodities	3,057	2,050	6,550	3,650	1,600
Capital Outlay	4,112	5,123	5,123	5,159	36
Subtotal Operating Expenditures	\$9,825	\$14,173	\$18,173	\$29,214	\$15,041
Total Expenditures	\$418,356	\$457,522	\$461,522	\$504,492	\$46,970

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statement

10112001		Town	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Manager	Actual	Adopted	Projected	Proposed	Change
10112001	511001	Full-Time Employees	\$294,789	\$321,224	\$321,224	\$350,524	9.12%
10112001	511002	Part-Time Salaries	9,131	9,776	9,776	20,492	109.61%
10112001	511006	Longevity	5,976	5,090	5,090	6,033	18.52%
10112001		Subtotal Wages	\$309,897	\$336,090	\$336,090	\$377,048	12.19%
10112001	522250	FICA	23,060	24,953	24,953	26,942	7.97%
10112001	522300	Municipal Employees Retirement	37,162	41,603	41,603	44,349	6.60%
10112001	522301	State Retirement Defined Contribution	2,801	2,485	2,485	2,728	9.80%
10112001	522818	Medical Insur-Active Employees	30,030	31,933	31,933	18,846	-40.98%
10112001	522822	Dental Insur-Active Employees	1,539	1,710	1,710	824	-51.83%
10112001	522840	Insurance Buyback	3,761	4,250	4,250	4,250	0.00%
10112001	522850	Life Insurance	281	325	325	291	-10.55%
10112001		Subtotal Benefits	98,634	107,259	107,259	98,229	-8.42%
10112001	532000	Telephone	370	1,000	1,000	500	0.00%
10112001	534010	Motor Vehicles Maintenance	100	300	300	300	0.00%
10112001	534016	Computer/Software Maintenance	2,106	1,850	1,850	1,850	0.00%
10112001	538012	Advertising	0	50	50	50	0.00%
10112001	538014	Travel Expenses	0	1,500	1,500	0	-100.00%
10112001	538022	Printing Expenses	0	500	500	250	-50.00%
10112001	538030	Licenses And Dues	80	1,800	1,300	1,500	-16.67%
10112001	580104	League of Cities & Towns	0	0	0	15,955	0.00%
10112001		Subtotal Services	\$2,656	\$7,000	\$6,500	\$20,405	191.50%
10112001	540012	Office Materials & Supplies	388	650	650	650	0.00%
10112001	540020	Books and Publications	0	0	500	500	0.00%
10112001	540028	Motor Vehicle Materials & Supp	2,063	500	500	500	0.00%
10112001	540040	Fuels And Lubricants	605	900	900	2,000	122.22%
10112001	580100	Miscellaneous Expenses	0	0	4,000	0	0.00%
10112001		Subtotal Commodities	\$3,057	\$2,050	\$6,550	\$3,650	78.05%
10112001	530044	Non-Major Technology Reserve	4,112	4,723	4,723	4,759	0.76%
10112001	550004	Office Equipment	0	400	400	400	0.00%
10112001		Subtotal Capital Outlay	\$4,112	\$5,123	\$5,123	\$5,159	0.70%
10112001		Total Town Manager	\$418,356	\$457,522	\$461,522	\$504,492	10.27%



Organizational Chart



Mission Statement

The Personnel Division supports the Town's overarching goal of superior service delivery to the community by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We understand that our employees are our most valuable resource and should be treated as such.

The Personnel Division provides effective human resource management by developing and implementing policies, programs and services that contribute to the attainment of Town and employee goals. The core tenets of our mission are to:

- Recruit candidates that recognize the value of service to the public and the Town's overall mission and goals by increasing the Town's visibility in the employment marketplace, identifying the best and most cost-effective recruitment sources, explaining the value proposition, and creating a positive work culture
- Hire the most-qualified employees by preplanning staffing needs, ensuring an effective internal interview process, conducting thorough reference and background checks, and communicating with senior leadership throughout the hiring process
- Maintain a diverse workforce in a safe, discrimination and harassment-free environment, by complying with employment laws and government regulations, providing management and employee training, and developing clear policies and procedures
- **Empower** our employees by providing training, financial support, and career advancement opportunities
- **Retain** employees by supporting effective management; providing competitive wages and benefits; furnishing technical, interpersonal and career development training and coaching; and enhancing two-way communication between employees and management.
- **Engage** our workforce and create a culture of "we" by supporting employee planned social events, wellness activities, and similar pursuits
- **Improve** our services on a consistent basis by using feedback obtained through surveys, engagement events, polls, and exit interviews to supply relevant feedback to management and drive our decision-making process

The Division's reach extends from the first inquiry about a position vacancy through retirement, with the goal being to provide quality service to all prospective, current, and previous employees, and to treat such individuals with respect and good care.



Functions

The Personnel Division, reporting to the Deputy Town Manager/Director of Administrative Services (DOAS), includes the Personnel Administrator and a part time Assistant 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. Principal functions of the Personnel Division include, but are not limited to:

- Recruiting qualified applicants into a diverse workforce
- Employment and orientation services
- Promoting a safe and discrimination free environment
- Updating and administering employee benefits programs
- Conducting pre-payroll administration and processes
- Development and administering personnel policies
- Conducting job classification, compensation, and labor market research
- Employee/labor relations and contract administration
- Maintenance of personnel records
- Management of the Town's human resource database
- Management of performance evaluation programs
- Management of Worker's Comp and OJI processes for work related injuries
- Providing appropriate programs for training and development of employees
- Ensuring adherence to local and federal employment laws and mandates
- Managing the enrollment process for employee fringe benefits
- Administering COBRA continuation coverage
- Administering post-employment benefit programs

FY 2022-2023 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

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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 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

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue to train the new part-time Assistant Personnel Administrator to support the operations of the Personnel Division and expand and enhance the delivery of services to Town employees.	ET / CP
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
Overhaul the Town's personnel related policies to include assemblage of a new employee hand book, proposed ordinance revisions, and implementation of an online policy management platform.	ET
Work with the Town's IT Department to develop a Town intranet site as an electronic knowledge base for dissemination and sharing of personnel policies, forms, and related information for Town-wide employee access of up-to-date information and resources.	ET
In collaboration with IT implement 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
Work closely with the RI Interlocal Trust to re-establish the Town's Safety Committee, and continue to promote awareness of safety-related issues through training, programs, and workshops.	ET / FI
Invest more time and support of the Town's employee Wellness Committee and continue to promote awareness of wellness related topics through training, programs, and workshops.	ET / FI
Continue to promote the Town's Employee Assistance Program (EAP) implemented in 2022 for all full time and benefit eligible part time employees.	ET / FI
Explore the utilization of Munis or other software to manage employee relations to allow the department to migrate to a paperless environment.	ET/ FI / TBF
Support and expand the scope of the SPARK(LE) committee to create activities and events that improve the overall work culture and drive employee retention.	ET /FI
Explore technology options that will improve efficiency and workflow related to applicant management, selection, and onboarding processes.	ET / FI
Continue to develop new processes to harness departmental efficiency and enhance service delivery.	TBF
Establish a townwide training fund that can be utilized to support larger training opportunities and educational events.	ET
Create additional training and education opportunities for our senior leadership team to develop their leadership skills and deepen their understanding of employee mentorship.	ET
Establish quarterly meetings with all department heads and senior staff to review personnel related topics, procedures, and opportunities.	ET



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Actual	FY 2023-2024 Projected	Town Council Goals & Objs
Full Time Employee Equivalent (FTE) ¹	226.98	224.03	230.59	230.46	TBF
Total Employees ²	442	450	507	500	TBF
Positions Advertised	46	40	48	38	TBF
Applications Accepted	348	400	382	400	TBF
New Hires: Full Time & Part Time ¹	15	20	29	30	TBF
New Hires: Seasonal and Per Diem ³	18	25	35	28	TBF
Promotions	6	8	5	7	TBF
Separations & Retirements	30	28	25	20	TBF
Pre-E Background Checks	42	45	51	40	TBF
Pre-E Physicals	9	12	34	30	TBF
Controlled Substance testing	23	34	28	25	TBF
Employee Wellness Events	36	40	38	40	ET
Employee Engagement Events ⁴	0	0	0	5	ET/ CEPP/
Unique attendees at Wellness Committee events/activities	(virtual) ⁵	(virtual) ⁵	145	300	ET
Workers Compensation Claims	11	8	4	7	TBF
Injured On Duty (IOD) Claims (Police & EMS)	10	8	13	17	
Total WC & IOD Claims	21	16	17	24	TBF
Claims: Lost Work Time Claims: Report Only	15	10	12	12 12	TBF
Ciaims. Report Only	6	6	5	12	TBF

^{1.} FTE includes full time and part time benefit eligible employees that contribute to ESRI. Does not include Casual, Seasonal, and Per Diem employees.

^{2.} Approximate number as of February of each year listed. Seasonal and per diem employee numbers often vary throughout the vear.

^{3.} This does not include Seasonal and/or Per Diem rehires which are counted separately. These are unique, first-time applications.

^{4.} This is a new performance measurement started in 2023 to measure the progress of the Town's SPARK(LE) Committee as they continue to coordinate events and activities aimed at employee engagement and job satisfaction.

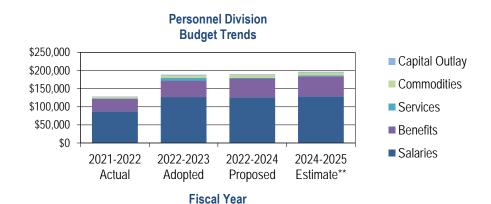
^{5.} Due to COVID-19, the Employee Wellness Fair was not held in September 2020 & 2021 and all programming was held virtually.



FY 2023-2024 Funding Comparison

Personnel Division	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	1.25	1.85	1.85	1.72	(0.13)
Salaries	\$87,386	\$126,948	\$126,948	\$125,707	(\$1,241)
Benefits	34,971	45,175	45,175	52,331	7,156
Subtotal Personnel Expenditures ¹	\$122,358	\$172,123	\$172,123	\$178,037	\$5,915
Services	\$240	\$7,000	\$6,929	\$1,900	(\$5,100)
Commodities	4,170	7,200	7,200	8,200	1,000
Capital Outlay	1,369	2,342	2,342	1,842	(500)
Subtotal Operating Expenditures	\$5,779	\$16,542	\$16,471	\$11,942	(\$4,600)
Total Expenditures	\$128,137	\$188,665	\$188,593	\$189,979	\$1,315

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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



FY 2023-2024 Expenditure Statement

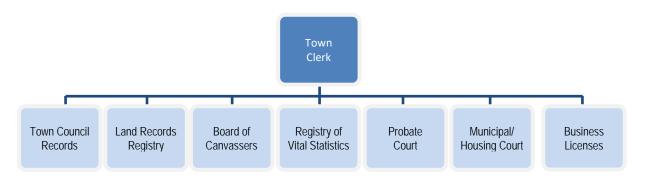
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10112003		Personnel	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Administration	Actual	Adopted	Projected	Proposed	Change
10112003	511001	Full-Time Employees	\$77,282	\$115,795	\$115,795	\$80,687	-30.32%
10112003	511002	Part-Time Salaries	9,131	9,776	9,776	44,357	353.73%
10112003	511006	Longevity	973	1,377	1,377	663	-51.85%
10112003		Subtotal Wages	\$87,386	\$126,948	\$126,948	\$125,707	-0.98%
10112003	522250	FICA	6,356	9,024	9,024	9,104	0.89%
10112003	522300	Municipal Employees Retirement	9,602	14,875	14,875	15,814	6.31%
10112003	522301	State Retirement Defined Contribution	775	1,164	1,164	1,257	8.00%
10112003	522818	Medical Insur-Active Employees	17,231	16,574	16,574	22,826	37.72%
10112003	522822	Dental Insur-Active Employees	899	924	924	1,126	21.83%
10112003	522850	Life Insurance	108	114	114	204	78.95%
10112003	538016	Educational Expenses	0	2,500	2,500	2,000	-20.00%
10112003		Subtotal Benefits	\$34,971	\$45,175	\$45,175	\$52,331	15.84%
10112003	534016	Computer/Software Maintenance	0	4,600	4,600	300	-93.48%
10112003	538012	Advertising	0	500	500	200	-60.00%
10112003	538030	Licenses And Dues	240	1,400	1,329	1,400	0.00%
10112003	538038	Loss Prevention Services	0	500	500	0	-100.00%
10112003		Subtotal Services	\$240	\$7,000	\$6,929	\$1,900	-72.86%
10112003	540012	Office Materials & Supplies	169	200	200	200	0.00%
10112003	540062	Employee Wellness & Support	0	3,500	3,500	3,500	0.00%
10112003	540064	Employee Retention Initiatives	0	3,500	3,500	4,500	28.57%
10112003	580100	Miscellaneous Expenses	4,001	0	0	0	0.00%
10112003		Subtotal Commodities	\$4,170	\$7,200	\$7,200	\$8,200	13.89%
10112003	530044	Non-Major Technology Reserve	1,369	1,642	1,642	1,642	0.00%
10112003	550002	Computer Equipment	0	200	200	0	-100.00%
10112003	550004	Office Equipment	0	500	500	200	-60.00%
10112003		Subtotal Capital Outlay	\$1,369	\$2,342	\$2,342	\$1,842	-21.35%
10112003		Total Personnel Administration	\$128,136	\$188,665	\$188,593	\$189,979	0.70%



Multiple accounts are overseen by the Office of the Town Clerk including the following:

Acct Number	Acct Description
13001	Town Clerk
13005	Canvassing Authority
13006	Municipal/Housing Court

Organizational Chart



Department Mission Statement

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

Functions

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

Duties include, but are not limited to:

TOWN COUNCIL RECORDS

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

LAND RECORDS REGISTRY

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



BOARD OF CANVASSERS

- Prepare Agendas and Minutes for Canvassing Authority meetings
- Prepare for and administer all national, state, and local elections, including budget referendums and bond 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 mail ballot voting
- Administer emergency "early" 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, advertise 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

MUNICIPAL COURT

- Hear and determine cases of violations of town ordinances, zoning, and minimum housing
- Review traffic violations parking tickets brought by the South Kingstown Police Department
- 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
 - o 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
- License Boat Moorings, and assist the Harbormaster with administration of the Mooring Program

General Fund (101) Town Clerk, continued



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

FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
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
Statewide Primary Election September 2022, including in-person emergency "early" voting	FI / CEPP
Statewide General Election November 2022, including in-person emergency "early" voting	FI / CEPP
Town Budget Referendum Election, June 2024 (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
Train staff in use of new state electronic marriage license issuance and 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
Work with the Harbormaster to convert existing records and implement Lynxlog, 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
Administer Probate estates and monthly Probate Court hearings	FI

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
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
Administer Probate estates and monthly Probate Court hearings	FI
Manage candidate declaration and nomination filings in June 2024	FI / CEPP
Prepare for and administer School Bond Referendum Election, including in-person emergency "early" voting	FI/CEPP
Town Budget Referendum Election, June 2024 (as needed)	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 an electronic database program for Boards and Commissions	FI
Implement the electronic recording of land evidence documents	FI / ES
Continue to upload recorded maps to the land evidence online records	FI/ES

General Fund (101) Town Clerk, continued



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	Fl
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
Implement a Municipal Court to hear and determine cases of Town Ordinance violations, including Minimum Housing and Zoning, and the adjudication of traffic violations brought by the South Kingstown Police Department, as well as parking tickets	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



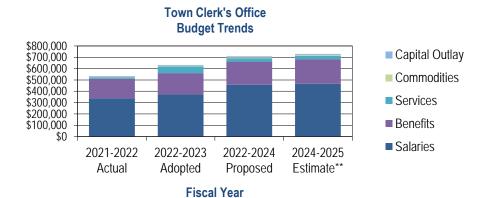
Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Land Records Logged	9,202	7,373	6,500	7,500	FI
Town Council Transactions	1,217	1,454	1,500	1,500	FI
Vital Records Issued	3,768	3,221	3,300	3,400	FI
Marriage Licenses Issued	102	144	200	175	FI
Probate Estates Opened	183	165	185	195	FI
Business Licenses Issued	472	552	560	560	FI/ES
Eligible Voter Records Maintained	23,345	23,450	23,500	23,500	FI
Voter Affiliation Changes	2,095	600	1602	1,000	FI
New Voters Registered	1,054	537	780	1,000	FI / CEPP

FY 2023-2024 Funding Comparison

Town Clerk's Office	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	6.00	6.00	6.00	7.00	1.00
Salaries	\$338,150	\$370,849	\$412,105	\$457,082	\$86,233
Benefits	172,735	188,941	187,841	204,191	15,250
Subtotal Personnel Expenditures ¹	\$510,885	\$559,790	\$599,947	\$661,273	\$101,482
Services	\$11,755	\$58,986	\$13,793	\$29,847	(\$29,139)
Commodities	3,803	6,137	5,272	8,250	2,113
Capital Outlay	6,852	7,470	7,470	8,619	1,149
Subtotal Operating Expenditures	\$22,409	\$72,593	\$26,535	\$46,716	(\$25,877)
Total Expenditures	\$533,294	\$632,383	\$626,482	\$707,989	\$75,605

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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



FY 2023-2024 Expenditure Statements

10113001		Town Clerk	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10113001	511001	Full-Time Employees	\$275,245	\$301,643	\$301,643	\$311,934	3.41%
10113001	511004	Overtime	956	500	660	600	20.00%
10113001	511005	Retirement/Vacation Reimbursement	1,146	0	0	0	0.00%
10113001	511006	Longevity	10,325	10,874	10,874	11,138	2.43%
10113001		Subtotal Wages	\$287,671	\$313,017	\$313,177	\$323,672	3.40%
10113001	522250	FICA	20,466	22,231	22,231	23,123	4.01%
10113001	522300	Municipal Employees Retirement	35,367	39,939	39,939	40,846	2.27%
10113001	522301	State Retirement Defined Contribution	2,283	2,546	2,546	2,616	2.75%
10113001	522818	Medical Insur-Active Employees	80,557	86,409	86,409	83,438	-3.44%
10113001	522822	Dental Insur-Active Employees	4,595	5,076	5,076	3,885	-23.47%
10113001	522850	Life Insurance	504	570	570	510	-10.53%
10113001	538014	Travel Expenses	173	1,500	1,000	1,000	-33.33%
10113001	538016	Educational Expenses	235	250	250	750	200.00%
10113001	540038	Uniforms And Other Clothing	0	1,200	600	600	-50.00%
10113001		Subtotal Benefits	\$144,181	\$159,721	\$158,621	\$156,768	-1.85%
10113001	530111	Professional Services	3,105	4,442	4,442	4,542	2.25%
10113001	534014	Office Equipment Maintenance	279	289	289	305	5.54%
10113001	534016	Computer/Software Maintenance	-	200	200	200	0.00%
10113001	538012	Advertising	3,050	4,000	4,000	5,000	25.00%
10113001	538022	Printing Expenses	493	470	470	470	0.00%
10113001	538030	Licenses And Dues	720	685	595	600	-12.41%
10113001		Subtotal Services	\$7,646	\$10,086	\$9,996	\$11,117	10.22%
10113001	540012	Office Materials & Supplies	1,943	1,857	1,857	2,000	7.70%
10113001		Subtotal Commodities	\$1,943	\$1,857	\$1,857	\$2,000	7.70%
10113001	530044	Non-Major Technology Reserve	6,050	6,532	6,532	6,781	3.81%
10113001		Subtotal Capital Outlay	\$6,050	\$6,532	\$6,532	\$6,781	3.81%
10113001		Total Town Clerk	\$447,491	\$491,213	\$490,183	\$500,338	1.86%

10113005		Canvassing	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Authority	Actual	Adopted	Projected	Proposed	Change
10113005	511001	Full-Time Employees	\$47,895	\$49,088	\$49,088	\$50,000	1.86%
10113005	511002	Part-Time Salaries	2,492	4,065	3,850	3,850	-5.29%
10113005	511002	Seasonal Salaries	-	-	39,975	10,230	0.00%
10113005	511004	Overtime	92	4,149	5,485	3,445	0.00%
10113005	511006	Longevity	0	530	530	663	0.00%
10113005		Subtotal Wages	\$50,478	\$57,832	\$98,928	\$68,188	17.91%
10113005	522250	FICA	3,532	3,898	3,898	4,473	14.75%
10113005	522300	Municipal Employees Retirement	5,931	6,341	6,341	6,373	0.51%
10113005	522301	State Retirement Defined Contribution	479	496	496	507	2.17%
10113005	522818	Medical Insur-Active Employees	17,272	17,296	17,296	-	-100.00%
10113005	522822	Dental Insur-Active Employees	1,032	1,076	1,076	959	-10.88%
10113005	522840	Insurance Buyback	-	-	-	4,000	0.00%

General Fund (101) Town Clerk, continued



10113005	522850	Life Insurance	108	114	114	102	-10.53%
10113005	540038	Uniforms And Other Clothing	200	0	0	200	0.00%
10113005		Subtotal Benefits	\$28,554	\$29,221	\$29,221	\$16,614	-43.14%
10113005	530002	Stipends Boards/Commissions	-	46,150	-	-	-100.00%
10113005	538012	Advertising	48	500	1,547	500	0.00%
10113005	538020	Postage	3,831	2,000	2,000	2,000	0.00%
10113005	538022	Printing Expenses	230	250	250	250	0.00%
10113005		Subtotal Services	\$4,108	\$48,900	\$3,797	\$2,750	-94.38%
			7 -,	T,	. ,	, ,	
10113005	540012	Office Materials & Supplies	-	200	200	200	0.00%
10113005 10113005	540012 580100	Office Materials & Supplies Miscellaneous Expenses	1,860	. ,	200 3,215	. ,	0.00% -76.72%
		11	-	200		200	
10113005		Miscellaneous Expenses	- 1,860	200 4,080	3,215	200 950	-76.72%
10113005 10113005	580100	Miscellaneous Expenses Subtotal Commodities	1,860 \$1,860	200 4,080 \$4,280	3,215 \$3,415	200 950 \$1,150	-76.72% -73.13%

10113006		Municipal Court	2021-2022 Actual	2022-2023	2022-2023 Projected	2023-2024	Percent
10113006	511001	Full-Time Employees	Actual \$0	Adopted \$0	\$0	Proposed \$47,221	Change 0.00%
10113006	511001	Part-Time Salaries	\$0 \$0	\$0 \$0	\$0 \$0	\$18,000	0.00%
10113006	311002	Subtotal Wages	\$0	\$0	\$0	\$65,221	0.00%
10113006	522250	FICA	-	- -	-	3.251	0.00%
10113006	522300	Municipal Employees Retirement	_	_	_	5,940	0.00%
10113006	522301	State Retirement Defined Contribution	_	_	_	472	0.00%
10113006	522818	Medical Insur-Active Employees	_	_	_	18,884	0.00%
10113006	522822	Dental Insur-Active Employees	-	-	-	959	0.00%
10113006	522850	Life Insurance	-	-	-	102	0.00%
10113006	538016	Educational Expenses	-	-	_	1.000	0.00%
10113006	540038	Uniforms And Other Clothing	0	0	0	200	0.00%
10113006		Subtotal Benefits	\$0	\$0	\$0	\$30,809	0.00%
10113006	530015	Police Detail	-	-	-	5,280	0.00%
10113006	534016	Computer/Software Maintenance	-	-	-	10,000	0.00%
10113006	538012	Advertising	-	-	-	500	0.00%
10113006	538020	Postage	0	0	0	200	0.00%
10113006		Subtotal Services	-	-	-	15,980	0.00%
10113006	540012	Office Materials & Supplies	-	-	-	100	0.00%
10113006	580100	Miscellaneous Expenses	-	-	-	5,000	0.00%
10113006		Subtotal Commodities	\$0	\$0	\$0	\$5,100	0.00%
10113006	530044	Non-Major Technology Reserve	-	-	-	900	0.00%
10113006		Subtotal Capital Outlay	\$0	\$0	\$0	\$900	0.00%
10113006		Total Municipal Court	\$0	\$0	\$0	\$118,010	0.00%

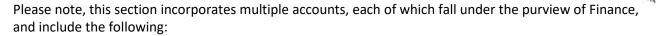
	Total	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Town Clerk Program	Actual	Adopted	Projected	Proposed	Change
10113001	Subtotal Town Clerk	\$447,491	\$491,213	\$490,183	\$500,338	1.86%
10113005	Subtotal Canvassing Authority	85,803	141,171	136,299	89,640	-36.50%
10113006	Subtotal Municipal Court	0	0	0	118,010	0.00%
	Total Town Clerk Program	\$533,294	\$632,383	\$626,482	\$707,989	11.96%



Finance	6 - 1
Information Technology	6 - 9
Town Assessor	
Planning	6 - 18
Building & Zoning	
Facilities	

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Finance



Acct Number	Acct Description	
14001	Finance Department	
14005	Post Year Audit	

Organizational Chart



Mission Statement

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

Functions

The Finance Department is responsible for the Town's financial, procurement, and risk management, tax and utility collections, accounting control and cash management, financial reporting, and debt management policies and practices. The principal programs, services, and activities offered by the Finance Department include, but are not limited to the following.

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 2023-2024 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 2023-2024 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 2023-2024 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 tangible and 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 2024-2025 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY 2024-2025 through FY 2029-2030 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 2024-2025 Town's budget document in accordance with GFOA Distinguished Budget Presentation Award requirements and submit to GFOA for award consideration and look to implement a new budget software for the Town	TBF
Complete FY 2022-2023 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, continue training with Munis to allow for greater utilization of the software by the Town and potentially additional modules	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



Specific Performance Measurements

Description	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
Description	Actual	Actual	Projected	Anticipated	Goals & Objs
Unassigned Fund Balance	18.10%	17.90%	16.30%	15.90%	TBF
as a % of Budgeted Revenues	10. 1076	17.90%	10.30%	15.90%	IDF
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
GFOA Comprehensive Annual Financial Report Award	Yes	Yes	Yes	Yes	TBF
Years Received	32	33	34	35	
GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	TBF
Years Received	5	6	7	8	
Year End Expenditures < or = to 100%	94.40%	101.00%	<0r=	<or=< td=""><td>TBF</td></or=<>	TBF
of the General Fund Budget	74.4070	101.0070	100%	100%	i Di
% 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	94%	94%	94%	95%	TBF
Direct Deposit	9470	74 /0	74 /0	9370	IBF
% of Direct Deposits were Electronic Advices	80%	76%	72%	83%	TBF
Vendor payments issued	4,484	4,571	4,814	5,114	TBF
1099-misc prepared	121	136	142	149	TBF
Purchase Orders processed	1,595	2,587	2,816	2,957	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.)	0.96%	0.85%	0.98%	95.00%	TBF
Avg. # of days to complete bank reconciliation after month end	59.8*	36.2	31.8	25	TBF
Collection Rate	99.90%	99.59%	= or > prior year	= or > prior year	TBF
# of delinquent notices	9,866	9,047	7,000	6,000	TBF
Municipal Lien Certificates	1,601	1,028	850	850	TBF

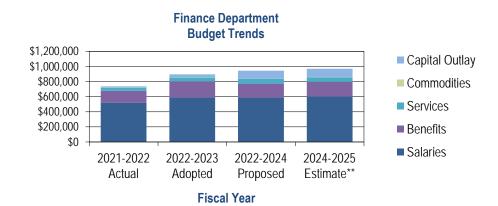
^{*}The extended period to perform this function was due to COVID-19 impacts in FY 2019-2020 and FY 2020-2021. Historically, this function was performed within 10 days.



FY 2023-2024 Funding Comparison

Finance Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	8.60	8.60	8.60	8.60	0.00
Salaries	\$520,341	\$589,062	\$608,777	\$590,855	\$1,793
Benefits	156,002	212,804	168,458	182,550	(30,254)
Subtotal Personnel Expenditures*	\$676,344	\$801,866	\$777,235	\$773,405	(\$28,460)
Services	\$42,641	\$52,174	\$72,479	\$59,889	\$7,715
Commodities	5,497	3,750	3,750	3,750	0
Capital Outlay	13,012	36,694	26,000	107,679	70,985
Subtotal Operating Expenditures	\$61,151	\$92,618	\$102,229	\$171,318	\$78,700
Total Expenditures	\$737,494	\$894,484	\$879,464	\$944,723	\$50,240

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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



FY 2023-2024 Expenditure Statements

10114001		Finance	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Department	Actual	Adopted	Projected	Proposed	Change
10114001	511001	Full-Time Employees	\$466,270	\$540,878	\$562,086	\$554,030	2.43%
10114001	511002	Part-Time Salaries	46,850	41,494	41,001	30,912	-25.50%
10114001	511004	Overtime	0	1,000	0	0	-100.00%
10114001	511006	Longevity	7,222	5,690	5,690	5,914	3.94%
10114001		Subtotal Wages	\$520,341	\$589,062	\$608,777	\$590,855	0.30%
10114001	522250	FICA	39,874	44,165	44,165	44,704	1.22%
10114001	522300	Municipal Employees Retirement	62,993	73,619	73,619	74,306	0.93%
10114001	522301	State Retirement Defined Contribution	5,199	6,027	6,027	6,178	2.50%
10114001	522818	Medical Insur-Active Employees	27,224	69,531	31,835	40,015	-42.45%
10114001	522820	Medical Insur-Retirees	3,250	3,000	3,000	250	-91.67%
10114001	522822	Dental Insur-Active Employees	2,406	4,452	4,452	2,185	-50.92%
10114001	522840	Insurance Buyback	13,163	6,650	-	9,642	44.99%
10114001	522850	Life Insurance	670	860	860	770	-10.48%
10114001	538014	Travel Expenses	0	1,100	1,100	1,100	0.00%
10114001	538016	Educational Expenses	28	2,400	2,400	2,400	0.00%
10114001	540038	Uniforms And Other Clothing	1,195	1,000	1,000	1,000	0.00%
10114001		Subtotal Benefits	\$156,002	212,804	\$168,458	\$182,550	-14.22%
10114001	530111	Professional Services	1,575	1,550	21,855	6,500	319.35%
10114001	532000	Telephone	989	1,080	1,080	1,080	0.00%
10114001	534014	Office Equipment Maintenance	832	0	-	0	0.00%
10114001	534016	Computer/Software Maintenance	365	400	400	400	0.00%
10114001	538012	Advertising	31	300	300	300	0.00%
10114001	538022	Printing Expenses	9,828	18,000	18,000	18,000	0.00%
10114001	538030	Licenses And Dues	800	835	835	835	0.00%
10114001		Subtotal Services	\$14,419	22,165	\$42,470	\$27,115	22.33%
10114001	540012	Office Materials & Supplies	2,548	3,500	3,500	3,500	0.00%
10114001	540020	Books And Publications	0	250	250	250	0.00%
10114001	580100	Miscellaneous Expenses	2,949	0	0	0	0.00%
10114001		Subtotal Commodities	\$5,497	\$3,750	\$3,750	\$3,750	0.00%
10114001	530044	Non-Major Technology Reserve	7,580	10,694	-	11,679	9.21%
10114001	550002	Computer Equipment	3,564	25,000	25,000	95,000	280.00%
10114001	550026	Furniture And Furnishings	1,869	1,000	1,000	1,000	0.00%
10114001		Subtotal Capital Outlay	\$13,012	\$36,694	\$26,000	\$107,679	193.45%
10114001		Total Finance Department	\$709,272	\$864,475	\$849,455	\$911,949	5.49%

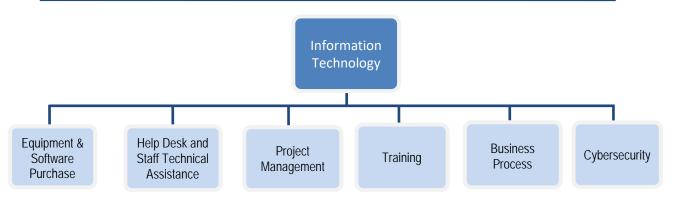
10114005		Post Year	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Audit	Actual	Adopted	Projected	Proposed	Change
10114005	530111	Professional Services	\$28,222	\$30,009	\$30,009	\$32,774	9.21%
10114005		Subtotal Services	\$28,222	\$30,009	\$30,009	\$32,774	9.21%
10114005		Total Post Year Audit	\$28,222	\$30,009	\$30,009	\$32,774	9.21%

	Total	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Finance Program	Actual	Adopted	Projected	Proposed	Change
10114001	Subtotal Finance Department	\$709,272	\$864,475	\$849,455	\$911,949	5.49%
10114005	Subtotal Post Audit Year	28,222	30,009	30,009	32,774	9.21%
	Total Finance Program	\$737,494	\$894,484	\$879,464	\$944,723	5.62%

General Fund (101) Information Technology (14003)



Organizational Chart



Mission Statement

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

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 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Windows server operating system upgrade; initiation of a multi-year project	Fl
Police department server replacement	FI / PPS
Munis migration to cloud, the existing financial, budget, payroll, and human resources system for the town and school	FI / TBF
Implement multifactor authentication	FI
begin office 365 migration	Fl
Library server and pc deployment	Fl
Bid, procure & install fiber ring equipment and firewalls	Fl
Bid & procure new audio-visual equipment/technology for town council chambers	CEPP
In conjunction with planning department, develop online application process	FI
Police mobile internet	FI/PPS

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs Fl
Windows server operating system upgrade, multi-year project	
Town server replacement	FI
Testing & begin deployment of windows 11	FI
Munis upgrade	FI / TBF
Refresh and redesign of the town's website	CEPP
Continue office 365 migration	FI
Install new audio-visual equipment in council chambers	CEPP
Police body worn cameras	FI / PPS

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
IT Help Desk Tickets Resolved	1,577	1,582	1,590	1,600	FI
Average # of Tickets per month	131	132	132	133	FI
Projects Completed	10	13	16	10	FI / TBF / CEPP
Applications Supported	66	66	66	66	FI / TBF / CEPP
Physical servers and appliances	15	11	11	11	FI
Virtual servers	25	24	24	19	FI
Firewalls	4	3	5	5	FI
Personal Computers/Devices	316	319	321	321	FI
Printers	53	53	60	60	FI
Switches	24	24	24	24	FI
Wireless access points	13	13	13	13	FI

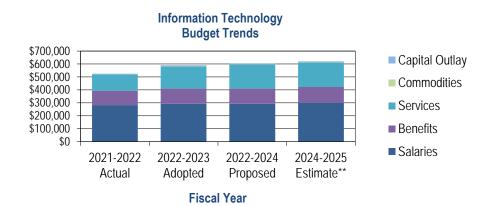


General Services: 6 - 11

FY 2023-2024 Funding Comparison

Information Technology	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	3.00	3.00	3.00	3.00	0.00
Salaries	\$282,145	\$293,179	\$293,179	\$292,368	(\$811)
Benefits	112,113	117,098	117,098	117,449	351
Subtotal Personnel Expenditures*	\$394,258	\$410,277	\$410,277	\$409,817	(\$460)
Services	\$125,980	\$171,560	\$179,693	\$186,577	\$15,017
Commodities	1,275	2,320	3,117	3,000	680
Capital Outlay	3,860	5,964	10,138	6,000	36
Subtotal Operating Expenditures	\$131,115	\$179,844	\$192,947	\$195,577	\$15,733
Total Expenditures	\$525,373	\$590,121	\$603,224	\$605,394	\$15,273

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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



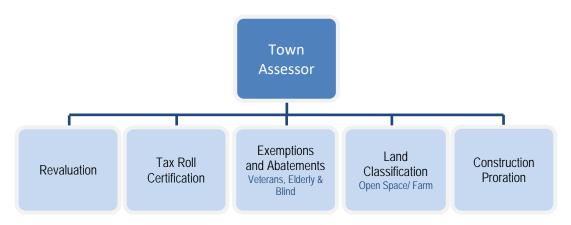
General Services: 6 - 12

FY 2023-2024 Expenditure Statement

10114003		Information	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Technology	Actual	Adopted	Projected	Proposed	Change
10114003	511001	Full-Time Employees	\$277,154	\$284,076	\$284,076	\$284,063	0.00%
10114003	511002	Part-Time Salaries	0	3,600	3,600	3,600	0.00%
10114003	511004	Overtime	0	0	0	2,000	0.00%
10114003	511005	Retirement/Vacation Reimb.	0	0	0	0	0.00%
10114003	511006	Longevity	4,991	5,503	5,503	2,705	-50.84%
10114003		Subtotal Wages	\$282,145	\$293,179	\$293,179	\$292,368	-0.28%
10114003	522250	FICA	20,661	21,468	21,468	21,136	-1.55%
10114003	522300	Municipal Employees Retirement	34,941	37,009	37,009	36,075	-2.52%
10114003	522301	State Retirement Defined Contribution	3,608	3,704	3,704	3,481	-6.01%
10114003	522818	Medical Insur-Active Employees	48,287	48,365	48,365	41,922	-13.32%
10114003	522820	Medical Insur-Retirees	0	0	0	1,250	0.00%
10114003	522822	Dental Insur-Active Employees	2,081	2,153	2,153	1,920	-10.83%
10114003	522850	Life Insurance	302	319	319	286	-10.47%
10114003	538014	Travel Expenses	782	1,980	1,980	1,980	0.00%
10114003	538016	Educational Expenses	1,451	1,900	1,900	9,200	384.21%
10114003	540038	Uniforms And Other Clothing	0	200	200	200	0.00%
10114003		Subtotal Benefits	\$112,113	\$117,098	\$117,098	\$117,449	0.30%
10114003	530066	Internet Access	2,786	9,180	9,180	8,580	-6.54%
10114003	530111	Professional Services	13,782	18,000	18,000	18,100	0.56%
10114003	532000	Telephone	10,512	12,564	12,564	12,492	-0.57%
10114003	534014	Office Equipment Maintenance	38,054	44,836	47,669	45,525	1.54%
10114003	534016	Computer/Software Maintenance	60,672	86,780	92,080	101,680	17.17%
10114003	538012	Advertising	75	100	100	100	0.00%
10114003	538030	Licenses And Dues	100	100	100	100	0.00%
10114003		Subtotal Services	\$125,980	\$171,560	\$179,693	\$186,577	8.75%
10114003	540012	Office Materials & Supplies	1,275	2,320	3,117	3,000	29.31%
10114003		Subtotal Commodities	\$1,275	\$2,320	\$3,117	\$3,000	29.31%
10114003	530044	Non-Major Technology Reserve	2,566	2,964	2,964	3,000	1.21%
10114003	550002	Computer Equipment	1,294	3,000	7,174	3,000	0.00%
10114003		Subtotal Capital Outlay	\$3,860	\$5,964	\$10,138	\$6,000	0.60%
10114003		Total Information Technology	\$525,373	\$590,121	\$603,224	\$605,394	2.59%



Organizational Chart



Mission Statement

The mission of the Town Assessor's Office is to provide for the orderly valuation of all real estate and tangible personal property located in the Town of South Kingstown. The primary objective of the Department is to discover, list, and value all taxable and exempt property, to ensure that assessments are made properly and uniformly, and that the tax roll, when completed, is a true and accurate account of all ratable property in the jurisdiction.

Functions

TOWN ASSESSOR'S OFFICE

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

- Discover, list, and value all taxable and exempt real estate and tangible property
- Prepare an annual tax roll detailing a true and accurate account of all ratable property
- Coordinate all activities related to the 3-year property revaluation cycles, with full revaluations every nine years and two statistical revaluations in the third and sixth years
- Administer state and local exemption and abatement programs
- Maintain records of property ownership for real estate and personal property
- Prepare appeal hearings and serve as a liaison for the Assessment Board of Review
- Process new surveys for parcels and determining assessment values
- Inspection of all building permits
- Coordinate with the Town's GIS Division to maintain and update the Town Assessor's plat maps in hard copy and digital format (available online)
- Provide information and reports to the State of Rhode Island Department of Revenue for certification, new legislation fiscal impact inquiries as well as general inquiries
- Disseminate information to the general public concerning public records maintained in the Town Assessor's Office



FY 2022-2023 Priorities

Priorities Certify the Tax Roll on June 15, 2023 to include real estate and tangibles	Town Council Goals & Objs TBF
Discover, list, and provide for the orderly valuation of all taxable and exempt property, including real estate 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 Provide accurate information to the public in a courteous, efficient, and professional manner Provide information and reports accurately and in a timely fashion to the state as required	TBF FI / CEPP TBF

FY 2023-2024 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
Receive, process, and maintain Tax Exemption Records for the Elderly, Veteran's and Blind 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, approximately 1,200 annually; Review and process approximately 1,000 Tangible Business Annual Returns	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 real estate 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



General Services: 6 - 15

Specific Performance Measurements

Description	Tax Yr 2020 Actual	Tax Yr 2021 Actual	Tax Yr 2022 Actual	Tax Yr 2023 Proposed	Town Council Goals & Objs
Real Estate & Tangible Property Tax Rate ¹	\$14.45	\$14.45	\$10.95	TBD	TBF
Motor Vehicles Tax Rate	\$18.71	\$18.71	Phase Out	Phased Out	TBF
Property Tax Roll	\$5.383B	\$5.419B	\$6.934B	\$6.970B	TBF
Motor Vehicle Tax Roll	\$145.6M	\$129.1M	Phase Out	Phased Out	TBF
Property Tax Generated	\$73.7M	\$74.1M	\$74.934M	TBD	TBF
Motor Vehicle Tax Generated	\$2.7M	\$2.6M	State Aid	State Aid	TBF
Building Permits	1,070	1,100	1,100	1,100	TBF
Property Assessments (Net)	\$5.246B	\$5.263B	\$6.843B	\$6.880B	TBF
Motor Vehicles	32,689	32,900	Phase Out	Phased Out	TBF
FFOS properties	149	150	150	150	TBF / LU
Elderly Tax Credit - # of participants	134	140	172	190	TBF / VUR
Elderly Tax Credit - value	\$206,235	\$210,000	\$319,000	\$355,000	TBF / VUR
Veterans Exemption - # of Veterans	896	900	900	900	TBF / VUR
Veterans Exemption - value	\$147,010	\$148,000	\$167,212	\$169,254	TBF / VUR
Veterans Exemption	\$185	\$185	\$215	\$215	TBF / VUR
100% Disabled Veteran	\$305	\$305	\$340	\$340	TBF / VUR
Ex-POW	\$550	\$550	\$565	\$565	TBF / VUR
Unmarried Widow(er) of Veteran	\$185	\$185	\$215	\$215	TBF / VUR
Gold Star Parent	\$378	\$378	\$378	\$378	TBF / VUR
Blind	\$426	\$426	\$426	\$426	TBF / VUR

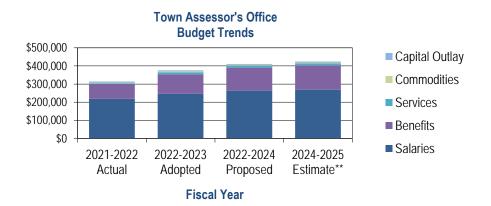
1. Per thousand dollars.



FY 2023-2024 Funding Comparison

Town Assessor's Office	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.00	4.00	4.00	4.00	0.00
Salaries	\$218,375	\$245,869	\$245,869	\$263,480	\$17,611
Benefits	82,301	107,868	107,868	127,085	19,217
Subtotal Personnel Expenditures ¹	\$300,676	\$353,737	\$353,737	\$390,565	\$36,828
Services	\$2,203	\$11,600	\$10,950	\$10,950	(\$650)
Commodities	3,893	5,300	4,600	4,600	(700)
Capital Outlay	6,860	4,935	5,135	5,135	200
Subtotal Operating Expenditures	\$12,956	\$21,835	\$20,685	\$20,685	(\$1,150)
Total Expenditures	\$313,632	\$375,572	\$374,422	\$411,250	\$35,678

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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



General Services: 6 - 17

FY 2023-2024 Expenditure Statements

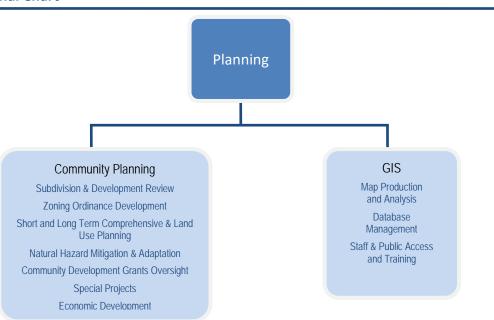
10115001		Town	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Assessor	Actual	Adopted	Projected	Proposed	Change
10115001	511001	Full-Time Employees	\$183,432	\$245,869	\$245,869	\$263,480	7.16%
10115001	511002	Part-Time Employees	\$24,713	\$0	\$0	\$0	0.00%
10115001	511004	Overtime	4,028	0	0	0	0.00%
10115001	511005	Retirement/Vacation Reimb.	1,481	0	0	0	0.00%
10115001	511006	Longevity	4,722	0	0	0	0.00%
10115001		Subtotal Wages	\$218,375	\$245,869	\$245,869	\$263,480	7.16%
10115001	522250	FICA	15,992	17,832	17,832	18,921	6.11%
10115001	522300	Municipal Employees Retirement	23,287	31,421	31,421	33,146	5.49%
10115001	522301	State Retirement Defined Contribution	2,156	2,459	2,459	2,635	7.15%
10115001	522818	Medical Insur-Active Employees	37,318	49,167	49,167	64,575	31.34%
10115001	522822	Dental Insur-Active Employees	1,986	2,698	2,698	3,565	32.14%
10115001	522850	Life Insurance	351	456	456	408	-10.53%
10115001	538014	Travel Expenses	0	100	100	100	0.00%
10115001	538016	Educational Expenses	599	3,000	3,000	3,000	0.00%
10115001	540038	Uniforms And Other Clothing	612	735	735	735	0.00%
10115001		Subtotal Benefits	\$82,301	\$107,868	\$107,868	\$127,085	17.82%
10115001	530018	Outside Data Processing	0	900	900	900	0.00%
10115001	530111	Professional Services	725	7,500	6,050	6,050	-19.33%
10115001	532000	Telephone	577	600	1,100	1,100	0.00%
10115001	534010	Motor Vehicles Maintenance	0	200	200	200	0.00%
10115001	534014	Office Equipment Maintenance	357	1,000	1,000	1,000	0.00%
10115001	538012	Advertising	24	200	500	500	150.00%
10115001	538030	Licenses And Dues	520	1,200	1,200	1,200	0.00%
10115001		Subtotal Services	\$2,203	\$11,600	\$10,950	\$10,950	-5.60%
10115001	540012	Office Materials & Supplies	2,027	2,200	3,200	3,200	45.45%
10115001	540020	Books And Publications	1,566	2,300	600	600	-73.91%
10115001	540028	Motor Vehicle Materials & Supplies	27	300	300	300	0.00%
10115001	540040	Fuels And Lubricants	272	500	500	500	0.00%
10115001		Subtotal Commodities	\$3,893	\$5,300	\$4,600	\$4,600	-13.21%
10115001	530044	Non-Major Technology Reserve	4,029	4,635	4,635	4,635	0.00%
10115001	550002	Computer Equipment	2,319	0	0	0	0.00%
10115001	550004	Office Equipment	512	300	500	500	66.67%
10115001		Subtotal Capital Outlay	\$6,860	\$4,935	\$5,135	\$5,135	4.05%
10115001		Total Town Assessor	\$313,632	\$375,572	\$374,422	\$411,250	9.50%

General Fund (101) Planning

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

Acct Number	Acct Description
16001	Planning Department
16005	Geographical Information Systems

Organizational Chart



Mission Statement

The Planning Department 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 eight 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);

General Fund (101) Planning, continued



- Transportation Planning and Implementation (vehicle, pedestrian, bike and public transit);
- 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 several 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. In addition, the department 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.

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

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 oversite and administration of the Town's Historic Preservation District Regulations

General Fund (101) Planning, continued



- 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

General Services: 6 - 20

GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

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

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



FY 2022-2023 Priorities

Planning Priorities	Town Council Goals & Objectives
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 Grant 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	СЕРР
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 2023 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 & Objectives
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 2023-2024 Proposed Priorities

Planning Proposed Priorities	Town Council Goals & Objectives
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, including Town Council	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 utilizing a consultant	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 an 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 utilizing American Rescue Plan Act funds	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

Planning Proposed Priorities, continued	Town Council Goals & Objectives
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 2023 legislative session	CEPP

GIS Proposed Priorities	Town Council Goals & Objectives
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 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objectives
Planning Board meetings	35	27	32	30	LU/H/SNR/ES
Technical Review Committee (TRC)					
meetings	13	12	12	12	LU / ES / H
Affordable Housing Collaborative meeting	gs 9	8	10	12	H/VUR
Bicycle Pedestrian Advisory	•				
Committee (BPAC) meetings ¹	-	-	-		TTS
Conservation Commission meetings	10	9	11	12	SNR
Economic Development Committee					
meetings	12	11	12	12	ES
Historic District Commission					
meetings	10	9	5	12	СР
Route 1 Stewardship Plan					
Development Committee	2	2	6	12	TTS
Sustainability Committee Meetings ²	-	-	-	-	SNR
Subdivision & Development					
Applications Review (all stages of					
review)	55	55	57	74	FI/ LU
Zoning Ordinance and Map					
Amendments reviewed and/or					
proposed	11	9	6	6	FI/LU
Town Council meetings	20	24	24	24	FI/LU
3					

^{1.} Board support shared with Town Manager's Office since July 2019.

^{2.} Board support shared with the Facilities Division since July 2019.

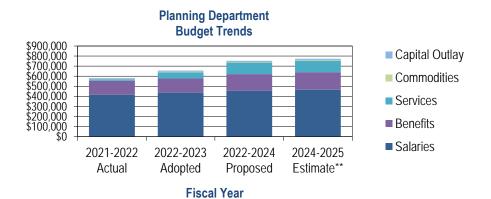
General Fund (101) Planning, continued

GIS Division: Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	Town Council Goals & Objectives
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 2023-2024 Funding Comparison

Planning Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	5.00	5.00	5.00	5.00	0.00
Salaries	\$416,411	\$436,353	\$436,353	\$456,186	\$19,833
Benefits	136,918	141,075	141,075	164,133	23,059
Subtotal Personnel Expenditures ¹	\$553,329	\$577,428	\$577,428	\$620,319	\$42,892
Services	\$16,378	\$61,282	\$61,796	\$114,700	\$53,418
Commodities	3,759	6,173	6,173	6,573	400
Capital Outlay	7,815	11,137	11,137	11,137	0
Subtotal Operating Expenditures	\$27,951	\$78,592	\$79,106	\$132,410	\$53,818
Total Expenditures	\$581,280	\$656,020	\$656,533	\$752,729	\$96,710

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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.



FY 2023-2024 Expenditure Statements

10116001		Planning	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Department	Actual	Adopted	Projected	Proposed	Change
10116001	511001	Full-Time Employees	\$322,619	\$340,026	\$340,026	\$357,787	5.22%
10116001	511004	Overtime	251	0	0	0	0.00%
10116001	511006	Longevity	2,519	2,983	2,983	3,315	11.13%
10116001		Subtotal Wages	\$325,390	\$343,009	\$343,009	\$361,102	5.27%
10116001	522250	FICA	25,226	26,834	26,834	27,497	2.47%
10116001	522300	Municipal Employees Retirement	40,266	43,836	43,836	45,427	3.63%
10116001	522301	State Retirement Defined Contribution	3,390	3,574	3,574	3,757	5.12%
10116001	522818	Medical Insur-Active Employees	25,070	17,296	17,296	39,615	129.05%
10116001	522822	Dental Insur-Active Employees	2,963	3,076	3,076	2,824	-8.20%
10116001	522840	Insurance Buyback	10,623	12,250	12,250	8,250	-32.65%
10116001	522850	Life Insurance	432	456	456	418	-8.29%
10116001	538014	Travel Expenses	0	750	750	1,450	93.33%
10116001	538016	Educational Expenses	1,430	2,825	2,825	3,825	35.40%
10116001	540038	Uniforms And Other Clothing	0	800	800	800	0.00%
10116001		Subtotal Benefits	\$109,400	\$111,697	\$111,697	133,863	19.85%
10116001	530016	Web Site Services	630	0	0	0	0.00%
10116001	530111	Professional Services	2,310	30,000	30,000	80,000	166.67%
10116001	532000	Telephone	0	1,800	1,800	1,800	0.00%
10116001	534016	Computer/Software Maintenance	1,221	7,500	8,014	9,500	26.67%
10116001	538012	Advertising	126	1,250	1,250	1,250	0.00%
10116001	538022	Printing Expenses	48	1,100	1,100	1,100	0.00%
10116001	538030	Licenses And Dues	2,064	2,000	2,000	2,600	30.00%
10116001		Subtotal Services	\$6,399	\$43,650	\$44,164	\$96,250	120.50%
10116001	540012	Office Materials & Supplies	735	2,200	2,200	2,400	9.09%
10116001	540020	Books And Publications	0	800	800	1,000	25.00%
10116001		Subtotal Commodities	735	\$3,000	\$3,000	3,400	13.33%
10116001	530044	Non-Major Technology Reserve	4,608	5,314	5,314	5,314	0.00%
10116001	550002	Computer Equipment	0	2,500	2,500	2,500	0.00%
10116001		Subtotal Capital Outlay	4,608	7,814	7,814	7,814	0.00%
10116001		Total Planning Department	\$446,531	\$509,170	\$509,683	\$602,429	18.32%

10116005		Geographical	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Information Systems (GIS)	Actual	Adopted	Projected	Proposed	Change
10116005	511001	Full-Time Employees	\$87,905	\$90,095	\$90,095	\$91,769	1.86%
10116005	511006	Longevity	3,116	3,249	3,249	3,315	2.03%
10116005		Subtotal Wages	\$91,021	\$93,344	\$93,344	\$95,084	1.86%
10116005	522250	FICA	6,824	6,996	6,996	7,121	1.79%
10116005	522300	Municipal Employees Retirement	11,272	11,929	11,929	11,962	0.27%
10116005	522301	State Retirement Defined Contribution	1,138	1,167	1,167	1,188	1.84%
10116005	522818	Medical Insur-Active Employees	7,296	7,313	7,313	7,977	9.09%
10116005	522822	Dental Insur-Active Employees	347	359	359	320	-10.99%
10116005	522850	Life Insurance	108	114	114	102	-10.53%
10116005	538014	Travel Expenses	534	200	200	200	0.00%
10116005	538016	Educational Expenses	0	1,100	1,100	1,200	0.00%
10116005	540038	Uniforms And Other Clothing	0	200	200	200	0.00%

General Services: 6 - 25

General Fund (101) Planning, continued

10116005		Subtotal Benefits	\$27,518	\$29,378	\$29,378	\$30,270	3.04%
10116005	530018	Outside Data Processing	0	5,500	5,500	5,650	2.73%
10116005	530111	Professional Services	3,650	5,600	5,600	5,600	0.00%
10116005	534014	Office Equipment Maintenance	1,554	1,632	1,632	1,800	10.29%
10116005	534016	Computer/Software Maintenance	4,675	4,700	4,700	5,200	10.64%
10116005	538022	Printing Expenses	100	200	200	200	0.00%
10116005		Subtotal Services	\$9,979	\$17,632	\$17,632	\$18,450	4.64%
10116005	540012	Office Materials & Supplies	3,024	3,173	3,173	3,173	0.00%
10116005		Subtotal Commodities	\$3,024	\$3,173	\$3,173	\$3,173	0.00%
10116005	530044	Non-Major Technology Reserve	3,207	3,323	3,323	3,323	0.00%
10116005		Subtotal Capital Outlay	3,207	3,323	3,323	3,323	0.00%
10116005		Total Geographic Information Systems	\$134,749	\$146,850	\$146,850	\$150,300	2.35%

	Total	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Planning Program	Actual	Adopted	Projected	Proposed	Change
10113001	Subtotal Planning Department	\$446,531	\$509,170	\$509,683	\$602,429	18.32%
10116005	Subtotal GIS	134,749	146,850	146,850	150,300	2.35%
	Total Planning Program	\$581,280	\$656,020	\$656,533	\$752,729	14.74%

General Services: 6 - 26



Organizational Chart



Mission Statement

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

Functions

BUILDING & ZONING

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

- 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
 - o Process variances, special use permits, and Planning Board decision appeal applications
 - o 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
- Coordinate enforcement efforts with State agencies such as RIDOH, RIDEM, RIDBR, CRMC in the investigation of health and safety violations within the community

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



FY 2022-2023 Priorities

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 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 FEMA to be accepted into the Community Rating System (CRS), foster comprehensive floodplain management, and reduce flood insurance rates	SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Establish a database of all non-owner-occupied multi-family dwellings in South Kingstown built prior to 1978 for the purpose of verifying lead safety compliance for the protection of individuals, specifically infants and children	VUR
Continue refining use of OpenGov Electronic permitting software to provide the public additional options for transparency and access to historical records without the need for submitting physical documents.	FI / CEPP
Develop and implement a Rental Registration database for all dwelling units utilized for purpose of short or long-term rental. Work to develop a rental registration program operated within the Department.	H/PPS
Manage plan review turnaround time for one- and two-family dwelling Building Permits, with the goal of not to exceed 7 business days from the date of application deemed complete	FI
Manage plan review turnaround time for multi-family, mixed-use, and commercial Building Permits, with the goal of not to exceed 12 business days form the date of application deemed complete	CEPP / FI / H
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

General Services: 6 - 28

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



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 / CEPP

Meet with ISO and FEMA to obtain reclassification for Building Code Effectiveness Grading Schedule and to further develop department outreach through public education and awareness.

SNR / CEPP

General Services: 6 - 29

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY2023-2024 Anticipated	Town Council Goals & Objs
Employee Time Allocation			, and the second		,
Field Inspections	55%	53%	53%	50%	FI
Review Plans & Issuing Permits	32%	30%	30%	30%	FI
Research and Advise Residents, Contractors & Design Professionals	6%	6%	6%	8%	FI
Building & Zoning Violations	4%	8%	8%	9%	FI
Committee Meetings	3%	3%	3%	3%	FI
Zoning Board Meetings	18	14	14	15	FI / LU
Zoning Petitions Received	78	53	56	65	FI / LU
Complaints Received and Investigated	85	81	85	90	FI / CEPP
Notice of Violations Issued	50	61	60	65	FI
Plumbing Permits Issued	298	342	308	300	FI
Solar Permits Issued	102	108	128	140	FI/SNR
Electrical Permits Issued	904	861	932	900	FI
Mechanical Permits Issued	924	933	970	930	FI
Residential Building Permits Issued	1,300	1,144	1,100	1,200	FI
Commercial Building Permits Issued	75	51	58	60	FI/ES
Zoning Certificates Issued	72	66	45	45	FI / LU
Building Inspections Performed	2,988	2,990	3,038	3,010	FI
Electrical Inspections Performed	1,550	1,368	1,800	1,800	FI
Mechanical Inspections Performed	888	946	998	950	FI
Plumbing Inspections Performed	550	596	570	570	FI
Certificates of Occupancy Issued	120	88	114	112	FI

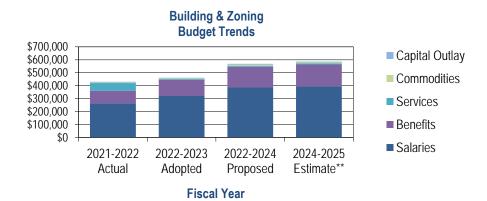


FY 2023-2024 Funding Comparison

Building & Zoning	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.50	4.50	4.50	5.50	1.00 ²
Salaries	\$262,936	\$320,580	\$320,580	\$385,509	\$64,929
Benefits	97,600	123,978	123,978	161,035	37,057
Subtotal Personnel Expenditures ¹	\$360,536	\$444,558	\$444,558	\$546,544	\$101,986
Services	\$60,046	\$6,860	\$6,060	\$6,663	(\$197)
Commodities	4,175	4,381	4,381	9,250	4,869
Capital Outlay	5,619	5,729	5,729	5,801	72
Subtotal Operating Expenditures	\$69,840	\$16,970	\$16,170	\$21,714	\$4,744
Total Expenditures	\$430,376	\$461,528	\$460,728	\$568,258	\$106,730

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.

^{2.} Reflects increase for the addition of a proposed Zoning and Code Enforcement Officer.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statements

10117001		Building & Zoning	2021-2022	2022-2023	2022-2023	2023-2024	Percent
			Actual	Adopted	Projected	Proposed	Change
10117001	511001	Full-Time Employees	\$224,610	\$268,137	\$268,137	\$331,469	23.62%
10117001	511002	Part-Time Salaries	35,862	50,064	50,064	51,033	1.94%
10117001	511004	Overtime	1,124	300	300	300	0.00%
10117001	511006	Longevity	1,340	2,079	2,079	2,706	30.17%
10117001		Subtotal Wages	\$262,936	\$320,580	\$320,580	\$385,509	20.25%
10117001	522250	FICA	19,703	23,800	23,800	28,330	19.03%
10117001	522300	Municipal Employees Retirement	27,934	34,471	34,471	41,966	21.74%
10117001	522301	State Retirement Defined Contribution	2,256	2,697	2,697	3,336	23.69%
10117001	522818	Medical Insur-Active Employees	37,803	51,852	51,852	75,499	45.60%
10117001	522822	Dental Insur-Active Employees	3,470	4,152	4,152	4,659	12.22%
10117001	522840	Insurance Buyback	4,077	4,000	4,000	4,000	0.00%
10117001	522850	Life Insurance	369	456	456	510	11.84%
10117001	538014	Travel Expenses	495	1,850	1,850	1,850	0.00%
10117001	540038	Uniforms And Other Clothing	1,492	700	700	885	26.43%
10117001		Subtotal Benefits	\$97,600	\$123,978	\$123,978	\$161,035	29.89%
10117001	530066	Internet Access	1,642	2,520	2,520	2,018	-19.92%
10117001	530111	Professional Services	54,070	2,740	2,740	2,740	0.00%
10117001	532000	Telephone	1,895	0	0	0	0.00%
10117001	534010	Motor Vehicles Maintenance	0	0	0	0	0.00%
10117001	534014	Office Equipment Maintenance	289	550	550	550	0.00%
10117001	534020	Maintenance of Buildings	293	0	0	0	0.00%
10117001	538012	Advertising	0	100	100	100	0.00%
10117001	538020	Miscellaneous Services	763	0	0	0	0.00%
10117001	538022	Printing Expenses	113	150	150	150	0.00%
10117001	538030	Licenses And Dues	983	800	0	1,105	38.13%
10117001		Subtotal Services	\$60,046	\$6,860	\$6,060	\$6,663	-2.87%
10117001	540012	Office Materials & Supplies	397	381	381	3,500	818.64%
10117001	540020	Books And Publications	737	400	400	400	0.00%
10117001	540028	Motor Vehicle Materials & Supp	945	1,600	1,600	2,600	62.50%
10117001	540040	Fuels And Lubricants	2,096	2,000	2,000	2,750	37.50%
10117001		Subtotal Commodities	\$4,175	\$4,381	\$4,381	\$9,250	111.14%
10117001	530044	Non-Major Technology Reserve	4,260	5,529	5,529	5,601	1.30%
10117001	550004	Office Equipment	3	200	200	200	0.00%
10117001	550026	Furniture And Furnishings	1,356	0	0	0	0.00%
10117001		Subtotal Capital Outlay	\$5,619	\$5,729	\$5,729	\$5,801	1.26%
10117001		Total Building & Zoning	\$430,376	\$461,528	\$460,728	\$568,258	23.13%



Organizational Chart



It is noted that the Town has completed the move 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 is an ongoing process regarding the supplies, materials and services.

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. 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 were 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

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.

General Fund (101) Facilities (18001), continued



Functions

CUSTODIAL SERVICES

The Department works hard to provide clean and sanitary buildings for all who enter each of the 18 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 18 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 2022-2023 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, while working to provide for aesthetically pleasing gardens and grounds	FI
Continue compiling a priority list for maintenance and repair of all municipal buildings using the Beehive Asset Management Software	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 following necessary protocols, disinfection, and sanitization to guard against infectious disease	FI / PPS
Research and procure necessary tools, equipment, and PPE related to infectious disease control	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 research cost savings and incentives related to increasing energy efficiency and reducing future labor and equipment maintenance costs; Work with the School Department to help realize savings in the school 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 town departments on bulk storage of assets.	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



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Complete the implementation of Town-wide Facility Department, 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 on landscape and garden bed beautification efforts at municipal buildings; work to identify and expand the number of garden beds maintained	FI
Investigate a 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

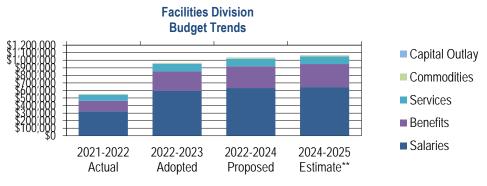
Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Number of buildings maintained	16	18	18	FI
Avg # of service requests per month	100	120	140	Fl
State required safety inspections	57	57	57	FI
COVID-19 related Building Ionize Disinfections sprays per week	31	5	5	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	50	FI
Sustainability Committee meetings	12	12	12	SNR / CEPP



FY 2023-2024 Funding Comparison

Facilities	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	10.70	10.70	11.70	12.23	0.53
Salaries	\$325,511	\$595,311	\$595,311	\$632,514	\$37,203
Benefits	137,724	257,660	257,660	287,403	29,743
Subtotal Personnel Expenditures ¹	\$463,235	\$852,971	\$852,971	\$919,917	\$66,946
Services	\$79,004	\$98,575	\$96,575	\$100,520	\$1,945
Commodities	10,234	11,150	9,250	12,500	1,350
Capital Outlay	1,369	1,692	1,692	3,370	1,678
Subtotal Operating Expenditures	\$90,608	\$111,417	\$107,517	\$116,390	\$4,973
Total Expenditures	\$553,842	\$964,388	\$960,488	\$1,036,307	\$71,919

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



Fiscal Year

^{**}FY 2024-2025 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



General Services: 6 - 37

FY 2023-2024 Expenditure Statement

10118001		Facilities	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10110001		i acinties	Actual	Adopted	Projected Projected	Proposed	Change
10118001	511001	Full-Time Employees	\$292,593	\$513,419	\$513,419	\$551,717	7.46%
10118001	511002	Part-Time Salaries	17,462	58,272	58,272	61,073	4.81%
10118001	511004	Overtime	4,997	3,000	3,000	3,000	0.00%
10118001	511005		612	0	0	0	0.00%
10118001	511006	Longevity	9,847	20,620	20,620	16,724	-18.89%
10118001		Subtotal Wages	\$325,511	\$595,311	\$595,311	\$632,514	6.25%
10118001	522250	FICA	24,210	44,130	44,130	46,760	5.96%
10118001	522300	Municipal Employees Retirement	39,621	75,696	75,696	79,265	4.71%
10118001	522301	State Retirement Defined Contribution	3,685	6,219	6,219	6,390	2.75%
10118001	522818	Medical Insur-Active Employees	57,677	109,751	109,751	129,905	18.36%
10118001	522822	Dental Insur-Active Employees	3,418	7,560	7,560	6,257	-17.23%
10118001	522840	Insurance	5,202	8,250	8,250	12,500	51.52%
10118001	522850	Life Insurance	561	1,254	1,254	1,326	5.74%
10118001	538014	Travel Expenses	927	1,300	1,300	1,300	0.00%
10118001	538016	Educational Expenses	0	500	500	500	0.00%
10118001	540038	Uniforms And Other Clothing	2,422	3,000	3,000	3,200	6.67%
10118001		Subtotal Benefits	\$137,724	\$257,660	\$257,660	\$287,403	11.54%
10118001	530014	Refuse Disposal	1,237	1,300	1,300	1,495	15.00%
10118001	530064	Copy Machine Services	8,193	9,500	9,500	9,500	0.00%
10118001	530111	Professional Services	0	500	500	500	0.00%
10118001	532000	Telephone	1,964	5,550	5,550	5,550	0.00%
10118001	532002	Fuel - Oil	2,037	1,500	0	2,000	33.33%
10118001	532004	Electricity	23,941	21,500	21,500	21,500	0.00%
10118001	532008	Natural Gas	5,634	11,000	11,000	11,000	0.00%
10118001	532010	Wastewater Fees	312	500	500	800	60.00%
10118001	532012	Water Fees	1,003	1,000	1,000	1,000	0.00%
10118001	534014	Office Equipment Maintenance	0	0	0	1,500	0.00%
10118001	534016	Computer/Software Maintenance	61	4,500	4,500	0	-100.00%
10118001	534017		366	0	0	4,500	0.00%
10118001	534020	Maintenance Of Buildings	13,565	14,625	14,125	14,325	-2.05%
10118001	538012	Advertising	91	100	100	150	50.00%
10118001	538020	Postage	20,600	27,000	27,000	26,700	-1.11%
10118001		Subtotal Services	\$79,004	\$98,575	\$96,575	\$100,520	1.97%
10118001	540012	Office Materials & Supplies	1,718	1,700	1,700	2,000	17.65%
10118001	540014	Janitorial Materials & Supp	2,231	2,200	2,200	2,200	0.00%
10118001	540018	Elect Materials & Supplies	426	250	250	250	0.00%
10118001	540022	Agri Materials & Supplies	0	300	300	300	0.00%
10118001	540024	Chemicals And Gases	0	100	100	300	0.00%
10118001	540026	Bldg & Const Materials & Supp	443	500	1,000	750	50.00%
10118001	540028	Motor Vehicle Materials & Supp	650	1,600	1,600	1,600	0.00%
10118001	540032	General Hardware & Tools	338	600	600	600	0.00%
10118001	540040	Fuels And Lubricants	3,809	2,400	0	3,000	25.00%
				,		-,	

General Fund (101) Facilities (18001), continued

1011	18001	580100	Miscellaneous Expenses	45	1,000	1,000	1,000	0.00%
1011	18001		Subtotal Commodities	\$10,234	\$11,150	\$9,250	\$12,500	12.11%
1011	18001	530044	Non-Major Technology Reserve	924	1,342	1,342	2,920	117.59%
1011	18001	550016	Janitorial Equipment	445	350	350	450	28.57%
1011	18001		Subtotal Capital Outlay	\$1,369	\$1,692	\$1,692	\$3,370	99.17%
1011	18001		Total Facilities Division	\$553,842	\$964,388	\$960,488	\$1,036,307	7.46%



Police	7 - 1
Animal Welfare	7 - 11
Fire Alarm & Communications	7 - 18
Emergency Medical Services	7 - 23

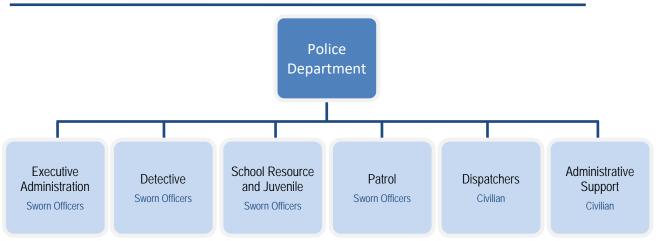
FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

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.

General Fund (101) Police, continued



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:
 - o Promoting traffic safety initiatives through education and enforcement
 - o 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.



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
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 active list for the rank of Sergeant and promptly fill vacancies as they occur by updating the Promotional Policy / Standing Order	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
Streamline the police employment application process 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
Frain and certify the police compassion canine assigned to the 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 oint relationship established between police and mental health clinicians to provide services o individuals experiencing a mental health crisis; continue fostering the CIT program by everaging 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; ncluding 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 0% 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 and implementation of the Panama 12-hour shift schedule	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
Nork 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 Nashington 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 with Body Worn Camera pilot program and outfit all uniformed officers with Body Worn Cameras through available Federal/ State Grant funding	TBF

General Fund (101) Police, continued

STOUTH KINGSTON
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COUNTY

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
Work collaboratively with Finance Department to prepare bid specifications and complete acquisitions for police equipment budgeted for replacement in FY 2022-2023	TBF
Complete facilities improvements planned in FY 2022-2023; projects include replacement of the boiler and radio room A/C unit	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 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
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 nd veteran officer to the position of CRO; funding for the two new recruits will be derived from the American Rescue Plan Act (ARPA)	PPS / TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
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
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 • Continue emphasis on mental health as a core element of public safety programs and initiatives; to include support for the CIT program • Complete an anonymous survey of Town residents to gauge their satisfaction with the Police Department • Promote civic engagement and public participation; conduct at least five (5) community engagement activities coordinated by the CRO Division	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
Participate in new statewide body worn camera program funded by a federal grant for a period of five (5) years	PPS / VUR / TBF
Implement Community Service Officer (CSO) Program, which will consist of four (4) paid summer interns who are students pursuing careers in law enforcement. CSOs will be unarmed and will provide a visible law enforcement presence in key locations near beaches, downtown and on bike paths. They will assist with enforcing parking violations and act as a	PPS / TTS / TBF / CEPP

General Fund (101) Police, continued



force multiplier for the police department. CSOs will conduct foot and bicycle patrols and will add additional resources to the department. This program will provide training and exposure to careers in law enforcement and will assist with the department's recruitment efforts.

The Police Department and Emergency Management will seek a vendor to assist with grant writing for available state and federal funding opportunities for the police as well as emergency management.	PPS / TBF / CEPP
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
Transition to clothing allowance system	TBF
Prepare and submit SKPD Annual Report; and provide ease in public access via the Town's website	CEPP
Prepare and submit FY 2024-2025 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 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Total Number of Sworn Officers	55	56	58	58	PPS
Sworn Officers – Patrol / School Resource Officer (SRO)	2	2	2	2	PPS / ET
Sworn Officers – Patrol / Community Resource Officer (CRO)	0	1	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	48,853	48,025	50,000	50,000	PPS
Calls Handled by SRO	62	88	85	85	PPS / ET
SRO Dedicated Hours	2,880	2,880	2,880	2,880	PPS / ET
Total Number of Auto Accidents	786	928	925	925	PPS
Auto Accidents with Injury	131	173	175	175	PPS
UCR* offenses – all offenses within Major Crime Classifications	266	220	225	225	PPS
UCR1 offenses – DUI Arrest	62	98	95	95	PPS
UCR1 offenses – Adult Arrest	385	355	375	375	PPS
UCR1 offenses – Juvenile Arrest	25	20	25	25	PPS

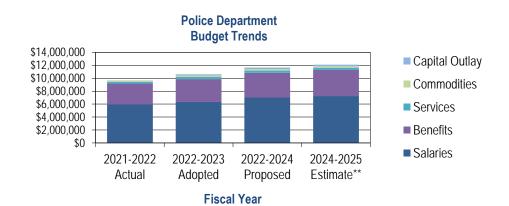
^{1.} UCR = Uniform Crime Report Statistics.



FY 2023-2024 Funding Comparison

Police Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Sworn Officers	55.00	56.00	58.00	58.00	0.00
Civilian Staff	7.00	7.00	7.00	7.00	0.00
Dispatchers	8.40	8.40	8.40	8.40	0.00
Personnel FTE*	70.40	71.40	73.40	73.40	0.00
Salaries	\$5,951,294	\$6,335,545	\$6,700,505	\$7,027,910	\$692,365
Benefits	3,219,411	3,523,179	3,495,729	3,806,716	283,537
Subtotal Personnel Expenditures*	\$9,170,704	\$9,858,724	\$10,196,234	\$10,834,627	\$975,903
Services	\$262,171	\$328,541	\$322,358	\$340,092	\$11,551
Commodities	186,479	243,880	244,280	253,680	9,800
Capital Outlay	57,212	184,106	184,106	218,608	34,502
Subtotal Operating Expenditures	\$505,861	\$756,527	\$750,744	\$812,380	\$55,853
Total Expenditures	\$9,676,565	\$10,615,251	\$10,946,978	\$11,647,007	\$1,031,756

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 3% increase in Salaries.



FY 2023-2024 Expenditure Statement

10120001		Police	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Department	Actual	Adopted	Projected	Proposed	Change
10120001	511001	Full-Time Employees	\$4,092,029	\$4,411,899	\$4,761,899	\$4,734,515	7.31%
10120001	511004	Overtime	671,764	640,000	640,000	510,000	-20.31%
10120001	511005	Retirement/Vacation Reimb.	6,785	50,000	50,000	50,000	0.00%
10120001	511006	Longevity	197,007	233,891	233,891	275,806	17.92%
10120001	511009	Vacation & Sick	0	0	0	130,000	0.00%
10120001	511010	Holiday	0	0	0	263,535	0.00%
10120001		Subtotal Wages	\$4,967,584	\$5,335,790	\$5,685,790	\$5,963,856	11.77%
10120001	522250	FICA	356,255	390,762	390,762	421,186	7.79%
10120001	522302	Police Retirement	1,115,687	1,278,522	1,278,522	1,364,703	6.74%
10120001	522818	Medical Insur-Active Employees	768,914	803,787	798,987	947,804	17.92%
10120001	522820	Medical Insur-Retirees	360,259	374,519	374,519	394,856	5.43%
10120001	522822	Dental Insur-Active Employees	43,686	46,011	46,011	41,619	-9.55%
10120001	522824	Dental Insur-Retirees	4,874	5,094	5,094	4,629	-9.13%
10120001	522840	Insurance Buyback	15,560	18,500	18,500	28,750	55.41%
10120001	522850	Life Insurance	6,009	6,612	6,612	5,916	-10.53%
10120001	538014	Travel Expenses	126	175	125	175	0.00%
10120001	538016	Educational Expenses	67,302	102,600	80,000	107,700	4.97%
10120001	540038	Uniforms And Other Clothing	53,052	62,300	62,300	65,000	4.33%
10120001		Subtotal Benefits	\$2,791,724	\$3,088,882	\$3,061,432	\$3,382,337	9.50%
10120001	530012	Cleaning Services	6,417	10,000	9,500	10,000	0.00%
10120001	530014	Refuse Disposal	2,896	2,975	2,975	3,423	15.06%
10120001	530024	Medical Services	591	750	600	600	-20.00%
10120001	530064	Copy Machine Services	2,886	3,344	3,872	4,048	21.05%
10120001	530066	Internet Access	1,014	4,636	4,636	5,850	26.19%
10120001	530111	Professional Services	23,791	35,500	33,400	24,325	-31.48%
10120001	532000	Telephone	22,292	25,345	25,345	28,345	11.84%
10120001	532004	Electricity	61,060	62,480	60,060	62,480	0.00%
10120001	532008	Natural Gas	15,366	14,784	14,784	14,784	0.00%
10120001	532010	Wastewater Fees	785	792	951	1,056	33.33%
10120001	532012	Water Fees	2,498	2,816	2,860	2,992	6.25%
10120001	534010	Motor Vehicles Maintenance	8,483	25,000	25,000	25,000	0.00%
10120001	534012	Commun Equip. Maintenance	954	5,160	4,300	4,730	-8.33%
10120001	534014	Office Equipment Maintenance	4,133	10,041	10,041	7,688	-23.43%
10120001	534016	Computer/Software Maintenance	60,719	71,301	71,237	86,052	20.69%
10120001	534017	Asset Management Software	366	-	-	-	0.00%
10120001	534020	Maintenance Of Buildings	19,327	18,040	18,040	20,680	14.63%
10120001	538012	Advertising	260	125	125	260	108.00%
10120001	538020	Postage	1,551	1,800	1,300	1,300	-27.78%
10120001	538022	Printing Expenses	1,635	1,848	1,848	1,848	0.00%
10120001	538028	Rents	156	156	156	156	0.00%
10120001	538030	Licenses And Dues	2,063	2,000	2,300	2,300	15.00%
10120001	F.40046	Subtotal Services	\$239,242	\$298,893	\$293,330	\$307,917	3.02%
10120001	540012	Office Materials & Supplies	2,884	2,552	2,552	2,552	0.00%
10120001	540014	Janitorial Materials & Supp	5,226	5,808	5,808	5,808	0.00%
10120001	540018	Elect Materials & Supplies	217	1,320	1,320	1,320	0.00%

General Fund (101) Police, continued

10120001		Total Police Department	\$8,238,381	\$9,145,684	\$9,463,071	\$10,120,668	10.66%
10120001		Subtotal Capital Outlay	\$54,712	\$179,821	\$179,821	\$214,460	19.26%
10120001	550028	Photographic Equipment	0	0	0	1,200	0.00%
10120001	550026	Furniture And Furnishings	0	1,000	1,000	1,000	0.00%
10120001	550024	Safety Related Equipment	5,535	5,750	5,750	19,450	238.26%
10120001	550016	Janitorial Equipment	352	400	400	400	0.00%
10120001	550014	Medical And Laboratory Equip	2,700	0	0	0	0.00%
10120001	550012	Motor Vehicles	0	115,000	115,000	115,000	0.00%
10120001	550002	Computer Equipment	0	0	0	18,900	0.00%
10120001	530044	Non-Major Technology Reserve	46,125	57,671	57,671	58,510	1.45%
10120001		Subtotal Commodities	\$185,119	\$242,298	\$242,698	\$252,098	4.04%
10120001	580100	Miscellaneous Expenses	7,233	19,200	19,200	23,375	21.74%
10120001	540064	Employee Retention Initiatives	-	-	-	2,000	0.00%
10120001	540058	Safety Related Mat & Supp	24,937	31,475	31,475	34,500	9.61%
10120001	540052	Photographic Materials & Supp	81	575	575	575	0.00%
10120001	540040	Fuels And Lubricants	110,248	135,200	135,800	136,000	0.59%
10120001	540032	General Hardware & Tools	393	440	440	440	0.00%
10120001	540030	Medical & Lab Materials & Supp	1,285	1,800	1,600	1,600	-11.11%
10120001	540028	Motor Vehicle Materials & Supp	25,325	34,750	34,750	34,750	0.00%
10120001	540026	Bldg & Const Materials & Supp	1,260	1,478	1,478	1,478	0.00%
10120001	540024	Chemicals And Gases	2,927	4,500	4,500	4,500	0.00%
10120001	540020	Books And Publications	3,104	3,200	3,200	3,200	0.00%

10120002		Police	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Civilian Personnel	Actual	Adopted	Projected	Proposed	Change
10120002	511001	Full-Time Employees	\$372,941	\$382,238	\$382,238	\$389,341	1.86%
10120002	511003		\$0	\$0	\$14,960	\$38,620	0.00%
10120002	511004	Overtime	2,452	2,000	2,000	5,264	163.20%
10120002	511006	Longevity	22,914	24,001	24,001	25,611	6.71%
10120002		Subtotal Wages	\$398,307	\$408,239	\$423,199	\$458,836	12.39%
10120002	522250	FICA	28,540	29,223	29,223	32,991	12.89%
10120002	522300	Municipal Employees Retirement	49,020	51,916	51,916	52,485	1.10%
10120002	522301	State Retirement Defined Contribution	3,511	3,604	3,604	3,687	2.31%
10120002	522818	Medical Insur-Active Employees	100,912	101,069	101,069	110,338	9.17%
10120002	522822	Dental Insur-Active Employees	5,325	5,229	5,229	4,659	-10.90%
10120002	522850	Life Insurance	756	798	798	714	-10.53%
10120002		Subtotal Benefits	\$188,065	\$191,839	\$191,839	\$204,875	6.79%
10120002		Total Police Civilian Personnel	\$586,372	\$600,078	\$615,038	\$663,711	10.60%

10120004		Emergency Management	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10120004	511001	Full-Time Employees	\$0	\$0	\$0	\$12,000	0.00%
10120004		Subtotal Wages	\$0	\$0	\$0	\$12,000	0.00%
10120004	522250	FICA	-	-	-	918	0.00%
10120004		Subtotal Benefits	\$0	\$0	\$0	\$918	0.00%
10120004		Total Police Civilian Personnel	\$0	\$0	\$0	\$12,918	0.00%

Note: The Emergency Management account is new for FY 24 and will be used to track expenses related to EMA functions.



10120050		Police	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Dispatchers	Actual	Adopted	Projected	Proposed	Change
10120050	511001	Full-Time Employees	\$418,635	\$431,600	\$431,600	\$435,884	0.99%
10120050	511002	Part-Time Salaries	13,843	21,550	21,550	21,065	-2.25%
10120050	511004	Overtime	139,770	125,000	125,000	125,000	0.00%
10120050	511005	Retirement/Vacation Reimb.	969	0	0	0	0.00%
10120050	511006	Longevity	12,187	13,366	13,366	11,269	-15.69%
10120050		Subtotal Wages	\$585,403	\$591,516	\$591,516	\$593,218	0.29%
10120050	522250	FICA	43,175	43,805	43,805	44,328	1.19%
10120050	522300	Municipal Employees Retirement	53,351	56,653	56,653	58,190	2.71%
10120050	522301	State Retirement Defined Contribution	4,880	5,006	5,006	5,205	3.98%
10120050	522818	Medical Insur-Active Employees	85,069	92,118	92,118	71,104	-22.81%
10120050	522820	Medical Insur-Retirees	43,340	32,340	32,340	24,927	-22.92%
10120050	522822	Dental Insur-Active Employees	4,189	4,467	4,467	3,357	-24.85%
10120050	522840	Insurance Buyback	236	-	-	4,000	0.00%
10120050	522850	Life Insurance	512	544	544	551	1.25%
10120050	538014	Travel Expenses	0	25	25	25	0.00%
10120050	538016	Educational Expenses	1,878	3,500	3,500	2,900	-17.14%
10120050	540038	Uniforms And Other Clothing	2,991	4,000	4,000	4,000	0.00%
10120050		Subtotal Benefits	\$239,621	\$242,458	\$242,458	\$218,587	-9.85%
10120050	530012	Cleaning Services	-	500	250	250	-50.00%
10120050	530014	Refuse Disposal	395	406	406	467	15.02%
10120050	530064	Copy Machine Services	394	456	528	552	21.05%
10120050	530066	Internet Access	138	633	633	798	26.07%
10120050	530111	Professional Services	-	-	-	-	0.00%
10120050	532000	Telephone	1,772	1,880	1,880	2,355	25.27%
10120050	532004	Electricity	8,326	8,520	8,190	8,520	0.00%
10120050	532008	Natural Gas	867	2,016	2,016	2,016	0.00%
10120050	532010	Wastewater Fees	107	108	130	144	33.33%
10120050	532012	Water Fees	341	384	390	408	6.25%
10120050	534012	Commun Equip. Maintenance	155	840	700	770	-8.33%
10120050	534014	Office Equipment Maintenance	612	1,634	1,634	1,252	-23.38%
10120050	534016	Computer/Software Maintenance	6,963	9,559	9,559	11,571	21.05%
10120050	534020	Maintenance Of Buildings	2,635	2,460	2,460	2,820	14.63%
10120050	538022	Printing Expenses	223	252	252	252	0.00%
10120050		Subtotal Services	\$22,929	\$29,648	\$29,028	\$32,175	8.52%
10120050	540012	Office Materials & Supplies	392	348	348	348	0.00%
10120050	540014	Janitorial Materials & Supp	713	792	792	792	0.00%
10120050	540018	Elect Materials & Supplies	30	180	180	180	0.00%
10120050	540026	Bldg & Const Materials & Supp	172	202	202	202	0.00%
10120050	540032	General Hardware & Tools	54	60	60	60	0.00%
10120050		Subtotal Commodities	\$1,360	\$1,582	\$1,582	\$1,582	0.00%
10120050	530044	Non-Major Technology Reserve	2,500	4,285	4,285	4,148	-3.20%
10120050		Subtotal Capital Outlay	\$2,500	\$4,285	\$4,285	\$4,148	-3.20%
10120050		Total Police Dispatchers	\$851,812	\$869,489	\$868,869	\$849,710	-2.27%



	Total	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Police Program	Actual	Adopted	Projected	Proposed	Change
10120001	Subtotal Police Department	\$8,238,381	\$9,145,684	\$9,463,071	\$10,120,668	10.66%
10120002	Subtotal Police Civilian Personnel	586,372	600,078	615,038	663,711	10.60%
10120004	Subtotal Emergency Management	0	0	0	12,918	0.00%
10120050	Subtotal Police Dispatchers	851,812	869,489	868,869	849,710	-2.27%
	Total Police Program	\$9,676,565	\$10,615,251	\$10,946,978	\$11,647,007	9.72%

1012009		Natural Resources Officer (Police Dept Share of	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Cost) ¹	Actual	Adopted	Projected	Proposed	Change
1012009	511001	Full-Time Employees	\$0	\$0	\$0	\$25,154	0.00%
1012009		Subtotal Wages	\$0	\$0	\$0	\$25,154	0.00%
1012009	522250	FICA	0	0	0	1,816	0.00%
1012009	522300	State Retirement Defined Bene	0	0	0	3,164	0.00%
1012009	522301	State Retirement Defined Cont.	0	0	0	252	0.00%
1012009	522818	Medical Insur-Active Employees	0	0	0	5,654	0.00%
1012009	522822	Dental Insur-Active Employees	0	0	0	247	0.00%
1012009	522850	Life Insurance	0	0	0	31	0.00%
1012009		Subtotal Benefits	\$0	\$0	\$0	\$11,164	0.00%
1012009		Total Natural Resources Officer	\$0	\$0	\$0	\$36,318	0.00%

^{1.} The NRO/ Harbormaster salary and benefits are funded through multiple departments including Police, Parks and Recreation, and the Planning Department. The table above represents only the allocation of funding contributed by the Police Department. Refer to Tab 9-12 for additional information regarding the NRO and related funding.

General Fund (101) Animal Welfare

This section incorporates multiple accounts that fall under the purview of the Animal Welfare including the following:

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

Organizational Chart



Mission Statement

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

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 2022-2023 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
Complete implementation and training for new 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



FY 2023-2024 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
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 proactive 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

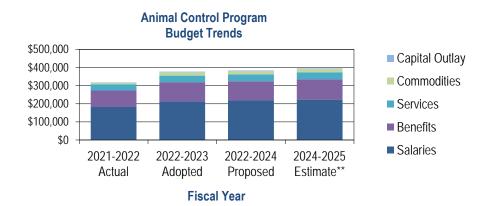
Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Animal Complaints Received	905	801	825	825	FI / PPS
Summons Issued	7	8	8	8	FI
Shelter Impoundments - Canine	121	109	115	115	FI
Shelter Impoundments - Feline	106	103	110	110	FI
Shelter Impoundments - Other	26	49	30	30	FI
Shelter Impoundments - DOA	11	11	15	15	FI
Total Impoundments	264	268	270	270	FI
South Kingstown Impoundments	210	221	215	215	FI
Narragansett Impoundments	54	47	55	55	FI
Animals Returned to Owner	142	108	130	130	FI / CEPP
Animals Euthanized or Died	14	4	5	5	FI
Animals Adopted to New Homes	86	138	110	110	FI / CEPP
Animals Quarantined at Shelter	22	17	20	20	FI / PPS



FY 2023-2024 Funding Comparison

Animal Control Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	4.40	4.40	4.40	3.43	(0.98)
Salaries	\$181,566	\$213,891	\$213,891	\$218,004	\$4,113
Benefits	91,488	104,807	104,757	106,011	1,204
Subtotal Personnel Expenditures ¹	\$273,054	\$318,698	\$318,648	\$324,015	\$5,317
Services	\$34,095	\$36,787	\$36,990	\$38,435	\$1,648
Commodities	7,500	18,145	16,040	17,595	(550)
Capital Outlay	2,720	3,717	3,717	3,400	(317)
Subtotal Operating Expenditures	\$44,314	\$58,649	\$56,747	\$59,430	\$781
Total Expenditures	\$317,368	\$377,347	\$375,395	\$383,445	\$6,098

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statements

10120071		Animal Control	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Road	Actual	Adopted	Projected	Proposed	Change
10120071	511001	Full-Time Employees	\$42,772	\$47,900	\$47,900	\$49,887	4.15%
10120071	511002	Part-Time Salaries	4,607	19,025	19,025	19,075	0.26%
10120071	511004	Overtime	960	850	850	1,000	17.65%
10120071	511005	Retirement/Vacation Reimbursement	2,744	0	0	0	0.00%
10120071	511006	Longevity	4,980	0	0	0	0.00%
10120071		Subtotal Wages	\$56,062	\$67,775	\$67,775	\$69,962	3.23%
10120071	522250	FICA	4,029	4,881	4,881	4,992	2.28%
10120071	522300	Municipal Employees Retirement	5,955	6,185	6,185	6,276	1.47%
10120071	522301	State Retirement Defined Cont.	340	484	484	499	0.00%
10120071	522818	Medical Insur-Active Employees	13,656	17,742	17,742	18,846	6.22%
10120071	522820	Medical Insur-Retirees	5,437	7,684	7,684	7,137	-7.12%
10120071	522822	Dental Insur-Active Employees	715	924	924	852	-7.75%
10120071	522850	Life Insurance	59	68	68	61	-10.00%
10120071	538016	Educational Expenses	100	1,000	1,000	1,000	0.00%
10120071	540038	Uniforms And Other Clothing	286	650	650	600	-7.69%
10120071		Subtotal Benefits	\$30,578	\$39,618	\$39,618	\$40,264	1.63%
10120071	530012	Cleaning Services	170	500	250	250	-50.00%
10120071	532000	Telephone	786	810	775	810	0.00%
10120071	534010	Motor Vehicles Maintenance	15	500	1,210	1,000	100.00%
10120071	538022	Printing Expenses	263	450	275	450	0.00%
10120071	538030	Licenses And Dues	-	50	50	50	0.00%
10120071		Subtotal Services	\$1,234	\$2,310	\$2,560	\$2,560	10.82%
10120071	540028	Motor Vehicle Materials & Supp	455	1,180	470	1,180	0.00%
10120071	540032	General Hardware & Tools	24	55	55	55	0.00%
10120071	540040	Fuels And Lubricants	3,153	4,785	4,000	4,785	0.00%
10120071	540058	Safety Related Mat & Supp	350	350	350	350	0.00%
10120071	580100	Miscellaneous Expenses	59	1,000	1,000	1,000	0.00%
10120071		Subtotal Commodities	\$4,040	\$7,370	\$5,875	\$7,370	0.00%
10120071	530044	Non-Major Technology Reserve	1,638	1,885	1,885	1,683	-10.72%
10120071		Subtotal Capital Outlay	\$1,638	\$1,885	\$1,885	\$1,683	-10.72%
10120071		Total Animal Control Road	\$93,553	\$118,958	\$117,713	\$121,839	2.42%

General Fund (101) Animal Welfare, continued



FY 2023-2024 Expenditure Statements

10120073		Animal	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Shelter	Actual	Adopted	Projected	Proposed	Change
10120073	511001	Full-Time Employees	\$100,280	\$101,522	\$101,522	\$103,155	1.61%
10120073	511002	Part-Time Salaries	16,352	36,460	36,460	36,490	0.08%
10120073	511004	Overtime	3,499	2,500	2,500	2,500	0.00%
10120073	511006	Longevity	5,373	5,634	5,634	5,897	4.66%
10120073		Subtotal Wages	\$125,503	\$146,116	\$146,116	\$148,042	1.32%
10120073	522250	FICA	8,942	10,569	10,569	10,605	0.34%
10120073	522300	Municipal Employees Retirement	13,083	13,823	13,823	13,840	0.13%
10120073	522301	State Retirement Defined Contribution	461	479	479	483	0.80%
10120073	522818	Medical Insur-Active Employees	34,461	35,484	35,484	37,692	6.22%
10120073	522822	Dental Insur-Active Employees	1,798	1,848	1,848	1,705	-7.75%
10120073	522850	Life Insurance	130	136	136	122	-10.00%
10120073	538014	Travel Expenses	0	50	-	-	-100.00%
10120073	538016	Educational Expenses	1,363	1,500	1,500	-	-100.00%
10120073	540038	Uniforms And Other Clothing	671	1,300	1,300	1,300	0.00%
10120073		Subtotal Benefits	\$60,909	\$65,189	\$65,139	\$65,747	0.86%
10120073	530014	Refuse Disposal	682	702	880	900	28.21%
10120073	530111	Professional Services	2,865	6,500	6,000	6,000	-7.69%
10120073	532000	Telephone	46	-	-	-	0.00%
10120073	532002	Fuel - Oil	8,129	9,000	9,000	10,000	11.11%
10120073	532004	Electricity	9,679	9,600	10,300	10,500	9.38%
10120073	532012	Water Fees	1,459	1,700	1,500	1,700	0.00%
10120073	534016	Computer/Software Maintenance	357	500	375	400	-20.00%
10120073	534020	Maintenance Of Buildings	9,444	6,000	6,000	6,000	0.00%
10120073	538012	Advertising	-	25	25	25	0.00%
10120073	538020	Postage	200	200	200	200	0.00%
10120073	538022	Printing Expenses	-	250	150	150	-40.00%
10120073		Subtotal Services	\$32,861	\$34,477	\$34,430	\$35,875	4.05%
10120073	540012	Office Materials & Supplies	277	425	425	425	0.00%
10120073	540014	Janitorial Materials & Supp	1,018	2,300	2,300	2,300	0.00%
10120073	540018	Elect Materials & Supplies	49	50	50	50	0.00%
10120073	540020	Books & Publications	0	100	50	50	-50.00%
10120073	540022	Agri Materials & Supplies	849	2,100	2,000	2,000	-4.76%
10120073	540026	Bldg & Const Materials & Supp	622	2,600	2,540	2,600	0.00%
10120073	540032	General Hardware & Tools	138	200	200	200	0.00%
10120073	540048	Pet Food	442	2,400	2,000	2,000	-16.67%
10120073	540050	HVAC Materials & Supplies	25	400	400	400	0.00%
10120073	540058	Safety Related Mat & Supp	40	200	200	200	0.00%
10120073		Subtotal Commodities	\$3,459	\$10,775	\$10,165	\$10,225	-5.10%
10120073	530044	Non-Major Technology Reserve	1,082	1,832	1,832	1,717	-6.28%
10120073		Subtotal Capital Outlay	\$1,082	\$1,832	\$1,832	\$1,717	-6.28%
10120073		Total Animal Shelter	\$223,815	\$258,389	\$257,682	\$261,606	1.25%



	Total	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Animal Control Program	Actual	Adopted	Projected	Proposed	Change
10120071	Subtotal Animal Control Road	\$93,553	\$118,958	\$117,713	\$121,839	2.42%
10120073	Subtotal Animal Shelter	223,815	258,389	257,682	261,606	1.25%
	Total Animal Control Program	\$317.368	\$377.347	\$375.395	\$383,445	1.62%



Organizational Chart



Mission Statement

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

Functions

COMMUNICATIONS

The Department works in collaboration with the Police Department, SKEMS, the School Department, and many other municipal departments, as well as 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; Over 3 miles of old cable have been removed in the south end.
- Conversion of existing master boxes to radio box system; As of now 130 Master boxes have been converted to radio boxes, including 27 new installations
- Implementing a Town wide radio system
- Municipal Wastewater Treatment Facility monitoring
- Municipal Burglar Alarm monitoring

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

The Department is currently leading a town wide project to migrate from the current hard wire system to a wireless radio box system. The Covid-19 pandemic is still having an impact on the local businesses finding companies to install radio boxes. Most installers either don't have the help or are backlogged.

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 2022-2023 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

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



FY 2023-2024 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 Continue the removal of old cable off poles	FI / PPS 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 Continue to conduct training with UFD & KFD related to investigating fire alarm activations	FI / PPS 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
Continue 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
Start build out of the new 400 MHz Town wide radio system	FI / PPS

Specific Performance Measurements

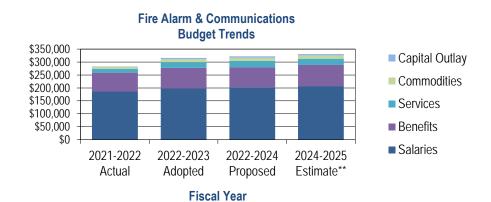
Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Fire Alarm Radio Box installations	30	32	50	50	FI / PPS
Radio Box conversions	20	24	50	50	FI / PPS
Projects submitted for plan review	41	25	40	40	FI / PPS
Residential Fire Alarm Systems		59	10	10	FI / PPS
Commercial Fire Alarm Systems	36	16	20	20	FI / PPS
Alarm Response/Reset by	76	148	100	100	FI / PPS
Alarm Response/Reset by	41	48	30	30	FI / PPS
Town Buildings	11	23	20	20	FI / PPS
In Union Fire District	3	6	0	0	FI / PPS
In Kingston Fire District	18	29	20	20	FI / PPS
Alarm Response/Reset by UFD	74	122	100	100	FI / PPS / TBF
Total after hours Alarm	136	44	150	150	FI / PPS
% Reset by UFD personnel	70%	49%	60%	65%	FI / PPS / TBF



FY 2023-2024 Funding Comparison

Fire Alarm & Communications	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	2.45	2.45	2.45	2.45	0.00
Salaries	\$186,042	\$197,906	\$197,906	\$203,060	\$5,154
Benefits	72,803	79,859	79,859	76,896	(2,963)
Subtotal Personnel Expenditures ¹	\$258,845	\$277,765	\$277,765	\$279,956	\$2,191
Services	\$14,445	\$21,795	\$21,795	\$24,195	\$2,400
Commodities	8,374	11,550	11,550	12,550	1,000
Capital Outlay	1,624	5,085	5,085	5,165	80
Subtotal Operating Expenditures	\$24,443	\$38,430	\$38,430	\$41,910	\$3,480
Total Expenditures	\$283,287	\$316,195	\$316,195	\$321,866	\$5,671

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statement

10121001		Communications	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Department	Actual	Adopted	Projected	Proposed	Change
10121001	511001	Full-Time Employees	\$146,624	\$150,285	\$150,285	\$153,078	1.86%
10121001	511002	Part-Time Salaries	20,335	25,124	25,124	27,153	8.08%
10121001	511004	Overtime	12,976	16,000	16,000	16,000	0.00%
10121001	511006	Longevity	6,107	6,497	6,497	6,829	5.11%
10121001		Subtotal Wages	\$186,042	\$197,906	\$197,906	\$203,060	2.60%
10121001	522250	FICA	13,572	14,453	14,453	11,511	-20.35%
10121001	522300	Municipal Employees Retirement	18,914	23,248	23,248	20,116	-13.47%
10121001	522301	State Retirement Defined Contribution	2,150	2,459	2,459	2,251	-8.44%
10121001	522818	Medical Insur-Active Employees	34,503	34,557	34,557	37,730	9.18%
10121001	522822	Dental Insur-Active Employees	1,931	2,000	2,000	1,783	-10.87%
10121001	522850	Life Insurance	216	342	342	204	-40.35%
10121001	538014	Travel Expenses	0	100	100	100	0.00%
10121001	538016	Educational Expenses	0	700	700	700	0.00%
10121001	540038	Uniforms And Other Clothing	1,517	2,000	2,000	2,500	25.00%
10121001		Subtotal Benefits	\$72,803	\$79,859	\$79,859	\$76,896	-3.71%
10121001	530066	Internet Access	459	500	500	500	0.00%
10121001	530111	Professional Services	9,372	12,000	12,000	12,000	0.00%
10121001	532000	Telephone	2,138	2,300	2,300	2,300	0.00%
10121001	532004	Electricity	40	-	-	2,400	0.00%
10121001	534010	Motor Vehicles Maintenance	2,266	2,000	2,000	2,000	0.00%
10121001	534016	Computer/Software Maintenance	0	3,500	3,500	3,500	0.00%
10121001	534020	Maintenance Of Buildings	0	500	500	500	0.00%
10121001	538012	Advertising	0	25	25	25	0.00%
10121001	538022	Printing Expenses	34	500	500	500	0.00%
10121001	538030	Licenses And Dues	136	470	470	470	0.00%
10121001		Subtotal Services	\$14,445	\$21,795	\$21,795	\$24,195	11.01%
10121001	540012	Office Materials & Supplies	24	300	300	300	0.00%
10121001	540018	Elect Materials & Supplies	2,830	4,000	4,000	4,000	0.00%
10121001	540020	Books and Publications	100	120	120	120	0.00%
10121001	540028	Motor Vehicle Materials & Supp	1,000	1,750	1,750	1,750	0.00%
10121001	540032	General Hardware & Tools	0	250	250	250	0.00%
10121001	540040	Fuels And Lubricants	4,395	4,500	4,500	5,500	22.22%
10121001	540058	Safety Related Mat & Supp	0	250	250	250	0.00%
10121001	580100	Miscellaneous Expenses	25	380	380	380	0.00%
10121001		Subtotal Commodities	\$8,374	\$11,550	\$11,550	\$12,550	8.66%
10121001	530044	Non-Major Technology Reserve	1,424	2,085	2,085	2,165	3.84%
10121001	550008	Communication Equipment	200	3,000	3,000	3,000	0.00%
10121001		Subtotal Capital Outlay	\$1,624	\$5,085	\$5,085	\$5,165	1.57%
10121001		Fire Alarm Department	\$283,287	\$316,195	\$316,195	\$321,866	1.79%



Organizational Chart



Mission Statement

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

Functions

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

The EMS Department, through the 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
- Community Paramedicine Program working to help patients in the community with chronic disease management/education, post-hospital discharge follow-up, prevent hospital admissions or readmissions, and/or support recovery.
- Provide public health clinics, administering vaccines such as COVOD-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 2022-2023 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
Provide essential COVID-19 related information to members of the public, related to testing and vaccines. Provide COVID-19 testing kits to Public Safety, Town staff, schools and the public	FI / PPS / CEPP
Continue Community Risk Reduction program increasing the number of citizens and the business community trained in CPR/AED and Stop the Bleed.	CEPP/ PPS
Provide CPR/AED/Stop Bleed training to School Department Staff	CEPP/ PPS
Provide CPR/AED/Stop the Bleed training to Town staff	ET/PPS
Continue developing the Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) and South County Health to implement integrated behavioral and primary health care to the citizens of South Kingstown	PPS/ ET / CEPP/VUR /SCH

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

	5.25
Continue cyclic competency training for department personnel	FI / PPS/VUR
Continue to provide EMS Captains and Lieutenants leadership training with focus on conflict resolution skills	ET
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	ET/PPS/
Expand EMS operations with third transport ambulance.	PPS/FI/TBF
Coordinate with the Planning Department and Public Service for the construction of a new EMS station.	PPS/VUR/FI/CEPP
Seek and secure grant funding for new EMS station and third ambulance for service expansion.	PPS/VUR/CEPP
Conduct recruitment drive to fill current and future paramedic vacancies.	PPS/TBF
Enhance community awareness through sharing PSAs and Department related information on the department social media.	PPS/CEPP
Continue pediatric EMS medical training	PPS/ET
Collaborate with the Washington County Behavioral Health on crisis response initiatives	SCH/VUR/PPS
Continue to conduct ongoing operational training programs with UFD, SKPD, KFD, NFD, URI and CARS	PPS / FT/CEPP
Continue pre-plan response readiness for educational facilities	PPS /FI / ET/ VUR
Continue medical data process improvement program and training/case review with department medical director	PPS / ET

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Continue CPR/AED/Stop the Bleed training with members of the public and business community	PPS / ET / CEPP
Begin Community Paramedic Program working in partnership the Washington County Health Equity Zone (WHEZ) and South County Health to provide integrated behavioral and primary health care to the citizens of South Kingstown	PPS / VUR / SCH
Establish a fee and reimbursement structure for the Community Paramedic Program in collaboration with the department EMS billing vendor and South County Health.	PPS / VUR /SCH / TBF
Develop publication -advertising for fall prevention with South County Mobile Health partners for South Kingstown residents	PPS/VUR/SCH
Develop a seasonal flu-clinic for vulnerable populations through the Community Paramedic Program in collaboration with the RIDOH-State-Supplied Vaccine (SSV)program.	PPS/YUR/SCH
Explore EMS response modes based on State 911 EMD protocols to determine appropriate emergent or non-emergent response based on EMD information.	PPS / TBF
Conduct recruitment drive to fill current and future paramedic vacancies.	PPS/TBF
Explore employment of cardiac level positions for paramedic bridge program to fill future staffing challenges.	PPS/TBF
Explore an internship program with EMT students at South Kingstown High School. Continue to conduct operational training with UFD, KFD, NFD, SKPD, URI and CARS	PPS/ET/CEPP PPS / ET / CEPP
Continue training with mutual aid partners, including neighboring communities and URI	PPS / ET / CEPP / URI
Continue medical data process improvement program and training/case review with department medical director	FI / PPS
Develop airway management training with South County Health Anesthesia department	ET/SCH
Develop regional pediatric EMS training with RIDOH	PPS / ET
Restructure new-hire orientation and on-boarding program.	PPS/ET/TBF
Continue training and implementation of Mass Casualty/Tactical Emergency Casualty Care events with public safety partners in the community	PPS/ET

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



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Paramedic Personnel (FTE) ¹	21	21	25.5	21.5	FI/PPS
Administrative Staff Personnel (FPE)	1	1	1.5	1.5	FI/PPS
Public CPR/AED/Stop the Bleed training	124	197	250	350	PPS/CEPP/ET
Transport Vehicles in service 24 hours**	2	2	2	2	PPS/TBF
EMS calls for service	3364	3,908	4,300	4,500	FI / PPS
EMS transports	2,427	2,759	3,200	3,500	FI / PPS
Mutual aid - provided	141	222	340	500	FI / PPS / TBF
Mutual aid - received	125	198	320	450	FI / PPS / TBF

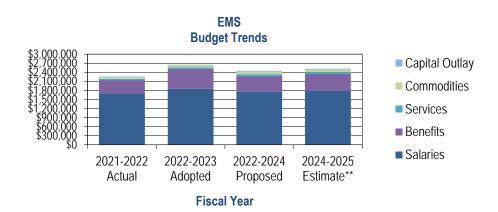
- 1. Four (4) new positions were added into the FY 23 budget in anticipation of expanding to eight (8) additional paramedics to staff the new EMS station in Perryville. However, the decision has been made to eliminate the 4 positions added in FY 23 to reduce impact on the budget while the station is being constructed and the new ambulance is on order. It is anticipated that funding for the new paramedic staffing will ramp up in FY 25 and FY 26.
- 2. A third transport is expected to be added in late FY 24 or early FY 25.



FY 2023-2024 Funding Comparison

Emergency Medical Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	21.00	21.00	25.50	21.50	(4.00)
Salaries	\$1,702,737	\$1,852,815	\$1,944,852	\$1,750,369	(\$102,446)
Benefits	438,979	659,954	642,454	525,633	(134,321)
Subtotal Personnel Expenditures ¹	\$2,141,716	\$2,512,769	\$2,587,306	\$2,276,002	(\$236,767)
Services	\$36,826	\$46,355	\$46,960	\$61,855	\$15,500
Commodities	61,836	73,050	71,550	86,850	13,800
Capital Outlay	18,809	20,673	21,294	23,491	2,818
Subtotal Operating Expenditures	\$117,471	\$140,078	\$139,805	\$172,196	\$32,118
Total Expenditures	\$2,259,187	\$2,652,847	\$2,727,111	\$2,448,198	(\$204,649)

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2023-2024 Expenditure Statement

10122001		Emergency Medical Services	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Department	Actual	Adopted	Projected	Proposed	Change
10122001	511001	Full-Time Employees	\$1,024,800	\$1,526,310	\$1,216,658	\$1,316,786	-13.73%
10122001	511002	Part-Time Salaries	94,759	90,000	90,000	90,000	0.00%
10122001	511004	Overtime	544,156	200,000	598,747	300,000	50.00%
10122001	511005	Retirement/Vacation Reimb.	12,721	0	2,942	0	0.00%
10122001	511006	Longevity	26,302	36,505	36,505	43,583	19.39%
10122001		Subtotal Wages	\$1,702,737	\$1,852,815	\$1,944,852	\$1,750,369	-5.53%
10122001	522250	FICA	122,607	138,733	138,733	105,072	-24.26%
10122001	522300	Municipal Employees Retirement	0	3,973	3,973	3,973	0.00%
10122001	522301	State Retirement Defined Cont.	0	311	311	311	0.00%
10122001	522304	EMS Retirement	42,813	75,821	75,821	54,349	-28.32%
10122001	522818	Medical Insur-Active Employees	230,205	371,063	371,063	298,995	-19.42%
10122001	522822	Dental Insur-Active Employees	10,166	17,603	17,603	11,191	-36.43%
10122001	522840	Insurance Buyback	3,239	4,000	4,000	2,000	-50.00%
10122001	522850	Life Insurance	1,895	2,850	2,850	2,142	-24.84%
10122001	538014	Travel Expenses	100	100	100	100	0.00%
10122001	538016	Educational Expenses	18,500	23,500	20,000	25,500	8.51%
10122001	540038	Uniforms And Other Clothing	9,454	22,000	8,000	22,000	0.00%
10122001		Subtotal Benefits	\$438,979	\$659,954	\$642,454	\$525,633	-20.35%
10122001	530012	Cleaning Services	2,294	2,400	2,400	2,400	0.00%
10122001	530024	Medical Services	493	1,500	1,500	1,500	0.00%
10122001	530111	Professional Services	3,165	5,000	5,000	5,000	0.00%
10122001	532000	Telephone	7,856	8,300	9,000	9,800	18.07%
10122001	532002	Fuel - Oil	500	200	200	200	0.00%
10122001	532012	Water Fees	1,049	1,080	1,080	1,080	0.00%
10122001	534010	Motor Vehicles Maintenance	4,330	6,000	8,500	10,000	66.67%
10122001	534012	Commun Equip. Maintenance	(571)	1,800	1,500	1,800	0.00%
10122001	534016	Computer/Software Maintenance	9,945	10,000	10,000	12,000	20.00%
10122001	534018	Maintenance Of General Equip	5,084	6,000	2,900	14,000	133.33%
10122001	534020	Maintenance Of Buildings	1,888	2,500	3,800	2,500	0.00%
10122001	538012	Advertising	61	250	100	250	0.00%
10122001	538020	Postage	208	200	200	200	0.00%
10122001	538022	Printing Expenses	-	600	170	600	0.00%
10122001	538030	Licenses And Dues	525	525	610	525	0.00%
10122001		Subtotal Services	\$36,826	\$46,355	\$46,960	\$61,855	33.44%
10122001	540012	Office Materials & Supplies	472	400	-	400	0.00%
10122001	540014	Janitorial Materials & Supp	270	400	400	400	0.00%
10122001	540018	Elect Materials & Supplies	70	100	100	100	0.00%
10122001	540020	Books And Publications	415	250	250	250	0.00%
10122001	540024	Chemicals And Gases	781	2,200	2,000	2,200	0.00%
10122001	540028	Motor Vehicle Materials & Supp	8,120	7,500	9,500	10,000	33.33%
10122001	540030	Medical & Lab Materials & Supp	16,450	24,000	24,000	27,000	12.50%
10122001	540032	General Hardware & Tools	71	200	200	200	0.00%
10122001	540040	Fuels And Lubricants	35,039	37,900	35,000	46,000	21.37%
10122001	540058	Safety Related Mat & Supp	0	100	100	100	0.00%
10122001	580100	Miscellaneous Expenses	149	0	0	200	0.00%

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

10122001		Subtotal Commodities	\$61,836	\$73,050	\$71,550	\$86,850	18.89%
10122001	530044	Non-Major Technology Reserve	7,421	10,173	10,173	11,991	17.87%
10122001	550006	Computer Equipment	0	0	1,191	0	0.00%
10122001	550008	Communication Equipment	1,913	4,000	3,500	4,000	0.00%
10122001	550014	Medical And Laboratory Equip	4,850	5,000	5,000	5,000	0.00%
10122001	550024	Safety Related Equipment	2,629	1,500	1,000	1,500	0.00%
10122001	550026	Furniture And Furnishings	1,996	-	430	1,000	0.00%
10122001		Subtotal Capital Outlay	\$18,809	\$20,673	\$21,294	\$23,491	13.63%
10122001		Total Emergency Medical Services	\$2,259,187	\$2,652,847	\$2,727,111	\$2,448,198	-7.71%



Public Services	8 -	1	
Highway Division	8 -	7	,

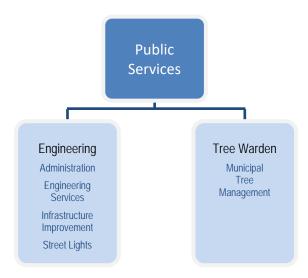
FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Public Services

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

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

Organizational Chart



Mission Statement

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

Functions

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

ENGINEERING DIVISION

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

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

General Fund (101) Public Services



- 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

TRFF 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 2023 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



FY 2022-2023 Priorities

Priorities – Engineering Division	Town Council Goals & Objs
Coordinate pavement overlay bidding for FY 2022-2023	FI/ TTS
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

Priorities – Tree Warden	Town Council Goals & Objs
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 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Old North Road – drainage improvement and pavement overlay	FI / TTS
Columbia Street (with sidewalks) - pavement overlay	FI / TTS
Liberty Lane (East – Rt 138 to AMTRAK) - pavement overlay	FI / TTS
Coordinate pavement overlay bidding for FY 2023-2024	FI / TTS

Specific Performance Measurements

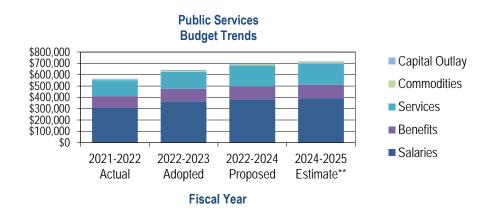
Description	FY 2021-2022 Actual	FY 2022-2023 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Physical alteration permits issued	87	90	90	90	FI
Utility permits issued	45	70	70	70	FI
Private road house #s assigned	0	20	20	25	FI
# of licensed ROW contractors	60	65	65	60	FI
Soil erosion permits	92	100	100	90	FI / SNR
Contracts bid	3	10	10	15	FI
Land development Inspections	250	240	240	250	FI / LU
Tree permit applications	6	7	7	10	FI / SNR
Emergency tree removal/pruning	86	60	60	70	FI / SNR
Non-emergency tree/stump/limb removal/pruning	163	80	80	100	FI / SNR
# of 50W HPS (28W LED)	1,210	932	932	932	FI
# of 100W HPS (51W LED)	131	45	45	45	FI
# of 250W (190 W LED)	39	3	3	3	FI
# of Other Street Lights	33	33	33	33	FI
Total Street Lights	1,414	1,013	1,013	1,013	FI



FY 2023-2024 Funding Comparison

Public Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	6.60	6.60	6.60	6.60	0.00
Salaries	\$305,519	\$365,418	\$365,418	\$382,559	\$17,141
Benefits	105,235	110,694	110,694	114,543	3,849
Subtotal Personnel Expenditures*	\$410,754	\$476,112	\$476,112	\$497,102	\$20,990
Services	\$141,558	\$147,756	\$156,188	\$184,929	\$37,173
Commodities	3,779	9,050	9,050	9,612	562
Capital Outlay	8,403	8,935	8,935	8,951	16
Subtotal Operating Expenditures	\$153,740	\$165,741	\$174,173	\$203,492	\$37,751
Total Expenditures	\$564,494	\$641,853	\$650,285	\$700,593	\$58,741

FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related 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) Public Services, continued



FY 2023-2024 Expenditure Statements

10130001		Public Services	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Administration	Actual	Adopted	Projected	Proposed	Change
10130001	511001	Full-Time Employees	\$288,221	\$295,445	\$295,445	\$314,436	6.43%
10130001	511002	Part-Time Salaries	\$0	\$0	\$0	\$0	0.00%
10130001	511004	Overtime	934	1,100	1,100	1,100	0.00%
10130001	511005	Retirement/Vacation Reimb.	0	51,500	51,500	51,500	0.00%
10130001	511006	Longevity	7,701	8,493	8,493	6,643	-21.79%
10130001		Subtotal Wages	\$296,856	\$356,538	\$356,538	\$373,679	4.81%
10130001	522250	FICA	22,524	22,994	22,994	24,370	5.99%
10130001	522300	Municipal Employees Retirement	36,630	38,844	38,844	40,454	4.14%
10130001	522301	State Retirement Defined Contribution	2,182	2,243	2,243	3,196	42.48%
10130001	522818	Medical Insur-Active Employees	32,796	32,846	32,846	34,041	3.64%
10130001	522820	Medical Insur-Retirees	-	-	-	-	0.00%
10130001	522822	Dental Insur-Active Employees	2,926	3,047	3,047	2,606	-14.47%
10130001	522824	Dental Insur-Retirees	-	-	-	-	0.00%
10130001	522840	Insurance Buyback	6,486	6,550	6,550	6,125	-6.49%
10130001	522850	Life Insurance	378	400	400	372	-6.94%
10130001	538014	Travel Expenses	0	2,000	2,000	1,800	-10.00%
10130001	538016	Educational Expenses	0	300	300	300	0.00%
10130001	540038	Uniforms And Other Clothing	650	790	790	599	-24.18%
10130001		Subtotal Benefits	\$104,572	\$110,014	\$110,014	\$113,864	3.50%
10130001	530014	Refuse Disposal	1,006	1,846	1,846	1,846	0.00%
10130001	530064	Copy Machine Services	1,697	1,420	1,420	3,900	174.62%
10130001	530111	Professional Services	629	4,275	4,204	4,275	0.00%
10130001	532000	Telephone	678	1,157	1,157	1,000	-13.57%
10130001	532004	Electricity	9,375	9,452	9,452	10,260	8.55%
10130001	532008	Natural Gas	3,724	3,660	3,660	3,800	3.83%
10130001	532010	Wastewater Fees	180	210	210	210	0.00%
10130001	532012	Water Fees	454	431	431	467	8.35%
10130001	534010	Motor Vehicles Maintenance	57	355	355	1,000	181.69%
10130001	534014	Office Equipment Maintenance	-	2,750	10,961	2,800	1.82%
10130001	534016	Computer/Software Maintenance	6,606	800	1,093	1,150	43.75%
10130001	534020	Maintenance Of Buildings	947	3,300	3,300	3,300	0.00%
10130001	538012	Advertising	149	300	300	510	70.00%
10130001	538022	Printing Expenses	0	300	300	300	0.00%
10130001	538030	Licenses And Dues	972	1,500	1,500	1,500	0.00%
10130001		Subtotal Services	\$26,473	\$31,756	\$40,188	\$36,318	14.37%
10130001	540012	Office Materials & Supplies	742	2,000	2,000	1,800	-10.00%
10130001	540020	Books And Publications	-	300	300	300	0.00%
10130001	540026	Bldg & Const Materials & Supp	-	200	200	200	0.00%
10130001	540028	Motor Vehicle Materials & Supp	1,202	900	900	1,000	11.11%
10130001	540030	Medical & Lab Materials & Supp	0	300	300	300	0.00%
10130001	540032	General Hardware & Tools	176	500	500	500	0.00%
10130001	540040	Fuels And Lubricants	1,659	1,400	1,400	1,812	29.41%
10130001	580100	Miscellaneous Expenses	0	200	200	200	0.00%
10130001		Subtotal Commodities	\$3,779	\$5,800	\$5,800	\$6,112	5.37%

General Fund (101) Public Services, continued

Subtotal Public Services Administration

Subtotal Tree Management

Total Public Services Program

Subtotal Street Lighting

10130001	530044	Non-Major Technology Reserve	7,79	92 8,751	1 8,751	8,751	0.00%
10130001	550004	Office Equipment	61	l1 184	184	200	8.70%
10130001		Subtotal Capital Outlay	\$8,40	3 \$8,935	5 \$8,935	\$8,951	0.18%
10130001		Total Public Services - Admin	\$440,08	\$513,043	\$521,475	\$538,923	5.04%
10130005		Tree	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Warden	Actual	Adopted	Projected	Proposed	Change
10130005	511002	Part-Time Salaries	\$8,663	\$8,880	\$8,880	\$8,880	0.00%
10130005		Subtotal Wages	\$8,663	\$8,880	\$8,880	\$8,880	0.00%
10130005	522250) FICA	663	680	680	679	-0.10%
10130005		Subtotal Benefits	\$663	\$680	\$680	\$679	-0.10%
10130005	530076	Arborist Services	43,280	20,000	20,000	40,000	100.00%
10130005	530111	Professional Services	48,127	25,000	25,000	30,000	20.00%
10130005		Subtotal Services	\$91,407	\$45,000	\$45,000	\$70,000	55.56%
10130005	540022	Agri Materials & Supplies		3,250	3,250	3,500	7.69%
10130005		Subtotal Commodities	\$0	\$3,250	\$3,250	\$3,500	7.69%
10130005		Total Tree Management	\$100,733	\$57,810	\$57,810	\$83,059	43.68%
10130007		Street	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Lighting	Actual	Adopted	Projected	Proposed	Change
10130007	532006	Street Lighting	\$22,398	\$56,000	\$56,000	\$56,000	0.00%
10130007	534000		1,280	15,000	15,000	22,611	50.74%
10130007		Subtotal Services	\$23,678	\$71,000	\$71,000	\$78,611	10.72%
10130007		Total Street Lighting	\$23,678	\$71,000	\$71,000	\$78,611	10.72%
	Total		2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Public	c Services Program	Actual	Adopted	Projected	Proposed	Change

\$440,082

100,733

23,678

\$564,494

\$513,043

57,810

71,000

\$641,853

\$521,475

57,810

71,000

\$650,285

\$538,923

83,059

78,611

\$700,593

5.04%

43.68%

10.72%

9.15%

10130001

10130005

10130007



Organizational Chart



Mission Statement

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

Functions

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

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



FY 2022-2023 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, brining 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 Kingston 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
Continue the municipal arborist program, and continue to 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 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Perform winter storm management responsibilities, including sanding, salting, brining, and plowing of Town Roads, municipal parking lots, and sidewalks adjacent to municipal properties	FI / PPS / TTS
Construct and maintain new and existing 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 Kingston 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

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



Provide and coordinate safety training to Highway Division staff on an as needed basis. This will be additionally enhanced by in house training provided by the TRUST training library. Once procured, establish salt brine operation for municipal paved roadways and parking lots during winter storm operations

ET

TBF

Proposed Priorities, continued	Town Council Goals & Objs
Perform annual Matunuck Beach Road seawall sand replenishment	FI / TTS
Establish a stand alone salt brine making operation with equipment for pretreatment of municipal paved roads and to prewet salt for deicing post storm	TBF
Continue the in-house tree trimming program, to leverage newly acquired arborist truck and new arborist personnel	FI / SNR
Begin to decrease winter sand usage as we migrate to salt brine and prewet systems on dump trucks to alleviate amount of sweepings generated from sanding/salt operations and catch basin cleanings	FI / TTS /SNR

Specific Performance Measurements

Description	FY 20-21 Actual	FY 21-22 Actual	FY 22-23 Projected	FY 23-24 Anticipated	Town Council Goals & Objs
Catch basins cleaned	321	327	330	330	FI / SNR
Catch basins inspected	2,712	2731	2730	2,730	FI / SNR
Number of drainage outfalls cleaned	32	27	35	40	FI / SNR
Number of drainage outfalls marked	3	5	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	753	378	1200	1,200	FI / TTS
Town road miles graded	4.4	4.4	4.4	4.4	FI/TTS
Private road miles graded*	9.8	19	9.8	9.8	FI / TTS
Road miles crack sealed	8	9.5	10	9	FI / TTS
Road miles stone sealed and micro- surfaced	9	11.95	9	12	FI/TTS
Road miles restriped	33	33	33	33	FI / TTS
Callback Events - General	43	46	35	35	FI / TTS / PPS
Callback Events - Winter Storm Operations	19	11	10	15	FI / TTS / PPS
Road miles salted/sanded	149	149	149	149	FI / TTS / PPS
Road miles plowed ¹	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	1478	1670	1400	1500	FI / TTS / PPS
Tons of Deicing Sand	441	791	800	750	FI / TTS / PPS
Tons of Road Salt	831	1383	1400	1,900	FI / TTS / PPS
Gallons of Salt Brine		1500	1800	3000	FI / TTS / PPS
Resident Concerns – general	252	355	300	295	FI / TTS / CEPP
Resident Concerns – tree	193	240	200	125	FI / TTS / CEPP

^{1.} Of the 75 miles of private roads in Town, a limited number receive plowing and seasonal grading by tradition. The Town Council recently voted to abandon the maintenance of any private roads. DPS is currently working with residents who live on these roads to transition them to private maintenance contracts.

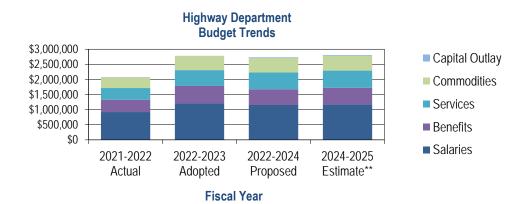


Public Works: 8 - 10

FY 2023-2024 Funding Comparison

Highway Department	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	18.00	19.00	19.00	19.00	0.00
Salaries	\$918,039	\$1,202,482	\$1,174,482	\$1,152,793	(\$49,689)
Benefits	410,408	579,376	578,976	518,427	(60,950)
Subtotal Personnel Expenditures ¹	\$1,328,447	\$1,781,858	\$1,753,458	\$1,671,219	(\$110,639)
Services	\$385,604	\$524,796	\$510,395	\$559,885	\$35,089
Commodities	352,499	466,050	467,270	485,706	19,656
Capital Outlay	11,388	9,242	15,394	22,342	13,100
Subtotal Operating Expenditures	\$749,491	\$1,000,088	\$993,059	\$1,067,933	\$67,845
Total Expenditures	\$2,077,938	\$2,781,946	\$2,746,518	\$2,739,152	(\$42,794)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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.



Public Works: 8 - 11

FY 2023-2024 Expenditure Statement

10130003 511001 10130003 511002 10130003 511004 10130003 511006 10130003 511006 10130003 511006 10130003 511006 10130003 522250 10130003 522300 10130003 522818 10130003 522820 10130003 522822 10130003 522820 10130003 522820 10130003 522840 10130003 538014 10130003 538016 10130003 538016 10130003 530012 10130003 530012 10130003 530014 10130003 530014 10130003 532002 10130003 532002 10130003 532002 10130003 532002 10130003 534010 10130003 534010 10130003 534016 10130003 534016 10130003 534016	Highway	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10130003 511002 10130003 511004 10130003 511006 10130003 511006 10130003 511006 10130003 52250 10130003 522300 10130003 522818 10130003 522820 10130003 522822 10130003 522850 10130003 522850 10130003 538014 10130003 538016 10130003 538016 10130003 530012 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 532000 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 534016 10130003 534016 10130003 534016 10130003 534018 10130003 <	Division	Actual	Adopted	Projected	Proposed	Change
10130003 511004 10130003 511005 10130003 511006 10130003 511006 10130003 511006 10130003 522250 10130003 522300 10130003 522818 10130003 522820 10130003 522822 10130003 522850 10130003 538014 10130003 538016 10130003 538016 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532002 10130003 532002 10130003 532002 10130003 532012 10130003 534016 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 534018 10130003	Full-Time Employees	\$835,622	\$1,052,077	\$1,052,077	\$1,026,895	-2.39%
10130003 511005 10130003 511006 10130003 511006 10130003 52250 10130003 522300 10130003 522301 10130003 522818 10130003 522822 10130003 522822 10130003 52850 10130003 538014 10130003 538016 10130003 530012 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530012 10130003 532002 10130003 532002 10130003 532002 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534016 10130003 534016 10130003 534016 10130003 534016 10130003 <t< td=""><td>Part-Time Salaries</td><td>0</td><td>6,200</td><td>6,200</td><td>6,200</td><td>0.00%</td></t<>	Part-Time Salaries	0	6,200	6,200	6,200	0.00%
10130003 511006 10130003 522250 10130003 522300 10130003 522301 10130003 522818 10130003 522820 10130003 522822 10130003 522850 10130003 538014 10130003 538016 10130003 538016 10130003 530012 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532000 10130003 532000 10130003 532002 10130003 532014 10130003 534016 10130003 534016 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 534018 10130003	Overtime	50,815	75,000	75,000	75,000	0.00%
10130003 10130003 522250 10130003 522300 10130003 522301 10130003 522818 10130003 522820 10130003 522822 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532000 10130003 532000 10130003 532002 10130003 532012 10130003 532014 10130003 534016 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 534018 10130003 538022 10130003 538022 <td>Retirement/Vacation Reimb.</td> <td>889</td> <td>48,000</td> <td>20,000</td> <td>25,000</td> <td>0.00%</td>	Retirement/Vacation Reimb.	889	48,000	20,000	25,000	0.00%
10130003 522250 10130003 522300 10130003 522301 10130003 522818 10130003 522822 10130003 522822 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532002 10130003 532002 10130003 532002 10130003 532012 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 538022 10130003 538022 10130003 538028 10130003 538028 10130003	Longevity	30,713	21,205	21,205	19,698	-7.11%
10130003 522300 10130003 522301 10130003 522818 10130003 522820 10130003 522822 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532002 10130003 532002 10130003 532002 10130003 532012 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 538022 10130003 538022 10130003 538028 10130003 538028 10130003 540014 10130003	Subtotal Wages	\$918,039	\$1,202,482	\$1,174,482	\$1,152,793	-4.13%
10130003 522301 10130003 522818 10130003 522822 10130003 522822 10130003 522840 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530011 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 534016 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 534020 10130003 538022 10130003 538028 10130003 538028 10130003 540012 10130003 540014 10130003	FICA	67,955	91,042	91,042	76,386	-16.10%
10130003 522818 10130003 522820 10130003 522822 10130003 522840 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530014 10130003 532000 10130003 532000 10130003 532002 10130003 532012 10130003 532014 10130003 534016 10130003 534016 10130003 534018 10130003 534018 10130003 538022 10130003 538022 10130003 538028 10130003 540012 10130003 540014 10130003 540014 10130003 540014	Municipal Employees Retirement	107,291	138,315	138,315	131,662	-4.81%
10130003 522820 10130003 522822 10130003 522840 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530011 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534018 10130003 534020 10130003 538022 10130003 538028 10130003 538028 10130003 540012 10130003 540014 10130003 540014 10130003 540014	State Retirement Defined Contribution	9,564	11,968	11,968	11,639	-2.75%
10130003 522822 10130003 522840 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530011 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534017 10130003 534020 10130003 538022 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540014 10130003 540018	Medical Insur-Active Employees	149,527	249,609	249,609	225,336	-9.72%
10130003 522840 10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530011 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 532014 10130003 534016 10130003 534016 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540014 10130003 540014	Medical Insur-Retirees	54,505	59,305	59,305	42,671	-28.05%
10130003 522850 10130003 538014 10130003 538016 10130003 540038 10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 532000 10130003 532000 10130003 532002 10130003 532012 10130003 532014 10130003 534016 10130003 534016 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540014 10130003 540014	Dental Insur-Active Employees	9,058	14,385	14,385	11,462	-20.32%
10130003 538014 10130003 538016 10130003 540038 10130003 540038 10130003 530012 10130003 530014 10130003 530066 10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534018 10130003 534020 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540014 10130003 540014	Insurance Buyback	6,587	4,000	4,000	8,250	106.25%
10130003 538016 10130003 10130003 10130003 10130003 530012 10130003 530014 10130003 530014 10130003 532000 10130003 532002 10130003 532004 10130003 532012 10130003 534010 10130003 534016 10130003 534016 10130003 534018 10130003 538022 10130003 538022 10130003 538028 10130003 540014 10130003 540014 10130003 540014 10130003 540018	Life Insurance	1,110	1,452	1,452	1,122	-22.73%
10130003 540038 10130003 530012 10130003 530014 10130003 530014 10130003 530014 10130003 530011 10130003 532000 10130003 532002 10130003 532004 10130003 532012 10130003 534010 10130003 534016 10130003 534018 10130003 534020 10130003 538012 10130003 538028 10130003 538028 10130003 540012 10130003 540014 10130003 540018	Travel Expenses	0	2,100	2,100	2,100	0.00%
10130003 10130003 530012 10130003 530014 10130003 530014 10130003 530066 10130003 530111 10130003 532000 10130003 532002 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Educational Expenses	189	800	800	800	0.00%
10130003 530012 10130003 530014 10130003 530014 10130003 530066 10130003 532000 10130003 532002 10130003 532012 10130003 532012 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Uniforms And Other Clothing	4,622	6,400	6,000	7,000	9.38%
10130003 530014 10130003 530066 10130003 530111 10130003 532000 10130003 532002 10130003 532004 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Subtotal Benefits	\$410,408	\$579,376	\$578,976	\$518,427	-10.52%
10130003 530066 10130003 530111 10130003 532000 10130003 532002 10130003 532004 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Cleaning Services	5,096	7,565	4,000	6,966	-7.92%
10130003 530111 10130003 532000 10130003 532002 10130003 532004 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Refuse Disposal	2,858	5,408	3,167	3,524	-34.84%
10130003 532000 10130003 532002 10130003 532002 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Internet Access	1,394	1,500	1,476	1,500	0.00%
10130003 532002 10130003 532004 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Professional Services	279,546	404,071	400,000	431,791	6.86%
10130003 532004 10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 540012 10130003 540014 10130003 540018	Telephone	2,264	3,372	3,372	3,312	-1.78%
10130003 532012 10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Fuel - Oil	23,018	19,200	19,200	25,200	31.25%
10130003 532014 10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Electricity	18,244	14,776	14,776	16,713	13.11%
10130003 534010 10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Water Fees	1,074	1,435	1,435	1,435	0.00%
10130003 534016 10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Propane	8,823	9,270	9,270	6,975	-24.76%
10130003 534017 10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Motor Vehicles Maintenance	19,287	20,000	20,000	22,000	10.00%
10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Computer/Software Maintenance	6,270	3,200	3,200	4,500	40.63%
10130003 534018 10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Asset Management Software	2,196	9,000	9,000	9,000	0.00%
10130003 534020 10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Maintenance Of General Equip	8,133	15,000	12,000	15,000	0.00%
10130003 538012 10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Maintenance Of Buildings	5,140	7,500	5,000	7,500	0.00%
10130003 538022 10130003 538028 10130003 538030 10130003 540012 10130003 540014 10130003 540018	Advertising	122	200	200	200	0.00%
10130003 538028 10130003 538030 10130003 10130003 540012 10130003 540014 10130003 540018	Printing Expenses	0	200	200	200	0.00%
10130003 538030 10130003 540012 10130003 540014 10130003 540018	Rents	0	1,000	2,000	2,000	100.00%
10130003 10130003 540012 10130003 540014 10130003 540018	Licenses And Dues	2,138	2,099	2,099	2,069	-1.43%
10130003 540012 10130003 540014 10130003 540018	Subtotal Services	\$385,604	\$524,796	\$510,395	\$559,885	6.69%
10130003 540014 10130003 540018	Office Materials & Supplies	1,024	1,400	1,200	1,400	0.00%
10130003 540018	Janitorial Materials & Supp	505	1,200	1,000	1,200	0.00%
	Elect Materials & Supplies	400	850	850	850	0.00%
10130003 540020	Books And Publications	0	150	150	150	0.00%
10130003 540022	Agri Materials & Supplies	1,868	2,000	2,000	2,000	0.00%
10130003 540023	Road Salt	107,234	145,350	145,350	145,000	-0.24%

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



10130003		Total Streets & Highway	\$2,077,938	\$2,781,946	\$2,746,518	\$2,739,152	-1.54%
10130003		Subtotal Capital Outlay	11,388	9,242	15,394	22,342	141.74%
10130003	550026	Furniture And Furnishings	0	-	-	500	0.00%
10130003	550024	Safety Related Equipment	3,988	0	0	0	0.00%
10130003	550010	Construction Equipment	630	2,500	2,500	6,500	160.00%
10130003	550006	General Equipment & Machinery	2,800	2,000	2,000	2,500	25.00%
10130003	550004	Office Equipment	350	370	6,522	370	0.00%
10130003	550002	Computer Equipment	-	-	-	6,500	0.00%
10130003	530044	Non-Major Technology Reserve	3,620	4,372	4,372	5,972	36.60%
10130003		Subtotal Commodities	\$352,499	\$466,050	\$467,270	\$485,706	4.22%
10130003	540058	Safety Related Mat & Supp	2,273	3,000	3,000	3,000	0.00%
10130003	540052	Photographic Materials & Supp	0	200	200	200	0.00%
10130003	540050	HVAC Materials & Supplies	0	200	200	200	0.00%
10130003	540040	Fuels And Lubricants	80,217	70,000	75,000	85,006	21.44%
10130003	540036	Equipment & Machine Parts	30,248	39,500	34,000	39,500	0.00%
10130003	540034	Signage Materials & Supplies	14,666	19,000	19,000	19,000	0.00%
10130003	540032	General Hardware & Tools	6,441	8,500	8,500	8,500	0.00%
10130003	540030	Medical & Lab Materials & Supp	0	200	200	200	0.00%
10130003	540028	Motor Vehicle Materials & Supp	46,800	60,000	60,351	65,000	8.33%
10130003	540026	Bldg & Const Materials & Supp	48,699	81,000	83,270	81,000	0.00%
10130003	540025	Road Sand	9,277	30,000	30,000	30,000	0.00%
10130003	540024	Chemicals And Gases	2,848	3,500	3,000	3,500	0.00%



Parks & Recreation	9	_	1
Harbor Patrol/ Natural Resources	9 –	- 1	2

FISCAL YEAR 2023-2024 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 18 full-time equivalent employees and over 200 part-time and seasonal employees and independent contractors who work out of the Neighborhood Guild, the Recreation Center, 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

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

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
- 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, Parks maintenance garage, the Main Street comfort station, and the community recreation
 center
- Operate and maintain 7 public restroom facilities throughout the park system
- Operate and maintain an 18 hole disc golf course at Curtis Corner Playfields;
- Maintain over 30 pet waste bag dispensers and disposal barrels throughout the park system
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program
- Maintain and develop the network of municipal nature trails

ATHLETICS

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

AQUATICS

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

LEISURE SERVICES

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



CREATIVE ACTIVITIES

- Manage Stepping Stone Preschool, licensed by the RI Department of Children Youth and Families
- 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 2022-2023 Priorities

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 rd 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
Work with local volunteer groups to help maintain and improve trail network throughout the park system.	FI



FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Restructure Parks Division staffing to address long-term succession planning for continuation of park management and care. This includes re-establishing a Foreman position within the parks division.	TBF/FI
Restructure Parks Division staffing to address long-term succession planning for continuation of park management and care. This includes re-establishing a Foreman position within the parks division.	TBF/FI
Complete master plan for Old Mountain Field and begin Construction of Park Improvements including restroom and concession buildings.	FI
Explore sponsorship opportunities for covering costs of dog waste bags and dispensers, due to increased demand and associated expenses.	TBF
Seek and secure grant funding to expedite Noyes Farm trail development. Work with stakeholders to establish equitable use of high demand tennis and pickleball courts.	FI/SNR CEPP/FI
Develop long-term plan for construction of dedicated pickleball facility	FI
Establish a long-term facility plan for Town Beach amenities to respond to coastal erosion and receding shoreline – specifically, relocating playground, shade structures, and scenic pier overlook.	FI
Begin Neighborhood Guild Major Rehabilitation Project	F/I
Explore sponsorship opportunities for youth basketball program to offset materials and equipment costs.	TBF
Increase girls' 7th-10th grade participation numbers in the youth basketball program by 10%.	CEPP/TBF
Increase boys' 9th-12th grade participation numbers in the youth basketball program by 10%.	CEPP/TBF
Explore sponsorship opportunities for outdoor tennis leagues to cover costs for court upkeep and net replacement.	TBF/FI
Restructure programs that have declined in attendance numbers focusing on the Nerf program and the drop-in toddler time.	CEPP/TBF
Seek out 3 to 5 new camps to add to our wide variety of current summer camps.	CEPP/TBF
Seek out 3 to 5 new independent contractors for youth programming.	CEPP/TBF
Increase Gaming Program attendance by 10% or add a secondary gaming program option in addition to the current afterschool program.	CEPP/FI
Continue to grow the Counselor-in-training program to maximum attendance.	CEPP/ET

Specific Performance Measurements

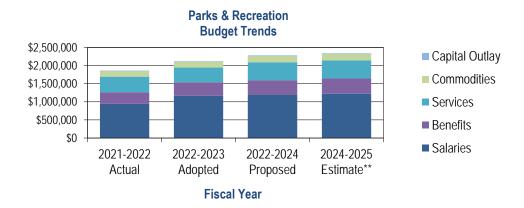
Recreation Division: Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY2023-2024 Anticipated	Town Council Goals & Objs
Total Classes/Programs offered	168	341	290	300	FI / CEPP
Total Program Participants	2,543	11998	13225	14000	FI / CEPP
New Classes Offered	32	18	20	25	FI / CEPP
% of Classes Completed	85%	91%	85%	85%	FI / CEPP
Beach Cottage Passes Sold	101	123	128	135	FI / TBF
Beach Resident Seasonal Passes Sold	1,174	1188	1275	1300	FI / TBF
Beach non-Resident Season Passes sold	135	153	153	155	FI/TBF

Parks Division:	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY2023-2024	Town Council
Description	Actual	Projected	Anticipated	Anticipated	Goals & Objs
Total Park Acreage	675	675	675	675	FI
Park Acreage/Full Time Park Staff	84.4	84.4	71	64.3	FI
Acreage of Turf Maintained	103	103	103	103	FI/SNR
Weekly Staff Hours for Mowing/Landscaping	225	235	245	245	FI
Parks Division:	FY 2021-2022	FY 2022-2023	FY 2022-2023	FY23-24	Town Council
Description	Actual	Projected	Anticipated	Anticipated	Goals & Objs
Litter Removal- avg wkly staff hrs	42	45	48	48	FI/SNR
Park Facility Reservations	7177	7300	7300	7350	FI / CEPP
Park Usage Head Count	542,656	550,000	550,000	560,000	FI / CEPP
Total Hours Reserved or Rented	11,116	18,077	21,000	22,000	FI / CEPP
Mutt Mitt Dispensers Maintained	45	50	50	50	FI/SNR
Park Rental Income	\$28,749	\$32,000	\$35,000	\$35,000	FI/TBF/CEPP

FY 2023-2024 Funding Comparison

Parks & Recreation	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE*	19.63	19.63	17.94	17.94	0.00
Salaries	\$940,449	\$1,166,143	\$1,121,460	\$1,197,873	\$31,730
Benefits	323,094	370,259	356,122	398,270	28,011
Subtotal Personnel Expenditures*	\$1,263,543	\$1,536,402	\$1,477,582	\$1,596,143	\$59,741
Services	\$428,458	\$410,348	\$442,290	\$494,147	\$83,799
Commodities	151,115	157,404	157,157	174,259	16,855
Capital Outlay	15,542	17,505	17,505	17,529	24
Subtotal Operating Expenditures	\$595,114	\$585,257	\$616,952	\$685,935	\$100,678
Total Expenditures	\$1,858,658	\$2,121,659	\$2,094,534	\$2,282,078	\$160,419

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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.



FY 2023-2024 Expenditure Statements

10140001		Recreation	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10110001		Department Administration	Actual	Adopted	Projected	Proposed	Change
10140001	511001	Full-Time Employees	\$136,030	\$199,327	\$180,000	\$204,248	2.47%
10140001	511004	Overtime	1,053	300	966	500	66.67%
10140001	511006	Longevity	829	1,955	1,558	1,950	-0.26%
10140001		Subtotal Wages	\$137,912	\$201,582	\$182,524	\$206,698	2.54%
10140001	522250	FICA	10,499	15,251	13,909	15,459	1.36%
10140001	522300	Municipal Employees Retirement	16,913	25,722	23,090	25,940	0.85%
10140001	522301	State Retirement Defined Contribution	1,407	2,280	1,900	2,333	2.32%
10140001	522818	Medical Insur-Active Employees	14,811	22,849	22,848	34,381	50.47%
10140001	522820	Medical Insur-Retirees	2,083	-	-	0	0.00%
10140001	522822	Dental Insur-Active Employees	1,341	1,908	1,500	2,020	5.87%
10140001	522840	Insurance Buyback	3,038	4,000	2,000	2,000	-50.00%
10140001	522850	Life Insurance	246	331	250	296	-10.57%
10140001	538014	Travel Expenses	636	600	600	600	0.00%
10140001	538016	Educational Expenses	810	700	700	900	28.57%
10140001	540038	Uniforms And Other Clothing	-	200	200	200	0.00%
10140001		Subtotal Benefits	\$51,784	\$73,841	\$66,997	\$84,129	13.93%
10140001	530064	Copy Machine Services	576	1,500	1,100	1,250	-16.67%
10140001	530111	Professional Services	370	3,529	1,800	1,775	-49.70%
10140001	532000	Telephone	128	162	162	252	55.56%
10140001	534016	Computer/Software Maintenance	1,775	2,863	2,500	2,883	0.70%
10140001	534017	Asset Management Software	1,098	0	4,392	4,392	0.00%
10140001	538012	Advertising	261	400	400	400	0.00%
10140001	538020	Postage	0	1,250	1,000	1,000	-20.00%
10140001	538022	Printing Expenses	3,560	4,800	3,900	4,050	-15.63%
10140001	538030	Licenses And Dues	2,740	2,905	2,870	2,885	-0.69%
10140001		Subtotal Services	\$10,508	\$17,409	\$18,124	\$18,887	8.49%
10140001	540012	Office Materials & Supplies	56	1,700	1,000	1,400	-17.65%
10140001	540016	Rec Materials & Supplies	100	100	100	100	0.00%
10140001	580100	Miscellaneous Expenses	500	500	500	600	20.00%
10140001		Subtotal Commodities	\$656	\$2,300	\$1,600	\$2,100	-8.70%
10140001	530044	Non-Major Technology Reserve	7,142	8,555	8,555	8,879	3.79%
10140001		Subtotal Capital Outlay	\$7,142	\$8,555	\$8,555	\$8,879	3.79%
10140001		Total Recreation Dept Administration	\$208,003	\$303,687	\$277,800	\$320,693	5.60%

10140003		Park	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Maintenance	Actual	Adopted	Projected	Proposed	Change
10140003	511001	Full-Time Employees	\$493,662	\$508,344	\$508,344	\$520,101	2.31%
10140003	511003	Seasonal Salaries	62,498	95,694	88,744	115,200	20.38%
10140003	511004	Overtime	10,624	7,761	11,800	10,860	39.93%
10140003	511005	Retirement/Vacation Reimb.	1,464	0	828	0	0.00%
10140003	511006	Longevity	13,343	14,129	14,129	14,978	6.01%
10140003		Subtotal Wages	\$581,592	\$625,928	\$623,845	\$661,139	5.63%
10140003	522250	FICA	42,653	46,095	46,095	48,192	4.55%
10140003	522300	Municipal Employees Retirement	62,762	67,220	67,220	67,314	0.14%
10140003	522301	State Retirement Defined Contribution	5,812	5,983	5,983	6,086	1.72%
10140003	522818	Medical Insur-Active Employees	116,482	121,527	121,527	139,883	15.10%
10140003	522822	Dental Insur-Active Employees	6,619	7,099	7,099	7,023	-1.07%
10140003	522840	Insurance Buyback	3,815	3,800	3,800	3,800	0.00%
10140003	522850	Life Insurance	657	699	699	628	-10.16%
10140003	540038	Uniforms And Other Clothing	3,041	4,365	4,365	4,405	0.92%
10140003		Subtotal Benefits	\$241,841	\$256,788	\$256,788	\$277,331	8.00%
10140003	530012	Cleaning Services	2,140	2,527	2,300	2,766	9.46%
10140003	530014	Refuse Disposal	3,889	4,376	4,376	4,850	10.83%
10140003	530078	Agricultural Services	2,535	2,500	2,500	2,900	16.00%
10140003	530111	Professional Services	705	1,775	1,500	1,775	0.00%
10140003	532000	Telephone	1,407	1,620	1,620	1,920	18.52%
10140003	532004	Electricity	38,393	47,575	49,000	50,005	5.11%
10140003	532010	Wastewater Fees	900	2,100	2,100	2,250	7.14%
10140003	532012	Water Fees	9,482	17,714	13,000	16,883	-4.69%
10140003	534010	Motor Vehicles Maintenance	4,778	5,500	7,300	7,200	30.91%
10140003	534018	Maintenance Of General Equip	5,610	6,100	9,050	7,500	22.95%
10140003	534020	Maintenance Of Buildings	22,574	31,100	28,000	31,100	0.00%
10140003	538028	Rents	7,045	7,000	7,000	7,080	1.14%
10140003		Subtotal Services	\$99,458	\$129,887	\$127,746	\$136,229	4.88%
10140003	540014	Janitorial Materials & Supp	9,161	7,723	10,000	12,618	63.38%
10140003	540016	Rec Materials & Supplies	7,751	6,937	6,937	8,667	24.94%
10140003	540018	Elect Materials & Supplies	2,444	3,500	3,500	3,500	0.00%
10140003	540022	Agri Materials & Supplies	41,765	47,620	47,620	50,100	5.21%
10140003	540024	Chemicals And Gases	-	490	490	490	0.00%
10140003	540026	Bldg & Const Materials & Supp	5,196	5,200	5,200	5,200	0.00%
10140003	540028	Motor Vehicle Materials & Supp	6,679	5,300	5,743	5,900	11.32%
10140003	540030	Medical & Lab Materials & Supp	-	300	250	200	-33.33%
10140003	540032	General Hardware & Tools	470	1,400	1,400	1,400	0.00%
10140003	540034	Signage Materials & Supplies	7,603	5,479	7,000	7,574	38.24%
10140003	540036	Equipment & Machine Parts	2,475	3,500	3,500	3,500	0.00%
10140003	540040	Fuels And Lubricants	38,415	35,692	33,842	41,355	15.87%
10140003	540050	HVAC Materials & Supplies	2,829	4,140	3,500	3,990	-3.62%
10140003		Subtotal Commodities	\$124,788	\$127,281	\$128,982	\$144,494	13.52%
10140003	550006	General Equipment & Machinery	5,177	5,350	5,350	5,350	0.00%
10140003		Subtotal Capital Outlay	\$5,177	\$5,350	\$5,350	\$5,350	0.00%
10140003		Total Park Maintenance	\$1,052,856	\$1,145,234	\$1,142,711	\$1,224,543	6.93%

10140005		Athletics	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Program	Actual	Adopted	Projected	Proposed	Change
10140005	511001	Full-Time Employees	\$2,130	\$24,544	\$24,544	\$25,310	3.12%
10140005	511003	Seasonal Salaries	6,155	6,510	6,200	6,975	7.14%
10140005	511004	Overtime	0	700	700	700	0.00%
10140005	511006	Longevity	166	0	0	0	0.00%
10140005		Subtotal Wages	\$8,451	\$31,754	\$31,444	\$32,985	3.88%
10140005	522250	FICA	635	2,259	2,259	2,448	8.37%
10140005	522300	Municipal Employees Retirement	284	3,137	3,137	3,184	1.50%
10140005	522301	State Retirement Defined Contribution	23	246	246	254	3.25%
10140005	522818	Medical Insur-Active Employees	597	8,648	3,800	3,989	-53.87%
10140005	522822	Dental Insur-Active Employees	34	538	538	160	-70.26%
10140005	522850	Life Insurance	3	57	57	51	-10.53%
10140005		Subtotal Benefits	\$1,576	\$14,885	\$10,037	\$10,086	-32.24%
10140005	530111	Professional Services	151,779	104,055	129,652	142,380	36.83%
10140005	538022	Printing Expenses	0	200	200	200	0.00%
10140005		Subtotal Services	\$151,779	\$104,255	\$129,852	\$142,580	36.76%
10140005	540016	Rec Materials & Supplies	14,899	14,970	15,300	15,470	3.34%
10140005		Subtotal Commodities	\$14,899	\$14,970	\$15,300	\$15,470	3.34%
10140005		Total Athletics Program	\$176,706	\$165,864	\$186,633	\$201,121	21.26%

10140007		Aquatics	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Program	Actual	Adopted	Projected	Proposed	Change
10140007	511003	Seasonal Salaries	\$117,519	\$188,701	\$172,274	\$179,398	-4.93%
10140007	511004	Overtime	13,806	16,161	14,765	14,019	-13.25%
10140007		Subtotal Wages	\$131,325	\$204,862	\$187,039	\$193,417	-5.59%
10140007	522250	FICA	10,046	15,672	12,000	14,796	-5.59%
10140007	540038	Uniforms And Other Clothing	492	500	500	800	60.00%
10140007		Subtotal Benefits	\$10,539	\$16,172	\$12,500	\$15,596	-3.56%
10140007	530014	Refuse Disposal	1,979	1,890	1,500	1,890	0.00%
10140007	530111	Professional Services	62,174	68,080	68,080	87,120	27.97%
10140007	532000	Telephone	685	500	500	500	0.00%
10140007	532004	Electricity	708	900	900	950	5.56%
10140007	532012	Water Fees	627	1,000	800	1,000	0.00%
10140007	534020	Maintenance Of Buildings	1,407	1,800	1,500	1,700	-5.56%
10140007	538022	Printing Expenses	2,275	1,700	1,700	1,700	0.00%
10140007	538028	Rents	1,110	1,212	750	1,240	2.31%
10140007		Subtotal Services	\$70,966	\$77,082	\$75,730	\$96,100	24.67%
10140007	540014	Janitorial Materials & Supp	3,004	3,175	3,175	3,175	0.00%
10140007	540016	Rec Materials & Supplies	311	700	700	700	0.00%
10140007	540026	Bldg & Const Materials & Supp	2,264	2,294	2,100	2,140	-6.71%
10140007	540032	General Hardware & Tools	200	200	200	200	0.00%
10140007	540034	Signage Materials & Supplies	750	1,020	500	580	-43.14%
10140007		Subtotal Commodities	\$6,529	\$7,389	\$6,675	\$6,795	-8.04%
10140007	550018	Recreational Equipment	492	-	-	-	0.00%
10140007	550024	Safety Related Equipment	2,085	2,300	2,300	2,000	0.00%
10140007		Subtotal Capital Outlay	\$2,577	\$2,300	\$2,300	\$2,000	-13.04%
10140007		Total Aquatics Program	\$221,936	\$307,805	\$284,244	\$313,908	1.98%

10140009		Leisure	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Services Program	Actual	Adopted	Projected	Proposed	Change
10140009	511003	Seasonal Salaries	\$30,752	\$45,972	\$43,000	\$47,112	2.48%
10140009	511004	Overtime	428	0	608	1,089	0.00%
10140009		Subtotal Wages	\$31,179	\$45,972	\$43,608	\$48,201	4.85%
10140009	522250	FICA	2,385	3,486	3,200	3,687	5.77%
10140009	540038	Uniforms And Other Clothing	800	800	700	1,000	25.00%
10140009		Subtotal Benefits	\$3,185	\$4,286	\$3,900	\$4,687	9.36%
10140009	530111	Professional Services	81,964	64,350	72,312	81,550	26.73%
10140009	532004	Electricity	742	1,250	750	900	-28.00%
10140009	532012	Water Fees	171	270	200	225	-16.67%
10140009	532014	Propane	1,016	1,000	1,000	1,000	0.00%
10140009	534020	Maintenance Of Buildings	-	550	400	450	-18.18%
10140009	538028	Rents	2,402	6,376	5,200	5,040	-20.95%
10140009		Subtotal Services	\$86,294	\$73,796	\$79,862	\$89,165	20.83%
10140009	540014	Janitorial Materials & Supp	295	300	300	300	0.00%
10140009	540016	Rec Materials & Supplies	3,483	4,050	3,500	4,000	-1.23%
10140009		Subtotal Commodities	\$3,778	\$4,350	\$3,800	\$4,300	-1.15%
10140009	550018	Recreational Equipment	0	200	200	200	0.00%
10140009		Subtotal Capital Outlay	\$0	\$200	\$200	\$200	0.00%
10140009		Total Leisure Services Program	\$124,437	\$128,604	\$131,370	\$146,553	13.96%

10140013		Creative Activities Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140013	511002	Part-Time Salaries	\$49,989	\$56,045	\$53,000	\$55,433	-1.09%
10140013	011002	Subtotal Wages	\$49,989	\$56,045	\$53,000	\$55,433	-1.09%
10140013	522250	FICA	3,492	4,287	3,900	4,241	-1.07%
10140013	522300	Municipal Employees Retirement	5,675	-	2,000	2,200	0.00%
10140013	522301	State Retirement Defined Contribution	459	-	-	0	0.00%
10140013	522818	Medical Insur-Active Employees	4,382	-	-	0	0.00%
10140013	522822	Dental Insur-Active Employees	159	-	-	0	0.00%
10140013	522840	Insurance Buyback	3	-	-	0	0.00%
10140013		Subtotal Benefits	\$14,169	\$4,287	\$5,900	\$6,441	50.24%
10140013	530014	Refuse Disposal	341	325	325	350	0.00%
10140013	530066	Internet Access	803	840	840	840	0.00%
10140013	530111	Professional Services	240	500	500	500	0.00%
10140013	532000	Telephone	471	576	400	540	-6.25%
10140013	532002	Fuel - Oil	4,098	3,132	4,800	4,860	55.17%
10140013	532004	Electricity	2,613	1,000	2,000	2,200	120.00%
10140013	532010	Wastewater Fees	300	300	350	350	16.67%
10140013	532012	Water Fees	185	246	246	246	0.00%
10140013	534020	Maintenance Of Buildings	270	800	1,000	800	0.00%
10140013	538028	Rents	132	200	515	500	150.00%
10140013		Subtotal Services	\$9,452	\$7,919	\$10,976	\$11,186	41.26%
10140013	540014	Janitorial Materials & Supp	-	500	500	500	0.00%
10140013	540016	Rec Materials & Supplies	464	614	300	600	-2.28%
10140013		Subtotal Commodities	\$464	\$1,114	\$800	\$1,100	-1.26%
10140013	550018	Recreational Equipment	0	200	200	200	0.00%

Parks & Recreation: 9 - 10

10140013	570004	Building Improvements	646	900	900	900	0.00%
10140013		Subtotal Capital Outlay	\$646	\$1,100	\$1,100	\$1,100	0.00%
10140013		Total Creative Activities Program	\$74,720	\$70,465	\$71,776	\$75,260	6.80%

	Total Parks & Recreation Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10140001	Subtotal Recreation Dept Administration	\$208.003	\$303,687	\$277,800	\$320,693	5.60%
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10140003	Subtotal Park Maintenance	1,052,856	1,145,234	1,142,711	1,224,543	6.93%
10140005	Subtotal Athletics	176,706	165,864	186,633	201,121	21.26%
10140007	Subtotal Aquatics	221,936	307,805	284,244	313,908	1.98%
10140009	Subtotal Leisure Services	124,437	128,604	131,370	146,553	13.96%
10140013	Subtotal Creative Activities	74,720	70,465	71,776	75,260	6.80%
	Total Parks & Recreation Program	\$1,858,658	\$2,121,659	\$2,094,534	\$2,282,078	7.56%



Organizational Chart



Mission Statement

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

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 2022-2023 Priorities

Priorities	Town Council Goals & Objs
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 the Town's mooring spaces, 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. Administer lease contracts and leases for Marina Park waterfront property	FI / TBF / 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
Collaborate with other departments on master planning for future recreation use, expansion, and development of Town parks.	LU / FI
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
Assist with management and oversite of park capital improvement projects.	FI / TBF

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
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 the Town's mooring spaces, 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 active CIP work on Marina Park Boat Ramp. 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	LU / FI
Update signage at Marina Park to provide accurate, clear, and concise information clearly to users	FI / CEPP

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



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 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 oversite of park capital improvement projects.	FI / TBF
Work to obtain grant funding to support development and improvement to municipal natural resources, public access points, open space, and park properties.	FI / TBF

Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY23-24 Anticipated	Town Council Goals & Objs
Boating Safety Checks	27 ¹	52	80	80	PPS / CEPP
Warnings issued	0	34	25	25	PPS
Citations	0	1	2	2	PPS
Moorings	227	227	227	227	FI / TBF
Mooring Revenue Generated	\$40,877	\$42,933	\$38,000	\$38,000	TBF
Environmental Programs	-	2	6	6	CEPP
Grant Applications	-	1	1	1	TBF / FI / LU
Coastal Access Points Survey/Monument ²	-	*	*	No funding	LU / SNR / CP
Enhancement/Improvements to Designated Town Owned Coastal Access Points	-	1	2	1	LU / SNR / CP

^{1.} 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.

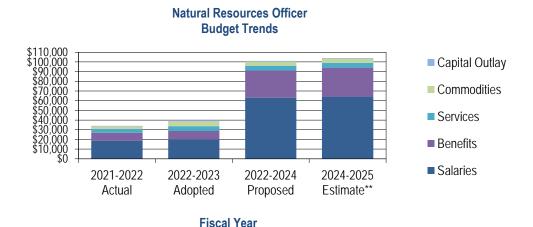
^{2.} This is expected to begin in 2023-2024 to coincide with CIP funding.



FY 2023-2024 Funding Comparison

Natural Resources Officer (Recreation Share)	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	1.00	1.00	1.00	1.00	0.00
Salaries	\$18,545	\$20,018	\$20,018	\$63,026	\$43,008
Benefits	8,435	8,698	8,698	28,112	19,414
Subtotal Personnel Expenditures ¹	\$26,980	\$28,716	\$28,716	\$91,138	\$62,422
Services	\$3,944	\$4,915	\$7,014	\$4,915	\$0
Commodities	2,576	4,500	3,395	4,302	(198)
Capital Outlay	462	682	682	682	0
Subtotal Operating Expenditures	\$6,982	\$10,097	\$11,091	\$9,899	(\$198)
Total Expenditures	\$33,962	\$38,813	\$39,807	\$101,037	\$62,224

- FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure
 figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund.
 Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related
 accounts.
- The NRO/ Harbormaster salary and benefits are funded through multiple departments including Police, Parks and Recreation, and Planning. The table above represents only the allocation of funding contributed by the police department. Refer to Tab 7-10 for additional budget information regarding the NRO/ Harbormaster.



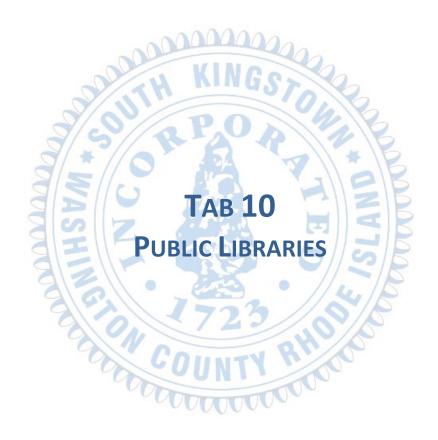
^{**}FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 2% increase in Salaries.

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



FY 2023-2024 Expenditure Statement

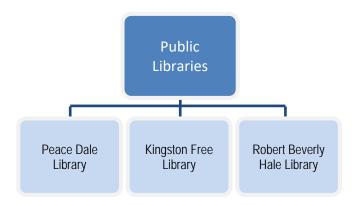
10140090		Natural	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Resources Officer (Recreation Share of Cost)	Actual	Adopted	Projected	Proposed	Change
10140090	511001	Full-Time Employees	\$18,545	\$19,896	\$19,896	\$37,732	0.00%
10140090	511006	Longevity	0	122	122	140	0.00%
10140090		Subtotal Wages	\$18,545	\$20,018	\$20,018	\$37,872	89.19%
10140090	522250	FICA	1,347	1,531	1,531	2,725	0.00%
10140090	522300	State Retirement Defined Bene	2,297	2,558	2,558	4,747	0.00%
10140090	522301	State Retirement Defined Cont.	185	200	200	378	0.00%
10140090	522818	Medical Insur-Active Employees	3,766	3,970	3,970	8,481	0.00%
10140090	522822	Dental Insur-Active Employees	203	213	213	371	0.00%
10140090	522850	Life Insurance	23	26	26	46	0.00%
10140090	540038	Uniforms And Other Clothing	614	200	200	200	0.00%
10140090		Subtotal Benefits	\$8,435	\$8,698	\$8,698	\$16,948	94.85%
10140090	530111	Professional Services	0	500	0	500	0.00%
10140090	532000	Telephone	497	540	500	540	0.00%
10140090	534010	Motor Vehicles Maintenance	118	500	300	500	0.00%
10140090	534012	Commun Equip. Maintenance	0	175	75	175	0.00%
10140090	534018	Maintenance Of General Equip	3,329	3,000	6,000	3,000	0.00%
10140090	538022	Printing Expenses	0	200	139	200	0.00%
10140090		Subtotal Services	\$3,944	\$4,915	\$7,014	\$4,915	0.00%
10140090	540028	Motor Vehicle Materials & Supp	324	400	320	400	0.00%
10140090	540040	Fuels And Lubricants	2,143	3,500	3,000	3,502	0.06%
10140090	540058	Safety Related Mat & Supp	78	100	75	100	0.00%
10140090	580100	Miscellaneous Expenses	31	500	0	300	-40.00%
10140090		Subtotal Commodities	\$2,576	\$4,500	\$3,395	\$4,302	-4.40%
10140090	530044	Non-Major Technology Reserve	462	682	682	682	0.00%
10140090		Subtotal Capital Outlay	\$462	\$682	\$682	\$682	0.00%
10140090		Total Natural Resources Officer	\$33,962	\$38,813	\$39,807	\$64,719	66.75%



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

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

Functions

Core library services include, but are not limited to:

- Provide access to a varied collection of print, non-print, and electronic resources including digital media for school, work, or personal enrichment purposes
- Provide access to seventy-two library collections in the State of Rhode Island, as member of the Ocean State Libraries consortium
- Provide educational, recreational, and cultural programs for all age groups
- Provide on-site access to computers, offering access to the library system's online reference resources, Microsoft Office software, and the internet
- Provide remote access to the library system's online reference resources via the internet
- Provide 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 2022-2023 Priorities

Priorities	Town Council Goals & Objs
 The Ocean State Library Network will be migrating to a new Integrated Library System (ILS) Training for all staff will be a top priority (April-May) Public education on the new Online Catalog interface and features (ongoing after launch in May) 	FI / PPS
Raise community awareness and usage of library materials, programs, and services through outreach and community partnerships	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 FY2023 (State Aid Application)	CEPP
Prepare and submit Library of Rhode Island certification FY2023	Fl

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
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 (12 per year)	FI / CEPP
Launch ability for public to reserve Peace Dale and Kingston Free meeting rooms online	FI / CEPP
Review Library Action Plan and update accordingly	FI / CEPP
Develop a Technology Plan that addresses current and future technology needs for staff and patrons	FI / CEPP
Develop a Community Survey about library services with the assistance of the Library Trustees	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
Determine and seek supplemental funding sources for Peace Dale balcony renovation project	TBF / FI

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



Specific Performance Measurements

Description	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
Print materials	Actual 78,670	Projected 79,170	Anticipated 80,000	Goals & Objs Fl
Print materials per capita	2.46	2.48	2.51	FI
E-books	176,880	178,500	180,120	FI
E-books per capita	5.54	5.59	5.64	FI
Total Items in Collection	265,594	267,715	268,000	FI
Total Items in Collection per	203,374	207,713	200,000	11
Capita	8.32	8.38	8.39	FI
Library Card Holders	7,949	8,100	8,200	FI / CEPP
Library Card Holders per Capita	.25	.25	.26	FI / CEPP
New Library Cards	898	1090	1,150	FI / CEPP
Circulation	242,472	257,470	259,175	FI FI
Circulation per Capita	7.59	8.06	8.12	FI
E-book circulation	59,523	61,937	64,350	FI
E-book circulation per capita	1.86	1.94	2.02	FI
Library visits	71,753	80,225	88,695	FI / CEPP
Library visits per capita	2.25	2.51	2.78	FI / CEPP
Programs offered	227	500	800	ET
Program attendance	2,761	6,000	9,600	ET / CEPP
Program attendance per capita	.09	.19	0.3	ET / CEPP
Reference Transactions	20,471	23,340	26,210	FI / CEPP
Reference transactions per capita	.641	.73	.82	FI / CEPP
Public Internet Desktop	5,781	6,500	7,000	FI / CEPP
Public Internet Wireless	11,037	12,500	14,000	FI / CEPP
Total public Internet sessions	16,818	19,000	21,000	FI / CEPP
Public Internet session per capita	.53	.60	.66	FI / CEPP
Public Meeting Rooms	3	3	3	FI
Public Meeting Room Reservations	0	109	350	FI / CEPP

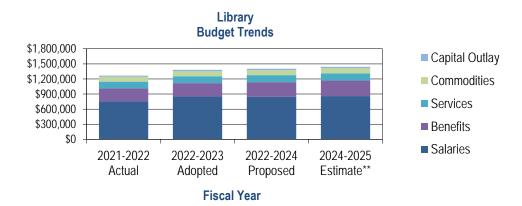
General Fund (101) South Kingstown Public Libraries (50001), continued



FY 2023-2024 Funding Comparison

Library	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	10.00	10.00	10.00	12.20	2.20 ²
Salaries	\$754,819	\$848,968	\$789,216	\$844,172	(\$4,796)
Benefits	256,653	267,350	267,250	290,494	23,144
Subtotal Personnel Expenditures ¹	\$1,011,471	\$1,116,318	\$1,056,466	\$1,134,666	\$18,347
Services	\$133,959	\$138,845	\$143,611	\$140,727	\$1,882
Commodities	98,064	97,541	97,541	99,456	1,915
Capital Outlay	22,452	28,477	28,477	29,420	943
Subtotal Operating Expenditures	\$254,475	\$264,863	\$269,629	\$269,603	\$4,740
Total Expenditures	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	\$23,088

- FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure
 figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund.
 Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and
 related accounts.
- 2. Reflects an adjustment of 1.20 FTE's due part time benefit eligible positions that were previously not counted and the addition of one (1) full time Public Services Librarian in FY 23 which was budget neutral.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statement

10150001		Library	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Administration	Actual	Adopted	Projected	Proposed	Change
10150001	511001	Full-Time Employees	\$574,754	\$595,297	\$595,297	\$652,866	9.67%
10150001	511002	Part-Time Salaries	162,738	233,752	174,000	171,734	-26.53%
10150001	511006	Longevity	17,326	19,919	19,919	19,572	-1.74%
10150001		Subtotal Wages	\$754,819	\$848,968	\$789,216	\$844,172	-0.56%
10150001	522250	FICA	56,653	63,789	63,789	62,891	-1.41%
10150001	522300	Municipal Employees Retirement	78,927	80,978	80,978	87,380	7.91%
10150001	522301	State Retirement Defined Contribution	6,102	6,043	6,043	6,639	9.86%
10150001	522818	Medical Insur-Active Employees	97,540	98,234	98,234	118,111	20.23%
10150001	522820	Medical Insur-Retirees	3,000	3,000	3,000	750	-75.00%
10150001	522822	Dental Insur-Active Employees	4,895	5,052	5,052	4,805	-4.89%
10150001	522840	Insurance Buyback	8,309	8,500	8,500	8,500	0.00%
10150001	522850	Life Insurance	951	1,254	1,254	918	-26.79%
10150001	538014	Travel Expenses	275	500	400	500	0.00%
10150001		Subtotal Benefits	\$256,653	\$267,350	\$267,250	\$290,494	8.66%
10150001	530014	Refuse Disposal	2,789	3,000	2,970	3,450	15.00%
10150001	530018	Outside Data Processing	60,367	60,378	60,378	61,114	1.22%
10150001	530064	Copy Machine Services	882	700	700	900	28.57%
10150001	532000	Telephone	486	504	487	490	-2.78%
10150001	532004	Electricity	25,122	21,000	26,000	22,500	7.14%
10150001	532008	Natural Gas	14,505	15,000	14,000	15,000	0.00%
10150001	532010	Wastewater Fees	600	630	1,219	700	11.11%
10150001	532012	Water Fees	3,390	3,300	4,000	3,480	5.45%
10150001	532014	Propane	2,392	2,680	2,000	2,020	-24.63%
10150001	534012	Commun Equip. Maintenance	1,148	1,200	1,200	1,200	0.00%
10150001	534016	Computer/Software Maintenance	9,017	10,000	9,857	10,000	0.00%
10150001	534017	Asset Management Software	366				0.00%
10150001	534020	Maintenance Of Buildings	12,603	20,000	20,500	19,543	-2.29%
10150001	538012	Advertising	14	30	-	30	0.00%
10150001	538020	Postage	147	300	300	300	0.00%
10150001	538028	Rents	131	123	-	-	-100.00%
10150001		Subtotal Services	\$133,959	\$138,845	\$143,611	\$140,727	1.36%
10150001	540012	Office Materials & Supplies	5,069	4,650	4,650	4,650	0.00%
10150001	540014	Janitorial Materials & Supp	2,558	2,100	2,100	2,100	0.00%
10150001	540018	Elect Materials & Supplies	610	500	500	361	-27.80%
10150001	540020	Books And Publications	72,106	67,946	67,946	70,000	3.02%
10150001	540021	Audio/Visual Materials	17,636	22,000	22,000	22,000	0.00%
10150001	540026	Bldg & Const Materials & Supp	85	345	345	345	0.00%
10150001		Subtotal Commodities	\$98,064	\$97,541	\$97,541	\$99,456	1.96%
10150001	530044	Non-Major Technology Reserve	22,452	28,477	28,477	29,420	3.31%
10150001		Subtotal Capital Outlay	22,452	28,477	28,477	29,420	3.31%
10150001		Total Library Administration	\$1,265,946	\$1,381,181	\$1,326,095	\$1,404,269	1.67%



Insurance & Claims	11 - 1
Human Service & Outside Agencies	11 - 4
Capital Outlay	11 - 13

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

General Fund (101) Insurance and Claims



This section includes multiple accounts to include the following:

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

Functions

MUNICIPAL INSURANCE

This account provides funding for the payment of all insurance premiums for public liability, comprehensive liability, auto liability, public officials liability, and fire and building insurance for all Town agencies and departments that are resident to the General Fund. All enterprise and special revenue funds are responsible for funding their respective risk management-related costs. The Town has been a member of the Rhode Island Inter-local Risk Management Trust for over thirty five 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 \$495,941, reflecting a 3.12% increase is proposed for the 2023-2024 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 \$15,000 is proposed for FY 2023-2024. This represents a nominal increase of \$1,000 over the FY 2022-2023 amount of \$14,000. The Town experienced an increase in actual expenses during FY 2021-2022 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 statues for on-the-job injuries. For FY 2023-2024, an increase from the current fiscal year appropriation of \$198,453 is proposed, to \$208,373. 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

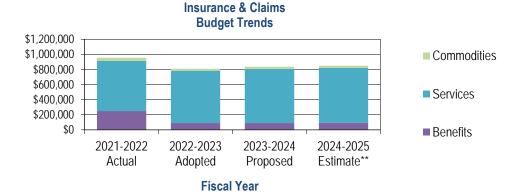
charged to this account. Funding in the amount of \$65,000 is proposed for FY 2023-2024, which represents level funding from the current fiscal year. Prudent financial management standards suggest that a fund contingency of no less than one-half percent, and no more than one percent of the General Fund's operating program should be maintained. To meet this standard, the Town would have to allocate an amount between approximately \$154,042 (for about one-half percent), and \$308,083 (for about one percent) for contingency expenditures. Based on the present economic climate, the Town has opted to maintain the contingency amount from the current fiscal year 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 2022-2023 fiscal year. For FY 2023-2024, level funding of \$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 level funding is a result of the OPEB Plan obtaining a well-funded status at June 30, 2022. 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 2023-2024 Funding Comparison

Insurance & Claims	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Benefits	\$250,000	\$90,000	\$90,000	\$90,000	\$0
Subtotal Personnel Expenditures	\$250,000	\$90,000	\$90,000	\$90,000	\$0
Services	\$664,180	\$693,394	\$693,394	\$719,314	\$25,920
Commodities	40,939	26,000	26,000	26,000	0
Subtotal Operating Expenditures	\$705,118	\$719,394	\$719,394	\$745,314	\$25,920
Total Expenditures	\$955,118	\$809,394	\$809,394	\$835,314	\$25,920



^{**}FY 2024-2025 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 2023-2024 Expenditure Statements

10170103 Municipal 2021-2022 2022-2023 2022-2023 2023-202	Percent
Insurance Actual Adopted Projected Propose	l Change
10170103 560010 Insurance \$477,834 \$480,941 \$480,941 \$495,94	
10170103 Subtotal Services \$477,834 \$480,941 \$480,941 \$495,94	
10170103 Total Municipal Insurance \$477,834 \$480,941 \$480,941 \$495,94	3.12%
10170105 Unemployment 2021-2022 2022-2023 2022-2023 2023-202	
Insurance Actual Adopted Projected Propose	l Change
10170105 560015 Unemployment Insurance \$20,634 \$14,000 \$14,000 \$15,000	
10170105 Subtotal Services \$20,634 \$14,000 \$14,000 \$15,00	
10170105 Total Unemployment Insurance \$20,634 \$14,000 \$14,000 \$15,00	7.14%
10170107 Worker's Compensation 2021-2022 2022-2023 2022-2023 2023-202	Percent
Insurance Actual Adopted Projected Propose	l Change
10170107 560020 Worker's Compensation Ins \$165,711 \$198,453 \$198,453 \$208,37	
10170107 Subtotal Services \$165,711 \$198,453 \$198,453 \$208,37	
10170107 Total Workers' Compensation Ins \$165,711 \$198,453 \$198,453 \$208,37	5.00%
10170109 Fund 2021-2022 2022-2023 2022-2023 2023-202	Percent
Contingency Actual Adopted Projected Propose	l Change
10170109 580100 Miscellaneous Expenses \$40,939 \$26,000 \$26,000 \$26,000	0.00%
10170109 Subtotal Commodities \$40,939 \$26,000 \$26,000 \$26,000	0.00%
10170109 Total Fund Contingency \$40,939 \$26,000 \$26,000 \$26,000	0.00%
10173011 Town 2021-2022 2022-2023 2022-2023 2023-202	Percent
Health Care Actual Adopted Projected Propose	Change
10173011 522900 Contingency \$75,000 \$75,000 \$75,000 \$75,000	0.00%
10173011 523110 OPEB 175,000 15,000 15,000 15,000	0.00%
10173011 Subtotal Benefits \$250,000 \$90,000 \$90,000 \$90,000	0.00%
10173011 Total Town Health Care \$250,000 \$90,000 \$90,000 \$90,000	0.00%
Total Insurance & Claims 2021-2022 2022-2023 2022-2023 2023-202	Percent
Program Actual Adopted Projected Propose	l Change
10170103 Subtotal Municipal Insurance \$477,834 \$480,941 \$480,941 \$495,94	3.12%
10170105 Subtotal Unemployment Insurance 20,634 14,000 14,000 15,00	7.14%
10170107 Subtotal Worker's Compensation Insurance 165,711 198,453 198,453 208,37	5.00%
10170109 Subtotal Fund Contingency 40,939 26,000 26,000 26,000	0.00%
10173011 Subtotal Town Health Care 250,000 90,000 90,000 90,000	0.00%



This section includes multiple accounts to include the following:

Acct Number	Acct Description
80000	Human Service Agencies
81000	Outside Agencies

Functions

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

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

All organizations applying for municipal grant funding are required to follow the defined application process, and submit a completed Human Service & Outside Agency Municipal Grant Funding Request Application, a their most recent annual report (Form 631) from the Rhode Island Secretary of State, a Certificate of Good Standing from the Rhode Island Secretary of State, a Letter of Good Standing from the Rhode Island Division of Taxation and supplemental documentation that explains or supports the proposed program or initiative and how funds will be utilized (if needed). 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. Each year the Town Manager includes a proposed total amount of grant funding available for Human Service & Outside Agencies. The Town Council reviews applications provided by the requesting organizations, and during budget deliberations the Council determines the amount (if any) each organization will receive as part of the budget process.

Funding from the General Fund for the HSOA program has been eliminated for the 2023-2024 fiscal year in consideration that the Town Council decided to allocate \$425,000 from American Rescue Plan Act (ARPA) funds to HSOA grants. This amount is over double the amount typically funded through the annual budget. This one time savings in the FY 24 budget was used to offset current expenses and reduce the impact of any increase to rate payers. The Town Manager anticipates restoring funds to this program in the 2024-2025 operating budget.

Supported Agencies



The following quasi-governmental organizations/activities receive funding through the HSOA grant program. While these organizations are typically funded on an annual basis each organization (with exception of the RI League of Cities and Towns) is required to complete an application and appear before the Town Council to confirm their intent to continue activities and explain the planned use of funds received.

RI LEAGUE OF CITIES AND TOWNS

Funding to pay the Town's membership with the RI League of Cities and Town's has typically been funded from HSOA grant account. Starting in FY 24 dues will be paid from the Town Manager's budget line (10112001) as the services provided by RILCT benefit the town administration and elected officials, not an agency that provides supplies or services directly to benefit residents. The League provides several services for Rhode Island cities and towns to represent municipal interests on both state and federal levels. The League plays 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 \$15,955 is proposed in the Town Manager's budget for the 2023-2024 fiscal year. Moving forward this item will no longer appear in the HSOA account.

CELEBRATIONS

Funding is typically provided each year in the amount of \$7,000 for three local parades in town with each parade receiving \$2,333. Funding in the amount of \$27,000 was approved for the 2022-2023 fiscal year. Additional funds are being used for programming and development related to the Town's year-long 300th anniversary celebration throughout 2023. Events that are funded typically include 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. In addition the Fireman's Parade is funded which is sponsored by the Union Fire District (UFD) and the Kingston Fire District (KFD) to honor the memory of the fallen firefighters of South Kingstown and to honor the active, fully volunteer fire departments in Town.

UFD & KFD FIRE STATIONS

In FY 2022-2023, 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 2023-2024 fiscal year to continue the scholarship initiative. In FY 24 it is anticipated that this request will be funded utilizing available ARPA allocations.

In addition to the \$17,000 proposed above for reoccurring funding requests, the Town Manager is coordinating a process for the distribution of remaining ARPA funds earmarked by the Town Council for

HSOA grants. During budget deliberations, the Town Council will consider HSOA grant funding requests received from submitting organizations and designate funding allocations. There is \$408,000 of uncommitted ARPA funding available which has been earmarked for the HSOA grant program.

Funding requests were received for the 2023-2024 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 \$100,000 was received for the 2023-2024 fiscal year which is \$70,000 more than was granted in FY 2022-2023.

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 \$30,000 was received for the 2023-2024 fiscal year which is \$10,000 more than was granted in FY 2022-2023.

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 2023-2024 fiscal year; equivalent to what was provided in FY 2022-2023.

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 \$15,000 was received for the 2023-2024 fiscal year which is \$6,000 more than was granted in FY 2022-2023

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 \$10,000 was received for the 2023-2024 fiscal year which is \$5,000 more than was granted in FY 2022-2023.



DOMESTIC VIOLENCE RESOURCE CENTER OF SOUTH COUNTY

The DVRCSC is a non-profit agency that works toward a future free of violence, and to build a community in which each individual shares the responsibility to create a culture of safety and personal dignity. The DVRCSC provides a comprehensive range of services for victims of domestic violence and their children, working collaboratively to offer safety, support, advocacy, education, and a network of services for the residents of Washington County. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year which is \$5,000 more than was granted in FY 2022-2023.

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 2023-2024 fiscal year; equivalent to what was provided in FY 2022-2023.

NEIGHBORS HELPING NEIGHBORS

Neighbors Helping Neighbors is a non-profit organization Neighbors Helping Neighbors is a non-profit organization offering opportunities for residents to volunteer using their skills and talents to benefit neighbors and their community. The organization is dedicated to helping families stay in their homes through a variety of ways, primarily by providing necessary home repairs and modifications. A funding request in the amount of \$15,000 was received for the 2023-2024 fiscal year which is \$11,000 more than was granted in FY 2022-2023.

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 the opportunity for residents to volunteer using their skills and talents to benefit neighbors and their community. A funding request in the amount of \$5,000 was received for the 2023-2024 fiscal year which is \$3,000 more than was granted in FY 2022-2023.

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 \$35,500 was received for the 2023-2024 fiscal year which is \$20,500 more than was granted in FY 2022-2023.

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 \$25,000 was received for the 2023-2024 fiscal year which is \$20,000 more than was granted in FY 2022-2023.

SOUTH KINGSTOWN HOUSING AUTHORITY

WARM's mission is to "provide a continuum of care and service to people who are homeless or in need by providing affordable housing; assuring supportive services and helping the homeless and needy build self-esteem and move toward independent and responsible living". WARM Center acquired Welcome House's 17-bed Emergency Shelter located in Peace Dale in July 2022. The programs and services WARM provides deliver essential resources that support people in achieving housing security and/or economic stability. A funding request in the amount of \$20,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

PEACE DALE NEIGHBORHOOD REVITALIZATION

Peace Dale Neighborhood Revitalization's mission is to "to revitalize, protect and improve the quality of life in Peace Dale by expanding economic opportunity and housing availability for local residents, advocating for alternative transportation, preserving Peace Dale's historic, cultural and natural resources and promoting smart growth and sustainable living practices. "PDNRI is dedicated to supporting the economy and quality of life in Peace Dale. They believe that the unique sense-of-place in Peace Dale can be enhanced by inclusive community events, healthy and beautiful public spaces, and the promotion of Peace Dale's often overlooked business district. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

FRIENDS OF KINGSTON STATION

The Friends of Kingston Station has as its mission to protect, preserve, and improve the historic Kingston Train Station. Its present goal is to restore the 1930s signal tower and to create a facility which provides information on the signal tower's historic use along with general information about the station's history as well as information on the Town and region. The Kingston Station serves as an important transportation hub for residents as well as visitors to the Town. Many residents and visitors are also exposed to this historic landmark by traveling along the bike path which terminates at the train station. A funding request in the amount of \$13,500 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

FRIENDS OF KINNEY FAELLA GARDENS

The Kinney Azalea Garden has been termed one of the "jewels of South County" for many years. The Friends of the Kinney Faella Gardens were created to help grow and improve the gardens but stay true to the garden's tenants. Their mission is to help educate the public to value their environment, honor nature, and appreciate beauty through a garden setting. The group hopes to preserve Lorenzo Kinney's horticultural collection while conserving the local native ecosystem. A funding request in the amount of \$24,200 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.



FRIENDS OF THE SAUGATUCKET

The mission of Friends of the Saugatucket is to promote and enhance the natural and cultural features of the Saugatucket River and its watershed for the benefit of the river and its surrounding lands and community. Their goals include monitoring, and where possible, improving water quality in the Saugatucket River and its tributaries; increasing public awareness and engagement with the river; working with partners in the public and private sector on projects that advance common goals; and advocating for the river and watershed at the state and local level. The population served is the community surrounding the Saugatucket River, both in downtown Wakefield and Peace Dale, and in all of South Kingstown. A funding request in the amount of \$2,785 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

SOUTH COUNTY ART ASSOCIATION

The mission of the South County Art Association is to promote greater public participation in the arts in our Rhode Island community. They do this by encouraging the creation, visibility, and appreciation of artwork through membership, quality education, juried and organized exhibitions and shared artistic experiences. SCAA is a 501(c)(3) nonprofit arts organization whose goals are oriented towards activities that have a positive impact the community through access to the arts. A funding request in the amount of \$25,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

SOUTH COUNTY MUSEUM

The South County Museum operates a history museum, with interactive exhibits across seven buildings, showcasing over 35,000 artifacts from Rhode Island's agricultural, marine and textile past. The mission is to preserve South County's rich history, educate the public on the heritage of rural life and continue to enhance and promote the historical, eight acre site for our community's engagement and use. The museum serves all of Rhode Island, however the majority of visitors are from South County. A funding request in the amount of \$10,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

PEACE DALE UNITED HOUSING, INC.

Peace Dale United Housing, Inc. is a not-for-profit organization founded in 1983 under the name Peace Dale United Church Housing. It has continuously operated a 32-unit housing complex, Peace Dale Estates, during the last 40 years to provide affordable housing to South Kingstown seniors at risk of homelessness. Peace Dale Estates is regulated by the U.S. Department of Agriculture (USDA) Farmers Home Administration. A board of volunteers oversees the organization. A funding request in the amount of \$49,000 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

WAKEFIELD CONCERT BAND

The WCB is the only community band representing the Town of South Kingstown. The band gives opportunities for the SK residents to hear live music performed multiple times throughout the year. The band performs a free summer concert series, a spring concert, a holiday concert. The WCB performs at the SK Memorial Day celebration and the Christmas tree lighting ceremony and other performances as requested including small ensembles performing at community convalescent homes. The band is open to musicians within the community who wish to perform. There is no

charge for membership in the band. A funding request in the amount of \$13,500 was received for the 2023-2024 fiscal year. No funds were provided in FY 2022-2023.

Specific Performance Measurements

For the 2023-2024 fiscal year, The Town Council has earmarked \$425,000 of American Rescue Plan Act funds for the HSOA grant program. This is an increase of \$228,483 over the \$196,517 allocated in FY 23 to support programming provided by community-based agencies that address important and diverse human service needs in our community. As discussed above, \$17,000 is proposed in committed funds for 2 organizations, and another \$408,000 is proposed as available in uncommitted funds for the Council to allocate to any of the organizations who submitted grant funding requests.

Agencies	ons to Human Service and Outside	2022-2023 Adopted	Total 5 Year Funding	2023-2024 ARPA Requests	Increase/ Decrease over Previous Year
Obj Code	Human Service Agency Requests				
589606	Jonnycake Center of Peace Dale	\$30,000	\$150,000	\$100,000	\$70,000
589614	Boys & Girls Club of Newport	\$20,000	\$75,000	\$30,000	\$10,000
589612	Education Exchange	\$15,000	\$59,500	\$15,000	\$0
589610	Domestic Violence Resource Center of SC	\$5,000	\$30,000	\$10,000	\$5,000
589609	Welcome House of South County (WARM Welcome House)	\$0	\$52,500	\$20,000	\$20,000
589705	Chris Collins Foundation ³	\$5,000	\$29,000	\$25,000	\$20,000
Subtotal H	uman Service Agencies	\$84,000	\$592,500	\$200,000	\$116,000
Outside Ag	gency Requests				
580104	RI League of Cities & Towns ¹	\$15,567	\$66,316	\$0	(\$15,567)
580106	Celebration (3 Parades) ²	\$27,000	\$35,000	\$7,000	(\$20,000)
580108	Union Fire District & Kingston Fire District ¹	\$10,000	\$36,200	\$10,000	\$0
589708	Neighbors Helping Neighbors, RI	\$4,000	\$7,000	\$15,000	\$11,000
589709	Southern RI Volunteers	\$2,000	\$10,000	\$5,000	\$3,000
589706	Wakefield Village Association	\$5,000	\$28,000	\$5,000	\$0
589702	Southern RI Chamber of Commerce	\$9,000	\$45,000	\$15,000	\$6,000
589710	VFW Post #916	\$5,000	\$17,000	\$10,000	\$5,000
589711	South County History Center	\$15,000	\$6,500	\$35,500	\$20,500
589703	Peace Dale Neighborhood Revitalization	\$0	\$12,000	\$10,000	\$10,000
N/A	Friends of Kingston Station	\$0	\$0	\$13,500	\$13,500
N/A	Friends of Kinney Faella Gardens	\$0	\$0	\$24,200	\$24,200
N/A	Friends of the Saugatucket	\$0	\$0	\$2,785	\$2,785
N/A	South County Art Association	\$0	\$0	\$25,000	\$25,000
N/A	South County Museum	\$0	\$0	\$10,000	\$10,000
N/A	Pece Dale United Housing, Inc.	\$0	\$0	\$49,000	\$49,000
N/A	Wakefield Concert Band	\$0	\$0	\$13,500	\$13,500
Subtotal H	uman Service Agencies	\$112,517	\$289,316	\$250,485	\$137,968
Total Hum	an Service & Outside Agencies	\$196,517	\$ 881,816	\$ 450,485 ³	\$ 253,968

^{1.} The League of Cities and Towns membership dues are now reflected in the Town Manager's budget (10112001).

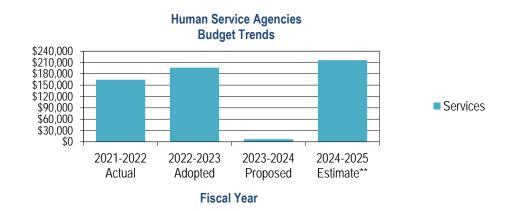
^{2.} In FY 23 an additional \$20,000 was granted by the Town Council to the 300th Celebration Committee. This has been eliminated for the current fiscal year.

^{3.} Requests currently exceed the available funding of \$425,000 earmarked by the Town Council. The Town Council can either reduce individual funding of specific requests or increase use of ARPA funds to cover the shortfall.



FY 2023-2024 Funding Comparison

Human Service & Outside Agencies	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed ¹	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Services	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)
Subtotal Operating Expenditures	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)
Total Expenditures	\$164,442	\$196,517	\$196,517	\$7,000	(\$189,517)



1. The HSOA program is being funded through American Rescue Plan Act (ARPA) funds in 2023-2024. It is anticipated that funds will be restored into the budget in FY 2024-2025 at levels that match those allocated in 2022-2023 budget.



FY 2023-2024 Expenditure Statement

10180000		Contributions to	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10180000		Contributions to					
	500/0/	Human Service & Outside Agencies	Actual	Adopted	Projected	Proposed	Change
10180000	589606	Jonnycake Center Of Peace Dale	\$30,000	\$0	\$30,000	\$0	0.00%
10180000	589607	Cane Child Development Center	9,000	0	9,000	0	0.00%
10180000	589609	Welcome House Of South County	0	0	0	0	0.00%
10180000	589610	Domestic Violence Resource Center	5,000	0	5,000	0	0.00%
10180000	589612	Education Exchange	15,000	0	15,000	0	0.00%
10180000	589614	Boys and Girls Club	20,000	0	20,000	0	0.00%
10181000	580104	League of Cities & Towns	14,826	15,567	15,567	0	-100.00%
10181000	580106	Celebrations (Parades)	4,666	27,000	27,000	7,000	-74.07%
10181000	580108	Fire Stations	10,000	10,000	10,000	0	-100.00%
10181000	589701	Narrow River Preservation Assoc.	1,950	0	1,950	0	0.00%
10181000	589702	Southern RI Chamber Of Comm.	9,000	0	9,000	0	0.00%
10181000	589705	SK Partnership For Prevention	0	0	0	0	0.00%
10181000	589706	Wakefield Village Association	5,000	0	5,000	0	0.00%
10181000	589708	Neighbors Helping Neighbors	4,000	0	4,000	0	0.00%
10181000	589709	Southern Rhode Island Volunteers	2,000	0	2,000	0	0.00%
10181000	589710	VFW Auxiliary Post #916	6,000	0	5,000	0	0.00%
10181000	589711	South County History Center	0	0	15,000	0	0.00%
10181000	589712	South Kingstown Housing Authority	18,000	0	18,000	0	0.00%
10181000	589713	Chris Collins Foundation	10,000	0	5,000	0	0.00%
		Proposed for Disbursement	0	143,950	0	0	-100.00%
10181000		Subtotal Services	\$164,442	\$196,517	\$196,517	\$7,000	-96.44%
10181000		Total Outside Agencies	\$164,442	\$196,517	\$196,517	\$7,000	-96.44%

General Fund (101) Capital Outlay (85000)



Capital Budget

This account provides for funding from the General Fund for FY 2023-2024 Capital Budget projects, and incorporated into the fiscal period 2023-2024 through 2028-2029 Capital Improvement Program. Additional funding for FY 2023-2024 Capital Budget projects may be provided through Special Revenue and/or Enterprise Funds. The Capital Budget is the first year spending program of the six year (CIP), also referred to as the 'Pay-As-You-Go' element of the CIP.

Capital Improvement Program

The full budget document for the fiscal period 2023-2024 through 2028-2029 Capital Improvement Program can be found on the Town of South Kingstown's website:

https://www.southkingstownri.com/283/Budget-Information-and-Related-Documents

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 2023-2024 budget.

Capital Improvement Program Timeframe

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

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

The Capital Improvement Program for Fiscal Period 2023-2024 through 2028-2029 was presented to the Town Council on December 1, 2022. The Town Council held work sessions to review the proposed CIP on January 4, 2023 with the school committee and on January 5, 2023 with municipal department directors. A public hearing was held during the Town Council's January 23, 2023 regular session to hear from the public, and the Capital Improvement Program for Fiscal Period 2023-2024 through 2028-2029 was adopted that evening.

Functions

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

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

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

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
 - o Outline a realistic CIP plan within financial resources available
 - Determine outcome should a project be deferred

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



FY 2023-2024 Expenditure Statement

10185000		Capital Budget	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
10185000	590326	Property Appraisal Reserve Fund	\$30,000	\$30,000	\$30,000	\$75,000	150.00%
10185000	590408	Capital Equip. & Replace. Fund	581,500	514,000	514,000	458,000	-10.89%
10185000	590410	Technology Reserve Fund	83,200	50,000	50,000	70,000	40.00%
10185000	590412	Library Improvement Fund	35,000	45,000	45,000	105,000	133.33%
10185000	590414	Public Safety Reserve Fund	65,000	80,000	80,000	110,000	37.50%
10185000	590418	Public Works Improvement Fund	690,000	700,000	700,000	748,125	6.88%
10185000	590420	Rec Development & Restore Fund	278,000	278,000	278,000	220,000	-20.86%
10185000	590426	Town Hall Improvement Fund	47,000	69,500	69,500	75,000	7.91%
	590999	Transfer to Other Funds	0	40,000	40,000	37,000	0.00%
10185000		Subtotal Capital Outlay	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	5.07%
10185000		Total Capital Improvement	\$1,809,700	\$1,806,500	\$1,806,500	\$1,898,125	5.07%



Peace Dale Office Building12 - 1

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



The Parks & Recreation Department is funded through revenues from the General Fund, as well as the Peace Dale Office Building (PDOB), the Neighborhood Guild, and the Recreation Center. This section details the operational budget for the Peace Dale Office Building.

Mission Statement

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

General Explanation and Work Program

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

The ground floor of the PDOB facility is utilized on a year-round basis for public programming through the Parks and Recreation Department. The space serves as an extension of the Neighborhood Guild facility, and allows the Department to offer select leisure programs including art and pottery classes. The ground floor is fully accessible; however, limited access to the second and third floor levels prevents the Department from expanding into that space for additional programs.

Occupancy of the available 6,123 square feet available for commercial lease within the PDOB is currently at 96% with one office vacancy. Fiscal year 2023-2024 projected rental revenue reflects a 3.1% increase as compared with the current fiscal year budget. The increase reflects renegotiated lease agreements. 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

Peace Dale Office Building Fund (0302), continued

safeguards are in place and have protected the ground floor during severe rain events. These safeguards will remain in place 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 2022-2023 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
Establish new lease agreements for one vacant office unit	TBF / ES
Grow the Access to Art Pottery Program based on public demand	FI / CEPP

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Assess hourly rental activity of third floor exercise studio and determine highest, best use for long-	FI
term.	
Establish a standardized communication process for tenants to report	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
Determine cost impact of installing elevator/lift for full accessibility to all levels of building.	FI

Specific Performance Measurements

Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Commercial Tenants	7	8	8	TBF / ES
Recreational Programs Offered	13	15	12	ET / CEPP
Self-Support Program Revenue	\$8,160	\$10,300	\$10,508	TBF
Rental Income	\$89,512	\$92,322	\$95,225	TBF / ES
Facility Usage: Participation Number ¹	2,755	3,500	3,500	TBF / CEPP
Facility Programming Hours	626	850	850	TBF / CEPP

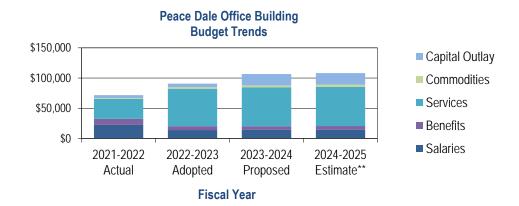
^{1.} Participation numbers include Pottery Studio classes; expenses and revenue for Pottery are allocated in the Neighborhood Guild budget under the Arts cost center.



FY 2023-2024 Funding Comparison

Peace Dale Office Building	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$22,424	\$14,046	\$14,046	\$14,281	\$235
Benefits	10,105	6,357	5,954	5,616	(741)
Subtotal Personnel Expenditures ¹	\$32,529	\$20,403	\$20,000	\$19,897	(\$506)
Services	\$32,989	\$61,736	\$58,262	\$64,353	\$2,617
Commodities	1,367	2,728	3,666	3,628	900
Capital Outlay	4,905	6,000	76,252	18,755	12,755
Subtotal Operating Expenditures	\$39,262	\$70,464	\$138,180	\$86,736	\$16,272
Total Expenditures	\$71,790	\$90,867	\$158,180	\$106,633	\$15,766

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statement

30243010		Peace Dale	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Office Building	Actual	Adopted	Projected	Proposed	Change
30243010	511001	Full-Time Employees	\$20,085	\$13,791	\$13,791	\$14,015	1.62%
30243010	511004	Overtime	270	0	0	0	0.00%
30243010	511006	Longevity	2,069	255	255	266	4.31%
30243010		Subtotal Wages	\$22,424	\$14,046	\$14,046	\$14,281	1.67%
30243010	522250	FICA	1,709	1,273	1,273	1,105	-13.20%
30243010	522300	Municipal Employees Retirement	2,743	1,796	1,796	1,796	0.00%
30243010	522301	Retirement - Defined Contribution	102	184	184	189	2.72%
30243010	522818	Medical Insur-Active Employees	3,620	1,220	1,220	943	-22.70%
30243010	522822	Dental Insur-Active Employees	203	111	111	83	-25.23%
30243010	522840	Insurance Buyback	253	200	200	272	36.00%
30243010	522850	Life Insurance	51	13	13	13	0.00%
30243010	529900	Workers Compensation	1,424	1,560	1,157	1,215	-22.12%
30243010		Subtotal Benefits	\$10,105	\$6,357	\$5,954	\$5,616	-11.66%
30243010	530013	Custodial Services	0	20,836	20,836	21,565	0.00%
30243010	530014	Refuse Disposal	689	680	680	783	15.15%
30243010	530022	Course Instructors	305	1,200	210	356	-70.33%
30243010	532004	Electricity	9,929	10,500	10,500	12,500	19.05%
30243010	532008	Natural Gas	7,752	7,135	7,135	7,500	5.12%
30243010	532010	Wastewater Fees	1,200	1,200	1,400	1,400	16.67%
30243010	532012	Water Fees	363	480	450	480	0.00%
30243010	534016	Computer Maintenance	1,173	1,295	1,295	1,200	-7.34%
30243010	534020	Maintenance Of Buildings	5,614	12,000	9,500	12,000	0.00%
30243010	560010	Insurance	5,963	6,410	6,256	6,569	2.48%
30243010		Subtotal Services	\$32,989	\$61,736	\$58,262	\$64,353	4.24%
30243010	540014	Janitorial Materials & Supp	1,278	2,017	1,900	2,178	7.98%
30243010	540018	Elect Materials & Supplies	0	250	250	250	0.00%
30243010	540024	Chemicals And Gases	-	200	200	200	0.00%
30243010	580100	Miscellaneous Expenses	89	261	1,316	1,000	283.14%
30243010		Subtotal Commodities	\$1,367	\$2,728	\$3,666	\$3,628	32.99%
30243010	570002	Capital Improvements	4,905	6,000	76,252	18,755	212.58%
30243010		Subtotal Capital Outlay	\$4,905	\$6,000	\$76,252	\$18,755	212.58%
30243010		Total Peace Dale Office Building	\$71,790	\$90,867	\$158,180	\$106,633	17.35%

Peace Dale Office Building Fund (0302), continued



FY 2023-2024 Revenue Statement

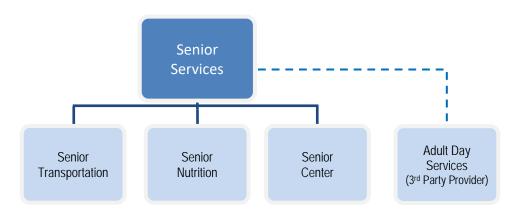
302		Peace Dale	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Office Building	Actual	Adopted	Projected	Proposed	Change
30243000	418130	Interest On Delinquent Payments	\$162	\$0	\$19	\$0	0.00%
30243000	431115	Rental Income	89,512	92,322	90,947	95,225	3.14%
30243000	440220	Recreation Self-Support Programs	8,160	10,300	10,300	10,508	2.02%
30243000	460010	Investment Income	571	700	1,335	900	28.57%
30243000	470020	National Grid Electricity Rebate/Solar	664	0	0	0	0.00%
30243000	499050	Net Assets Forward to Ops	0	0	15,835	0	0.00%
302		Total PDOB Revenues	\$99,069	\$103,322	\$118,436	\$106,633	3.20%
302		Total PDOB Expenditures	\$71,790	\$90,867	\$158,180	\$106,633	
302		Income Over (Under) Expenditures	\$27,279	\$12,455	(\$39,744)	\$0	



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



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, polices, 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

Senior Services Program (0304), continued

Department provides these services through the operation of three direct service programs: Transportation, Nutrition, and a Senior Services Center. In-kind support of Adult Day Services is provided by the Saint Elizabeth Community. Advocacy and technical assistance are also major functional areas within the Department.

The US Census Bureau's American Community Survey data indicates the 2020 population of South Kingstown as 30,651, as compared to the Town's population of 30,226 in 2010. This survey forecasted a 1.4% increase in population with a significant increase in the number of residents over age 60. Senior services clearly 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. 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.

There has been an increased need for personal connection during the past few years for the aging population due to COVID -19 precautions. The return to in-person dining, recreation, bus transportation and participation at The Center has added greatly to senior socialization. The Center continues to monitor the health and wellbeing challenges of the pandemic and adjusts programming and operation of The Center as necessary.

For FY 2023-2024, the Town will contribute 69.9% 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 13.4% 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 2023-2024. Funding from the State of RI Office of Healthy Aging will support the Community Information Specialist position (previously funded through Tri-County Community Action).

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.

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 FY2023-2024. 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 this time the Grab 'n Go lunch option was discontinued by the State Congregate Meal Program and all meals were served for in-house dining at The Center.

The overall lunch attendance is lower than pre-COVID standards however we have gradually gained a steady crowd of individuals who eat lunch regularly, three to five days a week. Residents from the local senior housing facilities have also gained an interest in frequenting the Center for meals.

In 2022 30% of the 6,903 meals served at the Center were served to Narragansett residents. Over the last four-year period, a total 33% of the meals were provided to Narragansett residents.

Nutrition Program - 2019-2023 – 4 year Average						
	Congregate Meals	% of Total				
South Kingstown Residents	32,902	67.00%				
Narragansett Residents	16,204	33.00%				
Participating Community Meals	49,106	100%				

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.

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 service, represents an in-kind contribution and a commitment to continue the provision of community-based care in South Kingstown.

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

Senior Services Program (0304), continued

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 2022, individuals struggled to get back to their pre-pandemic routines. Gradually, individuals felt safe to return to eating at the Center, in-person classes, and gatherings. Virtual programs ended as the Center resumed its role as a source of recreation and exercise, following up-to-date COVID-19 protocols.

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 will continue to offer a wide range of choices for social, physical, and educational enrichment. 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.

An annual participant fee was implemented in July 2021. A fee of \$10 per person for South Kingstown and Narragansett residents, and a non-resident fee of \$15 per person. This revenue helps 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 Towns of South Kingstown and Narragansett share in the remaining expenses associated with the program. It is proposed that Narragansett contribute \$99,381, of the total municipal support. This represents fair share funding for Narragansett based on 31% of senior center participants from Narragansett.

Senior Center Program Cost	2021-2022 Actual	2022-2023 Budgeted	2023-2024 Proposed	Increase Over PY
Total Program	\$399,050	\$412,642	\$429,650	\$30,600
Less				
Grants	\$62,845	\$42,000	\$78,911	\$16,066
Senior Classes	741	1,300	1,800	1,059
Fund Balance Forwarded	6,000	6,000	5,000	(1,000)
Oliver Watson Fund Transfer	5,000	10,000	10,000	5,000
Participant Annual Fee	0	0	7,595	7,595
Net Direct Cost of Service	\$324,464	\$353,342	\$326,344	\$1,880

Sourier Country Browning Count	Active	Cost Per	Proportional	Proposed
Senior Center Program Cost	Participants	Client	Cost Share	2022-2023
South Kingstown	3,329	\$64.83	\$226,963	\$226,963
Narragansett	1,497	64.83	99,381	99,381
Participating Community Clients	4,826		\$326,344	\$326,344
Non-Participating Community Clients	700			
Total Participants	5,526			



Functions

SENIOR TRANSPORTATION PROGRAM

 Transportation service is available to any senior (60+) resident of the Town, free of charge, to and from The Senior Center lunch and/or activities; there is a \$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
- 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 applicable 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, Title IIID Evidence-based Disease Prevention and Health Promotion Services Grant and a Rhode Island Legislative Grant.



FY 2022-2023 Priorities

Priorities Priorities Priorities	Town Council Goals & Objs
Participate in the Narragansett South Kingstown Regional Senior Advisory Council	FI / VUR
Advocate for continuation of shared services with the Town of Narragansett by offering the most cost-effective delivery of regional services, and allocating a "fair share" contribution for each community.	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
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
Continue ongoing 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 Continue collaboration with the South Kingstown High School Transition Academy Adjust programming – halting, modifying, and creating new programs as needed in response to the COVID-19 pandemic	VUR / URI
Support continued collaboration with Town Recreation Department to promote wellness opportunities	CEPP

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Execute Title IIID evidence-based programs to include falls prevention, Diabetes Prevention Program and Tools for Healthy living	VUR/CEPP
Continue collaboration with the South Kingstown Transition Academy	CEPP
Participate in the South Kingstown Prevention Coalition	CEPP
Explore supplemental grab and go meal options	VUR/TBF
Expand wellness and fitness programs	VUR/CEPP
Introduce iPad stations and Tech training by URI students	VUR/URI
Modify program offerings as needed to include selections for all seniors spanning over 4 decades	VUR/CPP
Continue collaboration with South County Health to provide weekly wellness clinics, offering health maintenance screenings and educational programs	SCH/VUR
Increase use of mass emails to our members to inform members of Center programs	VUR/CEPP
Explore new and existing granting opportunities to benefit Center programming and operations	TBF
Promote Center use and increase active membership	TBF/CEPP

Senior Services Program (0304), continued



Specific Performance Measurements

Senior Transportation Program	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Total unduplicated passengers per month (non-medical transport)	24	30	30	TTS / VUR
Trips per year	3,736	3,923	3,923	TTS / VUR
Miles logged	13,955	14,653	14,653	TTS / VUR
Average daily miles logged	64	70	70	TTS / VUR

Senior Nutrition Program	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Meals Served – SK Residents	4,347	4,564	4,600	VUR
Meals Served – Narr Residents	2,319	2,435	2,551	VUR
Meals Served – other towns	237	249	255	VUR
Total Meals Served (all towns)	6,903	7,248	7,300	VUR
Avg # of participants served per wk	133	140	145	VUR
Annual volunteer hours	3.350	3.518	3.600	VUR / CEPP

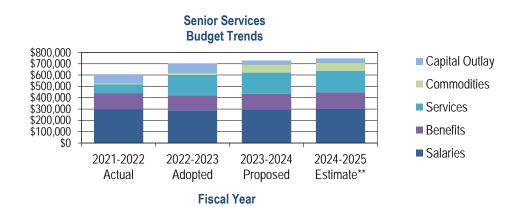
Senior Center Program	FY 2021-2022 Actual	2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Number of Members – SK	3,501	3,676	3,400	VUR
Number of Members – Narr	1,553	1,631	1,709	VUR
Number of Members – other towns	741	778	815	VUR
Total # of Members (all towns)	5,775	6,064	6,353	VUR
Total Programs	163	171	180	VUR
New Programs	30	32	35	VUR
# of Information Requests and Referrals	1,611	1,700	1,750	VUR / CEPP
Avg # of Participants per week (unduplicated)	160	168	176	VUR / CEPP
Special Events	56	60	63	VUR



FY 2023-2024 Funding Comparison

Senior Services	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	7.85	4.00	4.00	4.00	0.00
Salaries	\$296,363	\$288,367	\$274,822	\$295,781	\$7,414
Benefits	144,900	133,162	131,455	138,418	5,256
Subtotal Personnel Expenditures ¹	\$441,263	\$421,529	\$406,277	\$434,199	\$12,670
Services	\$76,165	\$178,680	\$181,066	\$187,261	\$8,581
Commodities	9,093	17,615	15,800	68,312	50,697
Capital Outlay	73,682	83,861	83,761	40,069	(43,792)
Subtotal Operating Expenditures	\$158,939	\$280,156	\$280,627	\$295,642	\$15,486
Total Expenditures	\$600,203	\$701,685	\$686,904	\$729,841	\$28,156

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related 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.

Senior Services Program (0304), continued



FY 2023-2024 Expenditure Statements

00440040			0004 0000	2000 2000	0000 0000	0000 0004	
30442010		Senior Services -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
00440040	F44004	Senior Transportation	Actual	Adopted	Projected	Proposed	Change
30442010	511001	Full-Time Employees	\$55,800	\$57,196	\$57,196	\$58,155	1.68%
30442010	511002	Part-Time Salaries	0	1,100	600	1,106	0.55%
30442010	511003	Seasonal Salaries	155	1,502	500	1,400	-6.79%
30442010	511006	Longevity	532	577	846	994	72.27%
30442010		Subtotal Wages	\$56,487	\$60,375	\$59,142	\$61,655	2.12%
30442010	522250	FICA	4,384	4,832	4,832	4,942	2.28%
30442010	522300	Municipal Employees Retirement	6,962	7,448	7,448	7,441	-0.09%
30442010	522301	Retirement - Defined Contribution	562	584	584	592	1.37%
30442010	522818	Medical Insur-Active Employees	4,272	4,988	4,600	4,712	-5.53%
30442010	522822	Dental Insurance	1,120	1,153	1,000	1,059	-8.15%
30442010	522840	Insurance Buyback	2,008	2,000	2,000	2,000	0.00%
30442010	522850	Life Insurance	92	95	95	87	-8.42%
30442010	529900	Worker's Compensation	5,537	6,068	6,140	6,447	6.25%
30442010	540038	Uniforms And Other Clothing	0	250	200	250	0.00%
30442010		Subtotal Benefits	\$24,938	\$27,418	\$26,899	\$27,530	0.41%
30442010	534010	Motor Vehicles Maintenance	680	6,000	5,000	7,000	16.67%
30442010	534016	Computer Software/Maint.	0	870	870	950	0.00%
30442010	560010	Insurance	2,103	2,261	2,157	2,373	4.95%
30442010		Subtotal Services	\$2,784	\$9,131	\$8,027	\$10,323	13.05%
30442010	540028	Motor Vehicle Materials & Supp	199	4,000	3,000	4,000	0.00%
30442010	540040	Fuels And Lubricants	4,450	4,785	4,500	5,082	6.21%
30442010	580100	Miscellaneous Expenses	-	150	150	350	133.33%
30442010	590999	Transfer to Other Funds	-	-	-	40,000	0.00%
30442010		Subtotal Commodities	4,649	8,935	7,650	49,432	453.24%
30442010		Total Senior Transportation	\$88,858	\$105,859	\$101,718	\$148,940	40.70%



30442020		Senior Services	2021-2022	2022-		2022-2023	2023-2024	Percent
20442020	F11001	Nutrition	Actual		pted	Projected	Proposed	Change
30442020	511001	Full-Time Employees	\$50,149		1,225	\$44,225	\$45,047	1.86%
30442020	511002	Part-Time Salaries	11,773	20),119	12,000	22,938	14.01%
30442020	511004	Overtime	102		0	0	0	0.00%
30442020	511006	Longevity	1,343		634	633	670	5.68%
30442020		Subtotal Wages	\$63,367		1,978	\$56,858	\$68,655	5.66%
30442020	522250	FICA	4,579		1,781	4,000	5,161	7.95%
30442020	522300	Municipal Employees Retirement	6,385	5	5,733	5,648	5,752	0.33%
30442020	522301	Retirement - Defined Contribution	573		515	515	525	1.94%
30442020	522818	Medical Insur-Active Employees	14,116	Ç	9,871	9,871	10,366	5.01%
30442020	522822	Dental Insur-Active Employees	783		509	509	454	-10.81%
30442020	522850	Life Insurance	88		63	63	57	-9.52%
30442020	529900	Worker's Compensation	1,255		,375	1,468	1,560	13.45%
30442020		Subtotal Benefits	\$27,778	\$22	2,847	\$22,074	\$23,875	4.50%
30442020	530013	Custodial Services	0	29	9,871	29,871	25,074	0.00%
30442020	530014	Refuse Disposal	371		384	384	420	9.38%
30442020	530111	Professional Services	1,016	2	2,815	2,815	3,437	22.10%
30442020	532000	Telephone	289		331	331	331	0.00%
30442020	532004	Electricity	6,876	7	7,180	7,180	8,903	24.00%
30442020	532008	Natural Gas	2,832	1	,940	1,940	2,135	10.05%
30442020	532010	Wastewater Fees	90		255	255	268	5.10%
30442020	532012	Water Fees	336		824	600	800	-2.91%
30442020	534016	Computer/Software Maint.	1,173		870	870	950	9.20%
30442020	534020	Maintenance Of Buildings	847	1	,200	1,200	2,000	66.67%
30442020	538022	Printing Expenses	0		60	40	60	0.00%
30442020	560010	Insurance	775		833	828	875	5.04%
30442020		Subtotal Services	\$ 14,605	\$ 46	5,563	\$ 46,314	\$ 45,253	-2.81%
30442020	540014	Janitorial Materials & Supp	1,071	1	,980	1,800	1,980	0.00%
30442020		Subtotal Commodities	\$1,071	\$1	,980	\$1,800	\$1,980	0.00%
30442020	550004	Office Equipment	83		120	120	120	0.00%
30442020		Subtotal Capital Outlay	\$83		\$120	\$120	\$120	0.00%
30442020		Total Nutrition Program	\$106,905	\$136	5,488	\$127,166	\$139,883	2.49%

Senior Services Program (0304), continued



30442030		Senior Services -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Adult Day Services	Actual	Adopted	Projected	Proposed	Change
30442030	522250	FICA	4	0	0	0	0.00%
30442030	522300	Municipal Employees Retirement	7	0	0	0	0.00%
30442030	522301	Retirement - Defined Contribution	1	0	0	0	0.00%
30442030	522818	Medical Insur-Active Employees	14	0	0	0	0.00%
30442030	522822	Dental Insur-Active Employees	2	0	0	0	0.00%
30442030	529900	Worker's Compensation	64	0	0	0	0.00%
30442030		Subtotal Benefits	91	\$0	\$0	\$0	0.00%
30442030	534020	Maintenance Of Buildings	0	0	828	1,500	0.00%
30442030	538030	Licenses And Dues	-	2,000	6,000	2,000	0.00%
30442030	560010	Insurance	5,299	5,696	5,254	5,981	5.00%
30442030		Subtotal Services	\$5,299	\$7,696	\$12,082	\$9,481	23.19%
30442030	590999	Transfer to Other Funds	-	-	-	10,000	0.00%
30442030		Subtotal Capital Outlay	\$0	\$0	\$0	\$10,000	0.00%
30442030		Total Adult Day Services	5.390	7.696	12.082	19.481	153.13%

Senior Services Program (0304), continued

							3
30442040		Senior Services -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Senior Center	Actual	Adopted	Projected	Proposed	Change
30442040	511001	Full-Time Employees	\$163,814	\$150,624	\$150,624	\$153,423	1.86%
30442040	511002	Part-Time Salaries	6,758	7,692	3,500	7,188	-6.55%
30442040	511004	Overtime	189	0	0	0	0.00%
30442040	511006	Longevity	5,748	4,698	4,697	4,860	3.45%
30442040		Subtotal Wages	\$176,509	\$163,014	\$158,821	\$165,471	1.51%
30442040	522250	FICA	12,511	11,629	11,629	12,143	4.42%
30442040	522300	Municipal Employees Retirement	21,000	19,849	19,849	19,912	0.32%
30442040	522301	Retirement - Defined Contribution	1,925	1,782	1,782	1,817	1.96%
30442040	522818	Medical Insur-Active Employees	51,319	43,972	43,972	46,173	5.01%
30442040	522822	Dental Insur-Active Employees	2,535	2,265	2,000	1,497	-33.91%
30442040	522850	Life Insurance	321	280	280	250	-10.71%
30442040	529900	Worker's Compensation	2,482	2,720	2,720	2,701	-0.70%
30442040	538014	Travel Expenses	-	250	100	2,370	848.00%
30442040	540038	Uniforms And Other Clothing	-	150	150	150	0.00%
30442040		Subtotal Benefits	\$92,093	\$82,897	\$82,482	\$87,013	4.97%
30442040	530013	Custodial Services	0	55,474	55,474	47,868	0.00%
30442040	530014	Refuse Disposal	866	893	893	985	10.30%
30442040	530022	Course Instructors	450	1,560	1,560	1,800	15.38%
30442040	530064	Copy Machine Services	1,947	1,827	1,827	2,010	10.02%
30442040	530111	Professional Services	3,460	6,187	6,187	13,430	117.07%
30442040	532000	Telephone	673	1,212	1,212	1,212	0.00%
30442040	532002	Fuel - Oil	6,252	5,193	5,193	6,128	18.01%
30442040	532004	Electricity	16,082	19,799	19,799	20,774	4.92%
30442040	532008	Natural Gas	3,313	4,530	4,530	4,982	9.98%
30442040	532010	Wastewater Fees	329	596	596	625	4.87%
30442040	532012	Water Fees	1,539	1,850	1,600	1,966	6.27%
30442040	534014	Office Equipment Maintenance	0	200	200	200	0.00%
30442040	534016	Computer/Software Maintenance	2,714	2,670	2,670	3,520	31.84%
30442040	534020	Maintenance Of Buildings	6,431	3,000	3,000	3,000	0.00%
30442040	538012	Advertising	18	50	50	2,450	4800.00%
30442040	538022	Printing Expenses	0	140	140	640	357.14%
30442040	560010	Insurance	9,404	10,109	9,713	10,614	5.00%
30442040		Subtotal Services	\$53,477	\$115,290	\$114,644	\$122,204	6.00%
30442040	540010	General Materials & Supplies	73	250	250	1,750	600.00%
30442040	540012	Office Materials & Supplies	414	800	650	800	0.00%
30442040	540014	Janitorial Materials & Supp	1,925	4,550	4,550	4,600	1.10%
30442040	540016	Rec Materials & Supplies	581	600	600	8,250	1275.00%
30442040	540046	Food	130	500	300	500	0.00%
30442040	580100	Miscellaneous Expenses	250	0	-	1,000	0.00%
30442040		Subtotal Commodities	\$3,372	\$6,700	\$6,350	\$16,900	152.24%
30442040	530044	Non-Major Technology Reserve	4,496	4,341	4,341	4,449	2.49%
30442040	550004	Office Equipment	194	400	300	500	25.00%
30442040	570002	Capital Improvements	28,909	79,000	79,000	-	-100.00%
30442040	590999	Transfer To Other Funds	40,000	0		25,000	0.00%
30442040		Subtotal Capital Outlay	\$73,599	\$83,741	\$83,641	\$29,949	-64.24%
30442040		Total Senior Center	\$399,050	\$451,642	\$445,938	\$421,537	-6.67%



	Total Senior Services	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Program	Actual	Adopted	Projected	Proposed	Change
30442010	Subtotal Senior Transportation	\$88,858	\$105,859	\$101,718	\$148,940	40.70%
30442020	Subtotal Nutrition Program	106,905	136,488	127,166	139,883	2.49%
30442030	Subtotal Adult Day Services	5,390	7,696	12,082	19,481	153.13%
30442040	Subtotal Senior Center	399,050	451,642	445,938	421,537	-6.67%
	Total Senior Services Program	\$600,203	\$701,685	\$686,904	\$729,841	4.01%

FY 2023-2024 Revenue Statement

304		Senior Services	2021-2022	2022-2023	2022-2023	2023-2024	Percent
			Actual	Adopted	Projected	Proposed	Change
30442010	470010	Miscellaneous Revenues	\$740	\$1,368	\$900	\$800	-41.52%
30442010	490101	General Fund Transfer	103,127	104,491	104,491	148,140	41.77%
30442010		Subtotal Senior Transportation Program	\$103,867	\$105,859	\$105,391	\$148,940	40.70%
30442020	418013	Town of Narragansett Cost Share	43,808	41,134	41,134	-	-100.00%
30442020	451110	Miscellaneous Grants	10,711	8,033	8,033	10,642	32.48%
30442020	490101	General Fund Transfer	91,299	87,321	87,321	129,241	48.01%
30442020		Subtotal Nutrition Program	\$145,818	\$136,488	\$136,488	\$139,883	2.49%
30442030	460010	Investment Income	1,012	0	3,549	0	0.00%
30442030	490101	General Fund Transfer	7,668	7,696	7,696	9,481	23.19%
30442030	499050	Net Asset Forward to Ops	-	-	4,000	10,000	0.00%
30442030		Subtotal Adult Day Services Program	8,680	7,696	15,245	19,481	153.13%
30442040	418013	Town of Narragansett Cost Share	57,000	60,000	60,000	96,911	61.52%
30442040	440295	Senior Classes	741	1,560	1,300	1,800	15.38%
30442040	440300	Membership Fee	4,298	5,880	5,880	7,595	29.17%
30442040	451110	Miscellaneous Grants	62,845	38,745	38,745	78,911	103.67%
30442040	470020	NationalGrid Electricity Rebate/Solar	-	2,000	-	-	-100.00%
30442040	490101	General Fund Transfer	281,609	327,457	327,457	221,320	-32.41%
30442040	490510	Oliver Watson Fund	5,000	10,000	10,000	10,000	0.00%
30442040	499060	Designated Fund Balance	5,000	6,000	6,000	5,000	-16.67%
30442040		Subtotal Senior Center Program	\$416,493	451,642	\$449,382	\$421,537	-6.67%
304		Total Senior Services Revenues	\$674,858	\$701,685	\$706,506	\$729,841	4.01%
304		Total Senior Services Expenditures	\$600,203	\$701,685	\$686,904	\$729,841	
304		Income Over (Under) Expenditures	\$74,655	\$0	\$19,601	\$0	



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



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

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

Mission Statement

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

General Explanation and Work Program

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

The operation of the Guild and related recreational programming is financially self-supporting, with revenue generated from the Hazard and Guild Trust Funds, investment income, program fees, rentals, and various other sources.



For the 2023-2024 fiscal year, Guild recreational programs are expected to generate approximately 37.3% of the total revenue needed to support the Guild's operating program, with proposed Trust Fund contributions supporting approximately 54.6%, 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 2023-2024, 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 2023-2024 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 to avoid a negative impact on the operating program.

The Guild program focuses 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

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 yearround 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 selfsupporting 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.



- 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 2022-2023 Priorities

Priorities	Town Council Goals & Objs
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

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Begin Planned Major Infrastructure Improvement Project	FI
Develop program plan for repurposing of basement level of the Guild for maximizing program and rental opportunities	FI / ET
Grow Adult Program/Class Offerings by 5%	CEPP / CP
Implement improvements to Departmental Marketing, Registration Process and Access to Information	CEPP
Provide Staff Development/Training Opportunities to increase Capacity	ET



Specific Performance Measurements

Description	FY 20210-20221 Actual	FY 2021-2022 Actual	FY 2022-2023 Anticipated	FY2023-2024 Projected	Town Council Goals & Objs
Trust Income % of Total Revenue	67.82%	63.58%	65.13%	54.6%	TBF
Program fees % of Total Revenue	30.8%	33.03%	31.33%	37.3%	TBF
Total Guild Facility Usage Attendance	25,500	29,500	30,000	31,000	CEPP
Room Reservations by Community members and organizations (non-program)	2,500	2,950	3,000	3,050	СЕРР
Online Transactions (including registrations, payments, etc.)	2,825	2,875	3000	3,150	CEPP / TBF
Independent Contractors	80	90	90	90	FI
New Classes Offered	12	20	25	25	FI / ET
Preschool Enrollment	125	175	275	280	FI / ET
% of Classes Completed ¹	80%	80%	90%	90%	, = .
Youth/Teen Enrollment	500	550	800	80	FI/ET
% of Classes Completed ¹	80%	80%	80%	80%	
Adult Enrollment	900	1,000	1700	1750	FI/ET
% of Classes Completed ¹	80%	80%	85%	80%	,
Art Enrollment	300	325	400	425	FI / ET
% of Classes Completed ¹	85%	80%	85%	80%	, =.
Sports and Fitness Enrollment	4,500	5,000	6000	6000	FI/ET
% of Classes Completed ¹	98%	95%	95%	90%	11, 5
Music Lessons	1,100	1,200	1400	3000	FI / ET
Music Students Registered	100	125	100	125	11/ -1
Special Events	900	1,100	4000	4500	FI / CEPP
% of Events Completed ¹	95%	95%	95%	90%	II/ OEFF

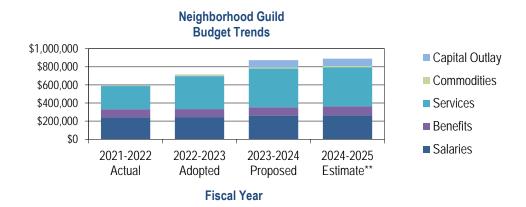
^{1.} Figures shown identify the % of classes/programs that ran successfully of those offered (national standard is 80%). Some figures have been reduced due to program being shifted from the Guild to the Recreation Center or General Fund.



FY 2023-2024 Funding Comparison

Neighborhood Guild	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$243,728	\$244,376	\$236,145	\$259,868	\$15,492
Benefits	86,848	88,220	81,325	93,165	4,945
Subtotal Personnel Expenditures ¹	\$330,576	\$332,596	\$317,470	\$353,033	\$20,437
Services	\$256,409	\$364,624	\$362,569	\$425,973	\$61,349
Commodities	6,149	13,013	12,263	13,231	218
Capital Outlay	2,474	4,350	35,950	80,923	76,573
Subtotal Operating Expenditures	\$265,031	\$381,987	\$410,782	\$520,127	\$138,140
Total Expenditures	\$595,607	\$714,583	\$728,252	\$873,160	\$158,577

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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.



FY 2023-2024 Expenditure Statements

30641010		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Admin and Maintenance	Actual	Adopted	Projected	Proposed	Change
30641010	511001	Full-Time Employees	\$190,415	\$191,403	\$185,000	\$196,114	2.46%
30641010	511002	Part-Time Salaries	115	0	0	0	0.00%
30641010	511004	Overtime	2,246	500	1,244	1,000	100.00%
30641010	511006	Longevity	4,435	1,789	1,392	2,739	53.10%
30641010		Subtotal Wages	\$197,210	\$193,692	\$187,636	\$199,853	3.18%
30641010	522250	FICA	15,252	14,828	14,828	14,874	0.31%
30641010	522300	Municipal Employees Retirement	24,106	24,690	24,690	24,894	0.83%
30641010	522301	Retirement - Defined Contribution	1,771	2,130	2,130	2,182	2.44%
30641010	522818	Medical Insur-Active Employees	19,712	22,572	22,572	32,497	43.97%
30641010	522820	Medical Insur-Retirees	2,083	-	-	-	0.00%
30641010	522822	Dental Insur-Active Employees	2,379	1,846	1,846	1,938	4.98%
30641010	522840	Insurance Buyback	6,275	4,000	2,500	2,136	-46.60%
30641010	522850	Life Insurance	399	323	323	290	-10.22%
30641010	529900	Worker's Compensation	10,990	12,044	6,800	7,140	-40.72%
30641010	538014	Travel Expenses	0	200	200	200	0.00%
30641010	538018	Conference Expenses	0	700	700	1,000	42.86%
30641010	540038	Uniforms And Other Clothing	321	991	991	1,181	19.17%
30641010		Subtotal Benefits	\$83,289	\$84,324	\$77,580	\$88,332	4.75%
30641010	530012	Cleaning Services	504	600	600	600	0.00%
30641010	530013	Custodial Services	0	115,473	115,473	115,397	0.00%
30641010	530014	Refuse Disposal	1,972	1,867	2,000	2,142	14.73%
30641010	530064	Copy Machine Services	666	1,850	1,500	1,850	0.00%
30641010	530111	Professional Services	2,401	3,341	3,341	3,410	2.07%
30641010	532000	Telephone	540	2,064	1,900	2,040	-1.16%
30641010	532004	Electricity	19,130	19,700	19,700	20,450	3.81%
30641010	532008	Natural Gas	14,571	14,000	14,000	14,700	5.00%
30641010	532010	Wastewater Fees	300	940	700	740	-21.28%
30641010	532012	Water Fees	565	1,200	1,000	947	-21.08%
30641010	534016	Computer/Software Maintenance	4,033	4,570	4,570	5,675	24.18%
30641010	534020	Maintenance Of Buildings	4,101	10,000	10,000	14,000	40.00%
30641010	538012	Advertising	47	300	300	300	0.00%
30641010	538020	Postage	632	1,300	1,000	1,300	0.00%
30641010	538022	Printing Expenses	3,625	5,000	5,000	5,000	0.00%
30641010	538030	Licenses And Dues	1,062	1,630	1,630	1,630	0.00%
30641010	560010	Insurance	16,328	17,552	16,914	17,760	1.19%
30641010		Subtotal Services	\$70,477	\$201,387	\$199,628	\$207,941	3.25%
30641010	540012	Office Materials & Supplies	637	1,000	750	1,000	0.00%
30641010	540014	Janitorial Materials & Supp	2,695	2,858	2,858	2,949	3.18%
30641010	540016	Rec Materials & Supplies	263	500	500	500	0.00%
30641010	540018	Elect Materials & Supplies	125	470	470	470	0.00%
30641010	540024	Chemicals And Gases	163	185	185	250	35.14%
30641010	540026	Bldg & Const Materials & Supp	45	1,000	1,000	1,000	0.00%
30641010	540032	General Hardware & Tools	-	500	500	500	0.00%
30641010	540034	Signage Materials & Supplies	-	600	600	600	0.00%
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30641010	540050	HVAC Materials & Supplies	-	900	900	900	0.00%
30641010	580100	Miscellaneous Expenses	500	1,500	1,500	1,500	0.00%
30641010		Subtotal Commodities	\$4,428	\$9,513	\$9,263	\$9,669	1.64%
30641010	550004	Office Equipment	950	2,000	2,000	2,000	0.00%
30641010	550016	Janitorial Equipment	24	350	350	400	14.29%
30641010	550018	Recreational Equipment	140	1,000	800	1,000	0.00%
30641010	550026	Furniture And Furnishings	1,360	1,000	1,000	1,000	0.00%
30641010	589010	Debt Service - Principal	0	0	0	46,354	0.00%
30641010	589012	Debt Service - Interest	0	0	31,800	30,069	0.00%
30641010		Subtotal Capital Outlay	2,474	4,350	35,950	80,823	1758.00%
30641010		Total Guild Admin And Maintenance	\$357,878	\$493,266	\$510,057	\$586,618	18.93%

30641020		Guild - Front Desk	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30641020	511002	Part-Time Salaries	\$29,601	\$31,654	\$31,455	\$37,303	17.85%
30641020	511006	Longevity	496	554	554	584	5.42%
30641020		Subtotal Wages	\$30,097	\$32,208	\$32,009	\$37,887	17.63%
30641020	522250	FICA	2,303	2,233	2,233	2,854	27.81%
30641020	522850	Life Insurance	0	-	0	35	0.00%
30641020	540038	Uniforms And Other Clothing	-	250	250	250	0.00%
30641020		Subtotal Benefits	\$2,303	\$2,483	\$2,483	\$3,139	26.42%
30641020		Total Front Desk	\$32,400	\$34,691	\$34,492	\$41,026	18.26%

30641050		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Youth Programs	Actual	Adopted	Projected	Proposed	Change
30641050	511003	Seasonal Salaries	1,549	3,049	1,073	5,984	96.26%
30641050	511004	Overtime	311	0	0	0	0.00%
30641050		Subtotal Wages	\$1,859	\$3,049	\$1,073	\$5,984	96.26%
30641050	522250	FICA	142	233	82	458	96.57%
30641050		Subtotal Benefits	\$142	\$233	\$82	\$458	96.57%
30641050	530111	Professional Services	29,957	33,800	33,800	52,650	55.77%
30641050	538028	Rents	0	592	296	324	-45.27%
30641050		Subtotal Services	\$29,957	\$34,392	\$34,096	\$52,974	54.03%
30641050	540016	Rec Materials & Supplies	1,542	3,000	2,500	2,962	-1.27%
30641050		Subtotal Commodities	\$1,542	\$3,000	\$2,500	\$2,962	-1.27%
30641050		Total Youth Programs	\$33,500	\$40,674	\$37,751	\$62,378	53.36%

30641060		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
30041000							
		Music Programs	Actual	Adopted	Projected	Proposed	Change
30641060	511002	Part-Time Salaries	\$4,101	\$3,741	\$3,741	\$3,825	2.25%
30641060		Subtotal Wages	\$4,101	\$3,741	\$3,741	\$3,825	2.25%
30641060	522250	FICA	314	286	286	293	2.45%
30641060		Subtotal Benefits	\$314	\$286	\$286	\$293	2.45%
30641060	530111	Professional Services	71,837	49,200	49,200	76,800	56.10%
30641060		Subtotal Services	\$71,837	\$49,200	\$49,200	\$76,800	56.10%
30641060	540016	Rec Materials & Supplies	100	200	200	200	0.00%
30641060		Subtotal Commodities	\$100	\$200	\$200	\$200	0.00%
30641060	550018	Recreational Equipment	0	0	0	100	0.00%



30641060	8	Subtotal Capital Outlay	\$0	\$0	\$0	\$100	0.00%
30641060	1	otal Music Programs	\$76,352	\$53,427	\$53,427	\$81,218	52.02%
30641070		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Adults Program	Actual	Adopted	Projected	Proposed	Change
30641070	511002	Part-Time Salaries	\$1,505	\$2,383	\$2,383	\$2,484	4.24%
30641070		Subtotal Wages	\$1,505	\$2,383	\$2,383	\$2,484	4.24%
30641070	522250	FICA	115	183	183	190	3.83%
30641070		Subtotal Benefits	\$115	\$183	\$183	\$190	3.83%
30641070	530111	Professional Services	27,956	35,200	35,200	40,400	14.77%
30641070		Subtotal Services	\$27,956	\$35,200	\$35,200	\$40,400	14.77%
30641070	540016	Rec Materials & Supplies	79	0	0	100	0.00%
30641070		Subtotal Commodities	\$79	\$0	\$0	\$100	0.00%
30641070		Total Adults Program	\$29,655	\$37,766	\$37,766	\$43,174	14.32%
30641080		Guild -	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Arts Program	Actual	Adopted	Projected	Proposed	Change
30641080	511002	Part-Time Salaries	\$8,956	\$9,033	\$9,033	\$9,421	4.30%
30641080	511003	Seasonal Salaries	0	270	270	414	53.33%
30641080		Subtotal Wages	\$8,956	\$9,303	\$9,303	\$9,835	5.72%
30641080	522250	FICA	685	711	711	753	5.91%
30641080		Subtotal Benefits	\$685	\$711	\$711	\$753	5.91%
30641080	530111	Professional Services	56,181	43,605	43,605	47,018	7.83%
30641080	538028	Rents	0	840	840	840	0.00%
30641080		Subtotal Services	\$56,181	\$44,445	\$44,445	\$47,858	7.68%
30641080	540016	Rec Materials & Supplies	-	300	300	300	0.00%
30641080		Subtotal Commodities	\$0	\$300	\$300	\$300	0.00%
30641080		Total Arts Program	\$65,822	\$54,759	\$54,759	\$58,746	7.28%
	Total G	Guild	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Progra	m	Actual	Adopted	Projected	Proposed	Change
30641010	Subtota	al Guild Admin and Maintenance	\$357,878	\$493,266	\$510,057	\$586,618	18.93%
30641020	Subtota	al Guild Front Desk	32,400	34,691	34,492	41,026	18.26%
30641040	Subtota	al Guild Seniors Program	0	0	0	0	0.00%
30641050		al Guild Youth Programs	33,500	40,674	37,751	62,378	53.36%
30641060	Subtota	al Guild Music Programs	76,352	53,427	53,427	81,218	52.02%
30641070	Subtota	al Guild Adults Program	29,655	37,766	37,766	43,174	14.32%
30641080		al Guild Arts Program	65,822	54,759	54,759	58,746	7.28%
	Total C	Guild Program	\$595,607	\$714,583	\$728,252	\$873,160	22.19%



FY 2023-2024 Revenue Statement

306		Guild	2021-2022	2022-2023	2022-2023	2023-2024	Percent
			Actual	Adopted	Projected	Proposed	Change
30641000	460010	Investment Income	\$380	\$500	\$1,156	\$500	0.00%
30641000	460020	Trust Income	427,750	450,500	450,500	460,000	2.11%
30641000	460140	Reinvested Income - Debt	-	-	31,800	80,200	0.00%
30641000	460150	Reinvested Income - Capital	6,000	6,000	6,000	6,000	0.00%
30641000	460180	Augusta Hazard Trust Fund	14,879	14,900	16,167	14,900	0.00%
30641000	470020	National Grid Electricity Rebate/Solar	3,336	1,200	1,200	1,200	0.00%
30641000	499060	Designated Fund Balance	15,500	18,000	18,000	14,143	-21.43%
30641020	440250	Front Desk	3,160	2,000	2,000	2,250	12.50%
30641050	440265	Youth	42,878	55,633	62,000	83,361	49.84%
30641060	440270	Music	83,872	57,200	57,200	89,375	56.25%
30641070	440275	Adults	54,646	49,500	49,500	56,500	14.14%
30641080	440280	Arts	72,717	59,150	59,150	64,731	9.44%
306		Total Guild Revenues	\$725,117	\$714,583	\$754,673	\$873,160	22.19%
306		Total Guild Expenditures	\$595,607	\$714,583	\$728,252	\$873,160	
306		Income Over (Under) Expenditures	\$129,510	\$0	\$26,421	\$0	



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



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

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

Mission Statement

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

General Explanation & Work Program

The Community Recreation Center provides gymnasium and multi-use spaces for recreational programming, interscholastic athletics, local non-profit youth athletic leagues, general public use, and private rentals. Ongoing recreation programs include youth basketball, which consists of over 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 were significantly impacted. The facility was closed for a period of time and programs were

Community Recreation Center Fund (0308), continued

severely restricted, drop-in activity was cancelled, and rentals were suspended to adhere to regulations. These changes resulted in a significant reduction to revenue. FY21-22 and the current year have seen the Recreation Center rebound and exceed pre-Covid levels with heavy use of the entire facility. This has precipitated the need for additional, supervisory level staffing, particularly for the free, after-school drop-in program as well as structured, pre-teen programs.

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

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 2022-2023 Priorities

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
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 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
Expand the afterschool programming targeting BRMS students by offering 5 programs a week in each of the fall, winter, and spring seasons.	
Continue to research and evaluate facility rental fee structure options, for future implementation	
Coordinate with the Senior Services Department to implement two senior specific programs	
Create a leadership council of BRMS students and SKPR staff to assist department in creating afterschool programming	
Expand the part time Rec Supervisor position to Full Time Rec Center Supervisor in order to better manage the high levels of activity, particularly drop-in and after school programs.	



Specific Performance Measurements

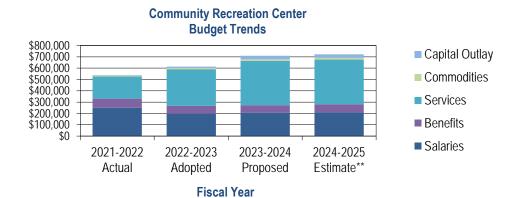
Description	FY 2021-2022 Actual	FY 2022-2023 Projected	FY2023-2024 Projected	Town Council Goals & Objs
Programs to be Offered	167	170	165	FI
% of Programs Run	92%	93%	90%	FI
Facility Attendance ¹	76,595	80,000	85,000	FI / CEPP
Reservations	3,051	2,500	2,500	FI / CEPP

^{1.} Reflects programs, special events, open gym, drop-in, fitness room, walking track

FY 2023-2024 Funding Comparison

Community Recreation Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0	0	0	0	0
Salaries	\$250,673	\$197,844	\$187,769	\$204,563	\$6,719
Benefits	80,153	69,592	60,358	68,475	(1,117)
Subtotal Personnel Expenditures ¹	\$330,826	\$267,436	\$248,127	\$273,038	\$5,602
Services	\$194,168	\$322,709	\$322,300	\$390,653	\$67,944
Commodities	9,580	13,475	13,475	14,310	835
Capital Outlay	3,916	9,827	9,827	31,212	21,385
Subtotal Operating Expenditures	\$207,664	\$346,011	\$345,602	\$436,175	\$90,164
Total Expenditures	\$538,489	\$613,447	\$593,729	\$709,213	\$95,766

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts. Refer to Tab 9 for more information on Parks and recreation FTE's.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statement

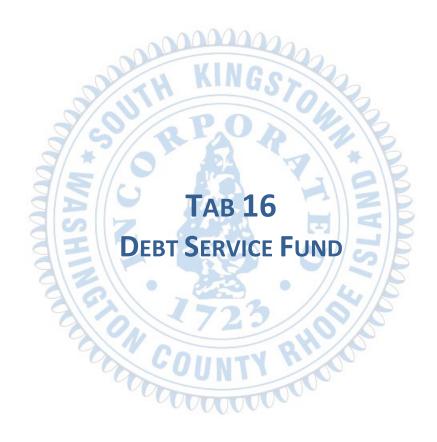
30840001		Community	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Recreation Center	Actual	Adopted	Projected	Proposed	Change
30840001	511001	Full-Time Employees	\$107,023	\$95,276	\$95,276	\$99,200	4.12%
30840001	511002	Part-Time Salaries	137,014	92,935	88,000	98,955	6.48%
30840001	511003	Seasonal Salaries	3,144	7,640	2,500	5,000	-34.55%
30840001	511004	Overtime	508	468	468	479	2.35%
30840001	511005	Retirement/Vacation	865	0	0	0	0.00%
30840001	511006	Longevity	2,118	1,525	1,525	929	-39.08%
30840001		Subtotal Wages	\$250,673	\$197,844	\$187,769	\$204,563	3.40%
30840001	522250	FICA	18,712	14,609	12,500	14,470	-0.95%
30840001	522300	Municipal Employees Retirement	22,954	12,287	12,287	15,723	27.96%
30840001	522301	State Retirement Defined	1,854	961	961	1,250	30.07%
30840001	522818	Medical Insur-Active Employees	23,611	26,940	21,500	22,835	-15.24%
30840001	522822	Dental Insur-Active Employees	1,382	1,462	825	984	-32.69%
30840001	522850	Life Insurance	276	171	171	255	49.12%
30840001	529900	Worker's Compensation	10,550	11,562	10,514	11,040	-4.51%
30840001	538016	Educational Expenses	0	250	250	500	100.00%
30844001	540038	Uniforms And Other Clothing	814	1,350	1,350	1,418	5.04%
30840001		Subtotal Benefits	80,153	69,592	60,358	68,475	-1.61%
30840001	530013	Custodial Services	0	135,316	135,316	140,614	0.00%
30840001	530014	Refuse Disposal	1,972	2,000	2,000	2,064	3.20%
30840001	530064	Copy Machine Services	111	300	300	300	0.00%
30840001	530111	Professional Services	110,047	94,948	94,948	153,916	62.11%
30840001	532000	Telephone	1,058	1,459	1,250	1,626	11.45%
30840001	532004	Electricity	56,399	55,620	55,620	58,410	5.02%
30840001	532008	Natural Gas	12,860	15,800	15,800	15,958	1.00%
30840001	532010	Wastewater Fees	300	400	400	400	0.00%
30840001	532012	Water Fees	1,254	1,800	1,600	1,800	0.00%
30840001	534020	Maintenance Of Buildings	3,166	5,000	5,000	6,000	20.00%
30840001	538028	Rents	0	2,275	2,275	1,500	-34.07%
30840001	538030	Licenses And Dues	-	265	265	278	4.91%
30840001	560010	Insurance	7,001	7,526	7,526	7,787	3.47%
30844001		Subtotal Services	\$194,168	\$322,709	\$322,300	\$390,653	21.05%
30844001	540012	Office Materials & Supplies	578	700	700	750	7.14%
30844001	540014	Janitorial Materials & Supp	1,928	2,800	2,800	2,940	5.00%
30844001	540016	Rec Materials & Supplies	6,718	7,675	7,675	7,559	-1.51%
30844001	540018	Elect Materials & Supplies	68	150	150	158	5.33%
30844001	540026	Bldg & Const Materials & Supp	1	800	800	840	5.00%
30844001	540036	Equipment & Machine Parts	0	300	300	300	0.00%
30844001	540058	Safety Related Mat & Supp	37	250	250	263	5.20%
30844001	580100	Miscellaneous Expenses	250	800	800	1,500	87.50%



30844001		Subtotal Commodities	\$9,580	\$13,475	\$13,475	\$14,310	6.20%
30442040	530044	Non-Major Technology Reserve	2,868	4,477	4,477	5,762	28.70%
30840001	550004	Office Equipment	0	350	350	350	0.00%
30840001	550016	Janitorial Equipment	1,048	2,000	2,000	2,100	5.00%
30840001	550018	Recreational Equipment	0	3,000	3,000	3,000	0.00%
30840001	590999	Transfer to Other Funds	0	0	0	20,000	0.00%
30840001		Subtotal Capital Outlay	\$3,916	\$9,827	\$9,827	\$31,212	217.61%
30840001		Total Community Rec Center	\$538,489	\$613,447	\$593,729	\$709,213	15.61%

FY 2023-2024 Revenue Statement

308		Community Recreation Center	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
30840001	431115	Rental Income	\$32,863	\$30,000	\$30,000	\$32,178	7.26%
30840001	440218	Athletic Program Revenues	190,898	189,012	225,000	274,835	45.41%
30840001	460010	Investment Income	362	200	1,300	200	0.00%
30840001	470020	Nat'l Grid Elec Rebate/Solar	14,183	-	-	-	0.00%
30840001	490101	General Fund Transfer	361,000	379,235	379,235	387,000	2.05%
30840001	499060	Designated Fund Balance	15,000	15,000	15,000	15,000	0.00%
308		Total Community Rec Center Revenues	\$614,307	\$613,447	\$650,535	\$709,213	15.61%
308		Total Community Rec Center Expenditures	\$538,489	\$613,447	\$593,729	\$709,213	
308		Income Over (Under) Expenditures	\$75,818	\$0	\$56,806	\$0	



FISCAL YEAR 2023-2024 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 2022-2023 Priorities

Proposed Priorities	Town Council
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

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council
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; up to \$150,000,000 school facilities project bond	TBF



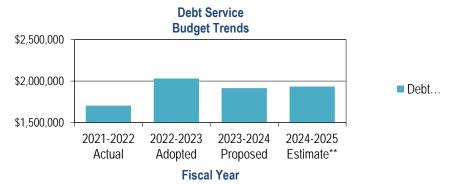
Specific Performance Measurements

Description	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
	Actual	Actual	Projected	Anticipated	Goals & Objs
Bond Rating: Moody's	Aa1	Aa1	Aa1	Aa1	TBF
Legal Debt Margin**	0.24%	0.33%	0.32%	0.31%	TBF
Top 10 Tax Payers % of Tax Base	3.84%	3.84%	3.82%	3.82%	TBF
Net Debt as a % of operating revenues**	2.20%	2.26%	2.22%	2.20%	TBF
% of Debt Retired within Ten Years	59%	60%	62%	63%	TBF
Net Debt Per Capita	\$373	\$373	\$516	\$572	TBF
Outstanding Long-Term Debt (Town & School Only)	\$11,105,000	\$17,126,000	\$15,708,000	\$14,438,000	ET / TBF

- 1. The Legal Debt Margin, per RIGL § 45-12-2 is less than 3% of tax base. At June 30, 2022, the most recent audited fiscal year, the assessed value of South Kingstown properties was \$7,020,226,779 at December 31, 2021. This limits the amount of outstanding non-excepted obligation bonds to \$210,606,803. Bonds of \$2,149,157 are general obligations and subject to statutory limitations. The Town of South Kingstown is well below the maximum allowed by state law.
- 2. 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
- 3. 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 2023-2024 Funding Comparison

Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE	0.00	0.00	0.00	0.00	0.00
Municipal Debt Service	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	(\$44,136)
Education Debt Service	810,492	714,161	714,161	649,129	(65,032)
Guild Debt Service	0	84,022	84,022	77,423	(\$6,599)
Subtotal Operating Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	(\$109,168)
Total Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	(\$115,766)



^{**}FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services. It is noted however, that the estimate does not take into account bonds currently being considered for the construction/renovation of school facilities.



FY 2023-2024 Expenditure Statements

40090001		Education Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090001	589000	Bank Fees	\$640	\$2,000	\$2,000	\$1,000	-50.00%
40090001	589010	Debt - Principal	614,529	533,964	533,964	486,393	-8.91%
40090001	589012	Debt - Interest	195,323	178,197	178,197	161,736	-9.24%
40090001		Subtotal Services	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%
40090001		Total Education Debt Service	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%

40090003		Town Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090003	589000	Bank Fees	\$360	\$600	\$600	\$500	-16.67%
40090003	589010	Debt - Principal	738,471	899,035	899,035	885,253	-1.53%
40090003	589012	Debt - Interest	150,072	333,334	333,334	303,080	-9.08%
40090003		Subtotal Services	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	-3.58%
40090003		Total Town Debt Service	\$888,903	\$1,232,969	\$1,232,969	\$1,188,833	-3.58%

40090007		Guild	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Debt Service	Actual	Adopted	Projected	Proposed	Change
40090007	589000	Bank Fees	\$0	\$2,000	\$2,000	\$1,000	0.00%
40090007	589010	Debt - Principal	\$0	\$50,000	\$50,000	\$46,354	0.00%
40090007	589012	Debt - Interest	\$0	\$32,022	\$32,022	\$30,069	0.00%
40090007		Subtotal Services	\$0	\$84,022	\$84,022	\$77,423	0.00%
40090007		Total Guild Debt Service	\$0	\$84,022	\$84,022	\$77,423	0.00%

	Total Debt Service Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40090001	Subtotal Education Debt Service	\$810,492	\$714,161	\$714,161	\$649,129	-9.11%
40090003	Subtotal Town Debt Service	888,903	1,232,969	1,232,969	1,188,833	-3.58%
40090007	Subtotal Guild Debt Service	0	84,022	84,022	77,423	0.00%
	Total Debt Service Program	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	-5.70%

Debt Service Fund (0400), continued



FY 2023-2024 Revenue Statement

400		Debt Service	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
40000000	490101	General Fund Transfer	\$1,945,232	\$1,241,719	\$1,241,719	\$1,165,752	-6.12%
40000000	490306	Neighborhood Guild Fund	0	84,022	84,022	77,423	0.00%
40000000	499060	Designated Fund Balance	226,341	150,000	150,000	150,000	0.00%
40090001	420013	School Housing Aid	241,547	219,459	219,459	219,459	0.00%
40090001	490330	South Road Reserve	8,903	-	-	0	#DIV/0!
40090003	490404	Open Space Reserve	250,000	266,146	266,146	236,704	-11.06%
40090003	490499	Fair Share Development - Recreation	142,694	69,806	69,806	66,047	-5.38%
400		Total Debt Service Revenues	\$2,814,717	\$2,031,152	\$2,031,152	\$1,915,386	-5.70%
400		Total Debt Service Expenditures	\$1,699,395	\$2,031,152	\$2,031,152	\$1,915,386	
400		Income Over (Under) Expenditures	\$1,115,322	\$0	\$0	\$0	



FISCAL YEAR 2023-2024 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, except for 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 Veolia Water RI (formerly known as Suez 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 Veolia 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 Veolia 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 Veolia 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%

Water Enterprise Fund (0702), continued

The October 2018 rate increase recovered capital costs associated with Veolia's replacement 'Sherman' elevated water tank located off South Road and various distribution system upgrades. The PUC also granted Veolia a Distribution System Infrastructure Charge (DSIC) mechanism in October 2018, whereby Veolia will have the ability to recover distribution system capital related expenses each year, with a not to exceed increase of 2.5% each year. Veolia received a 2.5% DSIC increase effective November 1, 2021. Once the sum of yearly DSIC increases equals 7.5%, Veolia 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 Veolia, 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 Veolia 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, Veolia Water RI calibrated all three of their wholesale water meters in January 2022. 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 <u>RIGL</u> § 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 was approved for FY 2022-2023, 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 Veolia is also contributory to the adjustment in user fees.

Proposed rates as denoted below in "User Rates" summary table.



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 2022-2023 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 Veolia 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 Replace 12" water main after Phase 2 completion of Matunuck Beach Rd. Seawall	FI / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town
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 Veolia Water RI to ensure adequate disinfection residual levels are maintained for	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 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
South Shore purchased water	17,200,294	15,319,251	15,504,142	16,007,896	FI / SNR / TBF
Middlebridge purchased water	2,457,948	2,138,791	2,100,995	2,323,578	FI / SNR / TBF
Total Purchased Water ft ³	19,658,242	17,458,042	17,605,137	18,331,474	FI / SNR / TBF
South Shore water sales	15,717,610	13,634,733	13,228,619	13,260,332	FI / SNR / TBF
Middlebridge water sales	1,703,969	1,475,382	1,669,111	1,669,111	FI / SNR / TBF
Total Water Sales ft ³	17,421,579	15,110,115	14,897,730	14,929,443	FI / SNR / TBF
South Shore water accounts	2,568	2,572	2,574	2,579	FI / SNR / TBF
Middlebridge water accounts	289	289	290	290	FI / SNR / TBF
Combined Water Accounts	2,857	2,861	2,864	2,869	FI / SNR / TBF
Additional Units	601	601	601	605	FI / SNR / TBF
Total Water Units	3,458	3,462	3,465	3,474	FI / SNR / TBF

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

User Rates	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	Town Council
Min in Advance/Qtr (w/ 1,250 ft ³	\$48	\$55	\$55	\$55	FI / SNR / TBF
Additional Unit charge per quarter	\$22	\$27.50	\$27.50	\$27.50	FI / SNR / TBF
Excess Charge 1st Step per 100 ft ³	\$3.25	\$3.50	\$3.50	\$3.50	FI / SNR / TBF
Excess Charge 2 nd Step (over 2,501)	\$3.75	\$4.00	\$4.00	\$4.00	FI / SNR / TBF

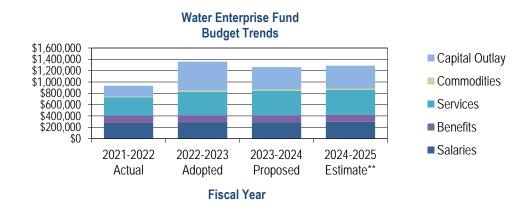
Revenue Summary	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
Excess Revenue 1st Step	\$113,672	\$94,389	\$99,461	\$100,465	FI / SNR / TBF
Excess Revenue 2 nd Step	\$159,330	\$116,642	\$113,170	\$112,916	FI / SNR / TBF
Combined Excess Revenue	273,002	\$211,031	\$212,631	\$213,381	FI / SNR / TBF
Minimum Revenue	556,581	588,804	\$603,122	\$653,804	FI / SNR / TBF
Miscellaneous Revenue	\$106,721	\$106,563	\$117,114	\$117,114	FI / SNR / TBF
Total Revenue	\$946,304	\$906,698	\$933,329	\$984,328	FI / SNR / TBF



FY 2023-2024 Funding Comparison

Water Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Increase Over Prior
water Enterprise runu	Actual	Adopted	Projected	Proposed	Year
Personnel FTE ¹	2.00	2.00	2.00	2.00	0.00
Salaries	\$281,412	\$284,706	\$284,706	\$291,323	\$6,617
Benefits	123,917	124,150	124,150	114,264	(9,886)
Subtotal Personnel Expenditures ¹	\$405,329	\$408,856	\$408,856	\$405,587	(\$3,269)
Services	\$319,013	\$414,670	\$414,670	\$434,995	\$20,325
Commodities	15,950	22,650	22,650	25,550	2,900
Capital Outlay/Depreciation	194,595	512,857	802,657	397,519	(115,338)
Subtotal Operating Expenditures	\$529,559	\$950,177	\$1,239,977	\$858,064	(\$92,113)
Total Expenditures	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	(\$95,382)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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 2023-2024 Expenditure Statements

70294100		Water Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Source of Supply	Actual	Adopted	Projected	Proposed	Change
70294100	530072	Analysis Of Wells	\$9,457	\$10,150	\$10,150	\$12,420	22.36%
70294100	532020	Purchased Water - Middlebridge	30,346	36,799	36,799	37,000	0.55%
70294100	532022	Purchased Water - South Shore	195,279	221,666	221,666	250,000	12.78%
70294100	534022	Maintenance Of Public Wells	0	200	200	200	0.00%
70294100		Subtotal Services	\$235,082	\$268,815	\$268,815	\$299,620	11.46%
70294100		Total Source Of Supply	\$235,082	\$268,815	\$268,815	\$299,620	11.46%

70294200		Water Enterprise Fund Pumping Expenses	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294200	530014	Refuse Disposal	\$161	\$324	\$324	\$340	4.94%
70294200	532000	Telephone	1,572	1,184	1,184	1,925	62.58%
70294200	532002	Fuel - Oil	1,917	1,300	1,300	2,000	53.85%
70294200	532004	Electricity	10,511	13,830	13,830	15,000	8.46%
70294200	532016	Telemetry	0	680	680	680	0.00%
70294200	532017	Telemetry-SCADA	6,850	8,300	8,300	8,300	0.00%
70294200	534024	Maintenance Of Pump Stations	617	1,800	1,800	1,800	0.00%
70294200		Subtotal Services	\$21,628	\$27,418	\$27,418	\$30,045	9.58%
70294200	540024	Chemicals And Gases	736	1,800	1,800	2,300	27.78%
70294200	540056	Pumping Materials & Supplies	0	400	400	400	0.00%
70294200		Subtotal Commodities	\$736	\$2,200	\$2,200	\$2,700	22.73%
70294200		Total Pumping Expenses	\$22,364	\$29,618	\$29,618	\$32,745	10.56%

70294400		Water Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Transmission & Distribution	Actual	Adopted	Projected	Proposed	Change
70294400	534026	Maintenance Of Elevated Tanks	\$0	\$14,700	\$14,700	\$6,500	-55.78%
70294400	534028	Maintenance Of Mains	16,489	15,000	15,000	18,000	20.00%
70294400	534030	Maintenance Of Water Services	1,182	16,000	16,000	16,000	0.00%
70294400	534032	Maintenance Of Water Meters	4,728	7,500	7,500	7,500	0.00%
70294400	534034	Maintenance Of Hydrants	0	4,800	4,800	4,800	0.00%
70294400	534039	Maintenance Of SCADA System	300	14,810	14,810	6,000	0.00%
70294400		Subtotal Services	\$22,699	\$72,810	\$72,810	\$58,800	-19.24%
70294400	540010	General Materials & Supplies	0	100	100	100	0.00%
70294400		Subtotal Commodities	\$0	\$100	\$100	\$100	0.00%
70294400		Total Transmission & Distribution	\$22,699	\$72,910	\$72,910	\$58,900	-19.22%



70294600		Water Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Personnel Services	Actual	Adopted	Projected	Proposed	Change
70294600	511001	Full-Time Employees	\$245,235	\$259,507	\$259,507	\$266,702	2.77%
70294600	511004	Overtime	6,141	8,000	8,000	7,500	-6.25%
70294600	511005	Retirement/Vacation Reimb.	0	10,300	10,300	10,000	-2.91%
70294600	511006	Longevity	6,366	6,899	6,899	7,121	3.21%
70294600		Subtotal Wages	\$257,742	\$284,706	\$284,706	\$291,323	2.32%
70294600	522250	FICA	18,932	20,135	20,135	20,043	-0.46%
70294600	522300	Municipal Employees Retirement	31,154	34,048	34,048	34,442	1.16%
70294600	522301	Retirement - Defined Contribution	2,480	2,599	2,599	2,831	8.92%
70294600	522818	Medical Insur-Active Employees	42,121	45,585	45,585	43,943	-3.60%
70294600	522820	Medical Insur-Retirees	17,155	9,097	9,097	-	0.00%
70294600	522822	Dental Insur-Active Employees	2,568	2,692	2,692	2,223	-17.42%
70294600	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70294600	522840	Insurance Buyback	1,317	1,025	1,025	1,425	39.02%
70294600	522850	Life Insurance	371	393	393	352	-10.46%
70294600	529900	Worker's Compensation	7,820	8,576	8,576	9,005	5.00%
70294600		Subtotal Benefits	\$123,917	\$124,150	\$124,150	\$114,264	-7.96%
70294600		Total Personnel Services	\$381,659	\$408,856	\$408,856	\$405,587	-0.80%

70294700		Water Enterprise Fund Admin & General Expense	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294700	511009	Vac & Sick Pay Accrued Exp	\$23,670	\$0	\$0	\$0	0.00%
70294700	0.1007	Subtotal Wages	\$23,670	\$0	\$0	\$0	0.00%
70294700	530013	Custodial Services	0	745	745	745	0.00%
70294700	530020	Miscellaneous Services	1,044	1,255	1,255	1,462	16.49%
70294700	530055	Asset Management Software	732	3,000	3,000	3,000	0.00%
70294700	530066	Internet Access	0	514	514	551	7.20%
70294700	532004	Electricity	1,562	1,575	1,575	1,708	8.44%
70294700	532008	Natural Gas	619	610	610	630	3.28%
70294700	532010	Wastewater Fees	30	35	35	35	0.00%
70294700	532012	Water Fees	70	72	72	78	8.33%
70294700	534012	Commun Equip. Maintenance	0	200	200	200	0.00%
70294700	534016	Computer/Software Maintenance	5,720	6,187	6,187	6,187	0.00%
70294700	534020	Maintenance Of Buildings	0	800	800	800	0.00%
70294700	538020	Postage	6,257	6,100	6,100	6,100	0.00%
70294700	538022	Printing Expenses	7,446	7,200	7,200	7,700	6.94%
70294700	560010	Insurance	16,125	17,334	17,334	17,334	0.00%
70294700		Subtotal Services	\$39,605	\$45,627	\$45,627	\$46,530	1.98%
70294700	540010	General Materials & Supplies	381	750	750	750	0.00%
70294700	540012	Office Materials & Supplies	1,784	2,500	2,500	2,500	0.00%
70294700	540060	Vehicle Operation	10,036	9,100	9,100	11,000	20.88%
70294700	580100	Miscellaneous Expenses	3,013	8,000	8,000	8,500	6.25%
70294700		Subtotal Commodities	\$15,214	\$20,350	\$20,350	\$22,750	11.79%
70294700	530044	Non-Major Technology Reserve	392	857	857	857	0.00%
70294700		Subtotal Capital Outlay	\$392	\$857	\$857	\$857	0.00%
70294700		Total Admin & General Expense	\$78,880	\$66,834	\$66,834	\$70,137	4.94%



70294800		Water Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Other Expenses	Actual	Adopted	Projected	Proposed	Change
70294800	550002	Computer Equipment	(\$1,976)	\$0	\$1,976	\$0	0.00%
70294800	570002	Capital Improvements	(26,072)	250,000	537,824	128,000	-48.80%
70294800	570902	Depreciation	222,252	262,000	262,000	268,662	2.54%
70294800		Subtotal Capital Outlay	\$194,203	\$512,000	\$801,800	\$396,662	-22.53%
70294800		Total Other Expenses	\$194,203	\$512,000	\$801,800	\$396,662	-22.53%

	Total Water Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70294100	Subtotal Source of Supply	\$235,082	\$268,815	\$268,815	\$299,620	11.46%
70294200	Subtotal Pumping Expenses	22,364	29,618	29,618	32,745	10.56%
70294400	Subtotal Transmission & Distribution	22,699	72,910	72,910	58,900	-19.22%
70294600	Subtotal Personnel Services	381,659	408,856	408,856	405,587	-0.80%
70294700	Subtotal Admin & General Expense	78,880	66,834	66,834	70,137	4.94%
70294800	Subtotal Other Expenses	194,203	512,000	801,800	396,662	-22.53%
	Total Water Enterprise Fund	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	-7.02%

FY 2023-2024 Revenue Statement

702		Water Enterprise Fund Description	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70004000	447450						· · · · ·
70294000	417450	Metered Sales - Domestic	\$858,443	\$893,619	\$893,619	\$936,227	4.77%
70294000	417550	Forfeited Disc & Penalties	6,076	5,200	5,200	5,200	0.00%
70294000	430170	Rental of Town Properties	294,162	267,529	267,529	228,199	-14.70%
70294000	440460	Special Services - Turn off/On	4,862	5,000	5,000	5,000	0.00%
70294000	460010	Investment Income	26,420	25,750	25,750	25,750	0.00%
70294000	460500	GASB 31 Change	(150,177)	0	0	0	0.00%
70294000	470010	Miscellaneous Income	2,557	2,200	2,200	2,200	0.00%
70294000	470020	National Grid Electricity Rebate/Solar	870	0	0	0	0.00%
70294000	470080	State of RI Water Protection	-	2,295	2,295	2,096	-8.67%
70294000	499050	Net Assets Forward To Operations	175,000	157,440	157,440	58,979	0.00%
702		Total Water Enterprise Fund Revenues	1,218,213	\$1,359,033	\$1,359,033	\$1,263,651	-7.02%
702		Total Water Enterprise Fund Expenditures	\$934,888	\$1,359,033	\$1,648,833	\$1,263,651	
702		Income Over (Under) Expenditures	\$283,325	\$0	(\$289,800)	\$0	



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

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 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 the FY 2022-2023 budget. The increase was due in part to an increase in depreciation expense and in sludge disposal and transportation fees. Although disposal and transportation fees have again increased and the cost of chemicals has substantially gone up, the FY 2022-2023 increase alleviates the need to raise rates for FY 2023-2024.

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 RIPDES 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 2022-2023 Priorities

Priorities	Town Council Goals & Objs
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 OWSM 2 nd inspection notices sent by OWSM 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 Sludge Dewatering Screw Press installation, start-up and performance testing.	FI / SNR

FY 2023-2024 Proposed Priorities

Proposed Priorities	Town Council Goals & Objs
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 OWSM 2 nd inspection notices sent by OWSM 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
Inspect and repair as needed in the collection system along Kingstown Road.	FI / SNR



Specific Performance Measurements

Description	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Anticipated	Town Council Goals & Objs
South Kingstown annual flow (MG)	362.18	360.11	377.38	377.38	FI / SNR
Narragansett annual flow (MG)	407.33	439.31	454.74	454.74	FI / SNR
URI annual flow (MG)	135.95	189.85	177.08	177.08	FI / SNR
WWTF combined annual flow (MG)	905.46	989.27	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	60.52	64.40	61.08	65.00	FI/SNR
Suspended Solids (SS) efficiency (mg/l)	97.6	97.08	96.5	96.5	FI/SNR
Treated Septage (gals)	4,252,440	3,230,546	4,200,000	4,200,000	FI / SNR
Biological Oxygen Demand (BOD) efficiency (mg/l)	93.8	92.3	92.0	93.0	FI/SNR
Accounts (SK only)	3,864	3,883	3,897	3,910	FI / SNR
Units (SK only)	5,746	5,797	5,822	5,835	FI / SNR
Minimum annual user fee ¹	\$300	\$300	\$350	\$350	FI / SNR / TBF
Excess user fee (per 100 ft ³)	\$4.00	\$4.00	\$4.40	\$4.40	FI / SNR / TBF
Septage disposal per 1,000 gal.	\$86.00	\$86.00	\$90.00	\$90.00	FI / SNR / TBF

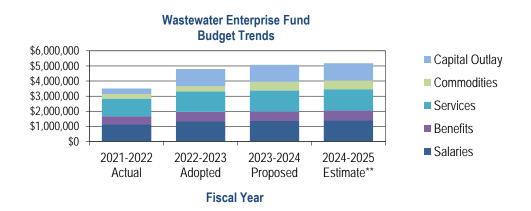
^{1.} Minimum user fee provides a single-family home an annual allowance of 10,000 ${\rm ft^3}$ of consumption.



FY 2023-2024 Funding Comparison

Wastewater Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	16.00	16.00	16.40	16.40	0.00
Salaries	\$1,114,817	\$1,323,409	\$1,323,409	\$1,357,169	\$33,760
Benefits	548,840	631,185	631,185	616,843	(14,342)
Subtotal Personnel Expenditures ¹	\$1,663,657	\$1,954,594	\$1,954,594	\$1,974,012	\$19,418
Services	\$1,162,184	\$1,348,403	\$1,238,383	\$1,386,595	\$38,192
Commodities	316,655	357,944	489,600	589,819	231,875
Capital Outlay/Depreciation	359,975	1,136,447	1,526,087	1,117,805	(18,642)
Subtotal Operating Expenditures	\$1,838,815	\$2,842,794	\$3,254,070	\$3,094,219	\$251,425
Total Expenditures	\$3,502,471	\$4,797,388	\$5,208,664	\$5,068,231	\$270,843

^{1.} FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 is estimated based on the following assumptions: 1% increase in Services and Commodities, 2% increase in Capital Outlay, 6% increase in Benefits, and 1.2% increase in Salaries.



FY 2023-2024 Expenditure Statements

70492010		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Wastewater General Treatment	Actual	Adopted	Projected	Proposed	Change
70492010	511001	Full-Time Employees	\$359,197	\$389,967	\$389,967	\$396,890	1.78%
70492010	511002	Part-Time Salaries	2,097	0	0	0	0.00%
70492010	511004	Overtime	16,688	16,775	16,775	20,130	20.00%
70492010	511005	Retirement/Vacation Reimb.	11,956	35,394	35,394	35,394	0.00%
70492010	511006	Longevity	7,617	7,234	7,234	7,158	-1.05%
70492010		Subtotal Wages	\$397,555	\$449,370	\$449,370	\$459,572	2.27%
70492010	522250	FICA	31,395	30,992	30,992	29,827	-3.76%
70492010	522300	Municipal Employees Retirement	45,369	51,013	51,013	50,780	-0.46%
70492010	522301	Retirement - Defined Contribution	3,288	3,611	3,611	3,919	8.54%
70492010	522818	Medical Insur-Active Employees	51,585	63,712	63,712	71,704	12.54%
70492010	522822	Dental Insur-Active Employees	3,638	4,644	4,644	4,117	-11.35%
70492010	522840	Insurance Buyback	5,755	5,745	5,745	3,765	-34.46%
70492010	522850	Life Insurance	459	538	538	463	-14.02%
70492010	529900	Worker's Compensation	13,460	14,772	14,772	15,510	5.00%
70492010		Subtotal Benefits	\$154,950	\$175,027	\$175,027	\$180,085	2.89%
70492010	530014	Refuse Disposal	1,332	2,548	2,548	2,548	0.00%
70492010	530030	Laboratory	27,653	39,208	39,208	48,500	23.70%
70492010	532000	Telephone	1,785	2,227	2,227	2,457	10.33%
70492010	532002	Fuel - Oil	-	1,205	1,205	1,701	41.16%
70492010	532004	Electricity	175,053	189,000	189,000	220,000	16.40%
70492010	532008	Natural Gas	34,128	38,000	38,000	38,000	0.00%
70492010	532012	Water Fees	3,532	5,100	5,100	5,100	0.00%
70492010	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,375	9.20%
70492010	534017	Asset Management Sotware	1,092	4,500	4,500	4,500	0.00%
70492010	560010	Insurance	44,332	47,657	47,657	47,657	0.00%
70492010		Subtotal Services	\$290,398	\$331,620	\$331,620	\$372,838	12.43%
70492010	540010	General Materials & Supplies	50,675	74,314	85,575	77,907	4.84%
70492010	540024	Chemicals And Gases	68,580	73,620	73,620	144,881	96.80%
70492010	540060	Vehicle Operation	1,173	1,729	1,729	1,245	-28.00%
70492010		Subtotal Commodities	\$120,429	\$149,663	\$160,924	\$224,033	49.69%
70492010	530044	Non-Major Technology Reserve	3,380	4,840	4,840	5,584	15.37%
70492010		Subtotal Capital Outlay	\$3,380	\$4,840	\$4,840	\$5,584	15.37%
70492010		Total Wastewater General Treatment	\$966,712	\$1,110,520	\$1,121,781	\$1,242,112	11.85%



70492020		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Sludge Process & Disposal	Actual	Adopted	Projected	Proposed	Change
70492020	511001	Full-Time Employees	\$292,319	\$321,547	\$321,547	\$328,427	2.14%
70492020	511004	Overtime	16,668	16,775	16,775	19,800	18.03%
70492020	511005	Retirement/Vacation Reimb.	11,953	27,288	27,288	27,288	0.00%
70492020	511006	Longevity	6,394	5,839	5,839	6,198	6.15%
70492020		Subtotal Wages	\$327,334	\$371,449	\$371,449	\$381,713	2.76%
70492020	522250	FICA	23,458	25,585	25,585	24,380	-4.71%
70492020	522300	Municipal Employees	36,951	42,091	42,091	42,047	-0.10%
70492020	522301	Retirement - Defined	2,734	3,030	3,030	3,193	5.38%
70492020	522818	Medical Insur-Active	49,240	61,276	61,276	70,250	14.65%
70492020	522822	Dental Insur-Active Employees	3,129	4,116	4,116	3,703	-10.02%
70492020	522840	Insurance Buyback	3,638	3,612	3,612	1,632	-54.83%
70492020	522850	Life Insurance	388	435	435	395	-9.18%
70492020	529900	Worker's Compensation	10,498	11,524	11,524	12,100	5.00%
70492020		Subtotal Benefits	\$130,035	\$151,669	\$151,669	\$157,700	3.98%
70492020	530068	Central Facility Tipping	542,687	618,880	503,880	579,558	-6.35%
70492020	532002	Fuel - Oil	-	230	230	259	12.61%
70492020	532004	Electricity	32,620	35,079	35,079	40,705	16.04%
70492020	532008	Natural Gas	5,556	7,416	7,416	7,416	0.00%
70492020	532012	Water Fees	523	1,100	1,100	800	-27.27%
70492020	560010	Insurance	5,108	5,491	5,491	5,491	0.00%
70492020		Subtotal Services	\$586,493	\$668,196	\$553,196	\$634,228	-5.08%
70492020	540010	General Materials & Supplies	26,162	16,325	17,118	17,650	8.12%
70492020	540024	Chemicals And Gases	39,756	49,319	129,319	151,103	206.38
70492020	540060	Vehicle Operation	21,890	32,500	67,500	83,072	155.61
70492020		Subtotal Commodities	\$87,807	\$98,144	\$213,937	\$251,825	156.59
70492020		Total Sludge Process &	\$1,131,669	\$1,289,458	\$1,290,251	\$1,425,466	10.55%



70492030		Wastewater Enterprise Fund Silver Lake Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492030	511001	Full-Time Employees	\$66,342	\$73,316	\$73,316	\$74,981	2.27%
70492030	511004	Overtime	4,040	4,067	4,067	4,067	0.00%
70492030	511005	Retirement/Vacation Reimb.	2,898	7,287	7,287	7,500	2.92%
70492030	511006	Longevity	1,467	1,320	1,320	1,437	8.90%
70492030		Subtotal Wages	\$74,747	\$85,990	\$85,990	\$87,986	2.32%
70492030	522250	FICA	5,327	5,836	5,836	5,541	-5.05%
70492030	522300	Municipal Employees Retirement	8,387	9,596	9,596	9,602	0.06%
70492030	522301	Retirement - Defined Contribution	625	690	690	725	5.05%
70492030	522818	Medical Insur-Active Employees	11,778	14,691	14,691	16,932	15.25%
70492030	522822	Dental Insur-Active Employees	724	960	960	870	-9.40%
70492030	522840	Insurance Buyback	738	731	731	251	-65.66%
70492030	522850	Life Insurance	89	94	94	91	-2.95%
70492030	529900	Worker's Compensation	2,413	2,649	2,649	2,782	5.02%
70492030		Subtotal Benefits	\$30,083	\$35,247	\$35,247	\$36,794	4.39%
70492030	532000	Telephone	1,139	2,031	2,031	2,031	0.00%
70492030	532002	Fuel - Oil	-	1,375	1,375	2,025	47.27%
70492030	532004	Electricity	98,056	94,970	94,970	109,853	15.67%
70492030	532008	Natural Gas	5,772	6,500	6,500	6,500	0.00%
70492030	532012	Water Fees	6,151	13,625	13,625	11,000	-19.27%
70492030	534017	Asset Management Software	331	1,350	1,350	1,350	0.00%
70492030	560010	Insurance	19,759	21,241	21,241	21,241	0.00%
70492030		Subtotal Services	\$131,208	\$141,092	\$141,092	\$154,000	9.15%
70492030	540010	General Materials & Supplies	3,713	11,430	12,395	11,430	0.00%
70492030	540024	Chemicals And Gases	30,373	34,606	34,606	37,374	8.00%
70492030	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492030		Subtotal Commodities	\$37,663	\$49,675	\$50,640	\$52,234	5.15%
70492030		Total Silver Lake Pumping Station	\$273,700	\$312,004	\$312,969	\$331,013	6.09%

70492040		Wastewater Enterprise Fund Kingston Pumping Station	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70492040	511001	Full-Time Employees	\$66,342	\$73,316	\$73,316	\$74,981	2.27%
70492040	511004	Overtime	4,040	4,067	4,067	4,067	0.00%
70492040	511005	Retirement/Vacation Reimb.	2,898	6,545	6,545	6,545	0.00%
70492040	511006	Longevity	1,467	1,320	1,320	1,437	8.90%
70492040		Subtotal Wages	\$74,747	\$85,248	\$85,248	\$87,031	2.09%
70492040	522250	FICA	5,327	5,836	5,836	5,541	-5.05%
70492040	522300	Municipal Employees Retirement	8,387	9,596	9,596	9,602	0.06%
70492040	522301	Retirement - Defined Contribution	625	690	690	725	5.05%
70492040	522818	Medical Insur-Active Employees	11,778	14,691	14,691	16,932	15.25%
70492040	522822	Dental Insur-Active Employees	724	960	960	870	-9.40%
70492040	522840	Insurance Buyback	738	731	731	251	-65.66%
70492040	522850	Life Insurance	89	94	94	91	-2.95%
70492040	529900	Worker's Compensation	2,413	2,649	2,649	2,782	5.02%
70492040		Subtotal Benefits	\$30,083	\$35,247	\$35,247	\$36,794	4.39%
70492040	532000	Telephone	500	1,310	1,310	1,310	0.00%
70492040	532002	Fuel - Oil	-	880	880	1,418	61.08%
70492040	532004	Electricity	45,265	38,158	38,158	49,693	30.23%

70492040	532008	Natural Gas	5,029	5,950	5,950	6,300	5.88%
70492040	532012	Water Fees	2,422	1,600	1,600	1,600	0.00%
70492040	534017	Asset Management Software	331	1,350	1,350	1,350	0.00%
70492040	560010	Insurance	4,411	4,741	4,741	4,741	0.00%
70492040		Subtotal Services	\$57,958	\$53,989	\$53,989	\$66,411	23.01%
70492040	540010	General Materials & Supplies	31,115	8,845	11,642	9,335	5.54%
70492040	540060	Vehicle Operation	3,577	3,639	3,639	3,639	0.00%
70492040		Subtotal Commodities	\$34,691	\$12,484	\$15,281	\$12,974	3.93%
70492040		Total Kingston Pumping Station	\$197,479	\$186,968	\$189,765	\$203,210	8.69%

70492050		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Local Pumping Station	Actual	Adopted	Projected	Proposed	Change
70492050	511001	Full-Time Employees	\$69,725	\$77,449	\$77,449	\$79,320	2.42%
70492050	511004	Overtime	4,543	4,575	4,575	4,575	0.00%
70492050	511005	Retirement/Vacation Reimb.	3,258	7,287	7,287	7,287	0.00%
70492050	511006	Longevity	1,561	1,384	1,384	1,547	11.74%
70492050		Subtotal Wages	\$79,087	\$90,695	\$90,695	\$92,728	2.24%
70492050	522250	FICA	5,603	6,176	6,176	5,834	-5.54%
70492050	522300	Municipal Employees Retirement	8,817	10,149	10,149	10,160	0.10%
70492050	522301	Retirement - Defined Contribution	663	734	734	762	3.82%
70492050	522818	Medical Insur-Active Employees	13,078	16,346	16,346	18,941	15.88%
70492050	522822	Dental Insur-Active Employees	777	1,041	1,041	948	-8.92%
70492050	522840	Insurance Buyback	675	666	666	126	-81.16%
70492050	522850	Life Insurance	96	108	108	98	-9.59%
70492050	529900	Worker's Compensation	2,572	2,824	2,824	2,965	4.99%
70492050		Subtotal Benefits	\$32,280	\$38,044	\$38,044	\$39,833	4.70%
70492050	532000	Telephone	3,855	5,484	5,484	5,484	0.00%
70492050	532002	Fuel - Oil	477	825	825	810	-1.82%
70492050	532004	Electricity	24,776	23,500	23,500	23,840	1.45%
70492050	532008	Natural Gas	4,963	4,800	4,800	5,100	6.25%
70492050	532012	Water Fees	2,127	3,100	3,100	3,225	4.04%
70492050	532019	WW Conveyance Fee	4,523	6,300	6,300	6,616	5.02%
70492050	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,175	0.00%
70492050	534017	Asset Management Software	221	900	900	900	0.00%
70492050	560010	Insurance	4,040	4,343	4,343	4,343	0.00%
70492050		Subtotal Services	\$46,474	\$51,427	\$51,427	\$52,493	2.07%
70492050	540010	General Materials & Supplies	18,297	18,775	19,615	19,100	1.73%
70492050	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492050		Subtotal Commodities	\$21,873	\$22,414	\$23,254	\$22,529	0.51%
70492050		Total Local Pumping Station	\$179,715	\$202,580	\$203,420	\$207,584	2.47%



70492050		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Local Pumping Station	Actual	Adopted	Projected	Proposed	Change
70492050	511001	Full-Time Employees	\$69,725	\$77,449	\$77,449	\$79,320	2.42%
70492050	511004	Overtime	4,543	4,575	4,575	4,575	0.00%
70492050	511005	Retirement/Vacation Reimb.	3,258	7,287	7,287	7,287	0.00%
70492050	511006	Longevity	1,561	1,384	1,384	1,547	11.74%
70492050		Subtotal Wages	\$79,087	\$90,695	\$90,695	\$92,728	2.24%
70492050	522250	FICA	5,603	6,176	6,176	5,834	-5.54%
70492050	522300	Municipal Employees Retirement	8,817	10,149	10,149	10,160	0.10%
70492050	522301	Retirement - Defined Contribution	663	734	734	762	3.82%
70492050	522818	Medical Insur-Active Employees	13,078	16,346	16,346	18,941	15.88%
70492050	522822	Dental Insur-Active Employees	777	1,041	1,041	948	-8.92%
70492050	522840	Insurance Buyback	675	666	666	126	-81.16%
70492050	522850	Life Insurance	96	108	108	98	-9.59%
70492050	529900	Worker's Compensation	2,572	2,824	2,824	2,965	4.99%
70492050		Subtotal Benefits	\$32,280	\$38,044	\$38,044	\$39,833	4.70%
70492050	532000	Telephone	3,855	5,484	5,484	5,484	0.00%
70492050	532002	Fuel - Oil	477	825	825	810	-1.82%
70492050	532004	Electricity	24,776	23,500	23,500	23,840	1.45%
70492050	532008	Natural Gas	4,963	4,800	4,800	5,100	6.25%
70492050	532012	Water Fees	2,127	3,100	3,100	3,225	4.04%
70492050	532019	WW Conveyance Fee	4,523	6,300	6,300	6,616	5.02%
70492050	534016	Computer/Software Maintenance	1,492	2,175	2,175	2,175	0.00%
70492050	534017	Asset Management Software	221	900	900	900	0.00%
70492050	560010	Insurance	4,040	4,343	4,343	4,343	0.00%
70492050		Subtotal Services	\$46,474	\$51,427	\$51,427	\$52,493	2.07%
70492050	540010	General Materials & Supplies	18,297	18,775	19,615	19,100	1.73%
70492050	540060	Vehicle Operation	3,577	3,639	3,639	3,429	-5.77%
70492050		Subtotal Commodities	\$21,873	\$22,414	\$23,254	\$22,529	0.51%
70492050		Total Local Pumping Station	\$179,715	\$202,580	\$203,420	\$207,584	2.47%
70492070		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
10492010		Users Accounting Collection	Actual		Projected		
70492070	511001	Full-Time Employees	\$3,928	Adopted \$4,025	\$4,025	Proposed \$4,027	Change 0.06%
70492070	511001	Overtime	\$3,920 1	\$4,025 0		\$4,02 <i>1</i> 0	0.00%
70492070	511004		72	82	82	56	-31.11%
70492070 70492070	311000	Longevity Subtotal Wages	\$4,001	\$4,10 7	\$4,107	\$4,084	-0.57%
70492070	522250	FICA	312	318	318	320	0.75%
70492070	522300	Municipal Employees Retirement	495	526	526	520 514	-2.33%
70472070	522301	Retirement - Defined Contribution	33	32	32	43	33.50%
70492070	522818	Medical Insur-Active Employees	138	143	143	86	-40.19%
70492070	522822	Dental Insur-Active Employees	30	30	30	24	-40.19%
70492070	522840	Insurance Buyback	124	30 126	126	126	-18.97% -0.40%
70492070	522850	Life Insurance				120	-0.40%
10472010	UCQZZC	LITE ITISULATIVE	4	5	5	4	-20.40%

534016

538020

538022

70492070

70492070

70492070

70492070

70492070

529900 Worker's Compensation

Postage

Subtotal Benefits

Printing Expenses

Computer/Software Maintenance

130

\$1,246

9,925

2,800

2,250

4.00%

-4.51%

24.61%

9.80%

-6.25%

125

\$1,305

7,965

2,550

2,400

125

\$1,305

7,965

2,550

2,400

114

\$1,251

5,412

2,998

2,249

70492070 70492070		Subtotal Services Total Users Accounting Collection	\$10,660 \$15,912	\$12,915 \$18,327	\$12,915 \$18,327	\$14,975 \$20,305	15.95% 10.79%
70492080		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Admin & General Expenses	Actual	Adopted	Projected	Proposed	Change
70492080	511001	Full-Time Employees	\$111,213	\$143,587	\$143,587	\$120,346	-16.19%
70492080	511002	Part-Time Salaries	0	0	0	28,621	0.00%
70492080	511004	Overtime	31	0	0	0	0.00%
70492080	511006	Longevity	2,266	2,268	2,268	2,360	4.07%
70492080		Subtotal Wages	\$113,511	\$145,855	\$145,855	\$151,328	3.75%
70492080	522250	FICA	8,247	10,688	10,688	10,962	2.56%
70492080	522300	Municipal Employees Retirement	14,052	18,640	18,640	15,405	-17.36%
70492080	522301	Retirement - Defined Contribution	1,082	1,337	1,337	1,098	-17.84%
70492080	522818	Medical Insur-Active Employees	19,422	21,671	21,671	18,985	-12.40%
70492080	522820	Medical Insur-Retirees	93,026	101,880	101,880	75,727	-25.67%
70492080	522822	Dental Insur-Active Employees	1,165	1,219	1,219	923	-24.31%
70492080	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70492080	522840	Insurance Buyback	338	-	-	400	0.00%
70492080	522850	Life Insurance	147	265	265	138	-48.04%
70492080	529900	Worker's Compensation	367	402	402	422	4.98%
70492080	538014	Travel Expenses	33	500	500	500	0.00%
70492080		Subtotal Benefits	\$137,878	\$156,602	\$156,602	\$124,559	-20.46%
70492080	530004	Legal Services	3,980	4,487	4,487	5,163	15.07%
70492080	530013	Custodial Services	0	2,236	2,236	2,236	0.00%
70492080	530066	Internet Access	972	1,020	1,020	1,323	29.71%
70492080	532004	Electricity	4,687	4,726	4,726	5,123	8.40%
70492080	532008	Natural Gas	1,856	1,830	1,830	1,889	3.22%
70492080	532010	Wastewater Fees	90	105	105	105	0.00%
70492080	532012	Water Fees	210	215	215	234	8.67%
70492080	534020	Maintenance Of Buildings	-	1,650	1,650	1,650	0.00%
70492080	538034	Onsite WW Management	1,188	4,000	4,000	4,000	0.00%
70492080	560010	Insurance	26,094	28,051	28,051	28,051	0.00%
70492080		Subtotal Services	\$39,076	\$48,320	\$48,320	\$49,773	3.01%
70492080	540012	Office Materials & Supplies	3,059	5,500	5,500	6,000	9.09%
70492080	540020	Books And Publications	2,321	4,664	4,664	4,825	3.45%
70492080		Subtotal Commodities	\$5,380	\$10,164	\$10,164	\$10,825	6.50%
70492080		Total Admin & General Expenses	\$295,845	\$360,941	\$360,941	\$336,485	-6.78%



70492090		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Non-Operating Expenses	Actual	Adopted	Projected	Proposed	Change
70492090	511009	Vac & Sick Pay Accrued Exp	(\$35,252)	\$0	\$0	\$0	0.00%
70492090		Subtotal Wages	(\$35,252)	\$0	\$0	\$0	0.00%
70492090	580910	Contingency	(3,230)	8,000	12,980	8,000	0.00%
70492090	589010	Debt - Principal	0	29,000	29,000	30,000	3.45%
70492090	589012	Debt - Interest	1,520	932	932	315	-66.20%
70492090		Subtotal Services	(1,710)	\$37,932	\$42,912	\$38,315	1.01%
70492090	550002	VGSI-Tax Billing Software Upgr	(2,674)	0	2,674	0	0.00%
70492090	570002	Capital Improvements	(370,327)	265,000	644,798	280,000	5.66%
70492090	570003	SilverLake Capital Improvements	32,417	120,000	123,585	25,000	0.00%
70492090	570006	Local Capital Improvements	0	0	3,585	25,000	0.00%
70492090	570902	Depreciation	697,179	746,607	746,607	782,221	4.77%
70492090		Subtotal Capital Outlay	356,595	\$1,131,607	\$1,521,247	\$1,112,221	-1.71%
70492090		Total Non-Operating Expenses	\$319,633	\$1,169,539	\$1,564,159	\$1,150,536	-1.62%

	Total Wastewater	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Enterprise Fund	Actual	Adopted	Projected	Proposed	Change
70492010	Subtotal Wastewater General Treatment	\$966,712	\$1,110,520	\$1,121,781	\$1,242,112	11.85%
70492020	Subtotal Sludge Process & Disposal	1,131,669	1,289,458	1,290,251	1,425,466	10.55%
70492030	Subtotal Silver Lake Pumping Station	273,700	312,004	312,969	331,013	6.09%
70492040	Subtotal Kingston Pumping Station	197,479	186,968	189,765	203,210	8.69%
70492050	Subtotal Local Pumping Station	179,715	202,580	203,420	207,584	2.47%
70492060	Subtotal Local Collection System	121,806	147,051	147,051	151,521	3.04%
70492070	Subtotal Users Accounting Collection	15,912	18,327	18,327	20,305	10.79%
70492080	Subtotal Admin & General Expenses	295,845	360,941	360,941	336,485	-6.78%
70492090	Subtotal Non Operating Expenses	319,633	1,169,539	1,564,159	1,150,536	-1.62%
	Total Wastewater Enterprise Fund	\$3,502,471	\$4,797,388	\$5,208,664	\$5,068,231	5.65%



FY 2023-2024 Revenue Statement

704		Wastewater Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
			Actual	Adopted	Projected	Proposed	Change
7049200	418010	Domestic & Commercial Users	\$2,089,04	\$2,375,80	\$2,375,80	\$2,381,05	0.22%
7049200	418011	University of Rhode Island Cost Share	1,083,218	700,786	700,786	837,155	19.46%
7049200	418012	Industrial & Special Users	82,249	86,100	86,100	66,300	-
7049200	418013	Town of Narragansett Cost Share	2,228,840	1,146,752	1,146,752	1,227,674	7.06%
7049200	418110	Diane Drive Debt Service	28,000	29,000	29,000	30,000	3.45%
7049200	418130	Interest on Delinquent Payments	22,550	14,000	14,000	14,000	0.00%
7049200	418160	Interest on Delinquent Payments - Diane	11	0	0	0	0.00%
7049200	418170	Interest on Diane Drive Assessment	286	450	450	315	-
7049200	440520	Septic Haulers Revenue	278,873	378,000	378,000	378,000	0.00%
7049200	460010	Fund Investment Income	58,570	45,000	45,000	45,000	0.00%
7049200	460500	GASB 31 Change	(330,608)	0	0	0	0.00%
7049200	470010	Miscellaneous Revenues	20,650	17,500	17,500	17,500	0.00%
7049200	470020	NationalGrid Electricity Rebate/Solar	67,711	0	0	0	0.00%
7049200	490101	General Fund Transfer	4,000	4,000	4,000	4,000	0.00%
7049200	499050	Net Assets Forward to Operations	53,000	0	7,100	67,237	0.00%
704		Total Wastewater Enterprise Fund	\$5,686,39	\$4,797,38	\$4,804,48	\$5,068,23	5.65%
704		Total Wastewater Enterprise Fund	\$3,502,47	\$4,797,38	\$5,208,66	\$5,068,23	
704		Income Over (Under) Expenditures	\$2,183,92	\$0	(\$404,176)	\$0	



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Organizational Chart



Mission Statement

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

General Explanation and Work Program

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

LOCAL SOLID WASTE MANAGEMENT

The Town's Solid Waste Management Ordinance was amended in May 2008 in order to ensure that all residents meet minimum recycling diversion levels; each and every curbside residential customer is required to recycle State mandated recyclable commodities. This included setting a 36% minimum recycling diversion rate. Additionally, private refuse haulers that collect curbside residential waste must secure a hauler's license issued by the Town, and as a condition of license approval, the hauler must provide the Public Services Department with a customer inventory, whereby municipal solid waste (MSW) tonnage is allocated to the hauler based upon the number of residential units that they service. Since FY 2009-2010, the Public Services Department tracks recycling diversion rates for the private refuse collection firms providing curbside refuse and recycling service in Town. Private haulers that do not meet minimum diversion rates are issued a Notice of Violation (NOV).

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 repaying 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 increased to \$54 per ton for FY 2022-2023 and resulted 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. The MSW tip fee will increase to \$58.50 for FY 2023-2024.

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 Tip Fee Rebate 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 2022-2023 was the first time in seven years where there was a RIRRC Recycling Profit Sharing. South Kingstown received \$1,446.76 from RIRRC.

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 toters to Town residents upon request
- Serve as managing regional partner of the South Kingstown RHRTS



FY 2022-2023 Priorities

Priorities	Town Council Goals & Objs
Continue recycling outreach	SNR
Continued oversight of Town licensed private refuse haulers	TBF
Continue to exceed the RIRRC 35% diversion rate	SNR
Continue to exceed the Town's 36% diversion rate	SNR

FY 2023-2024 Proposed Priorities

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

Specific Performance Measurements

Description	FY 2021- 2022 Actual	FY 2022- 2023 Projected	FY 2023- 2024 Anticipated	Town Council Goals & Objs
Town-Licensed Private Refuse Haulers (haulers must be licensed by the Town to operate in South	11	10	10	TBF
Kingstown)				
PAYT Incoming residential tagged refuse ¹	966	988.6	988.6	TBF
PAYT Incoming residential bagged yard waste ¹	203.4	219.3	230	TBF
Incoming PAYT residential recyclables ¹	905	915.5	940	SNR
Outgoing MSW to RIRRC ¹	5366	5523.4	5523.4	TBF
Outgoing recycling tons to RIRRC ¹	3058	2871.6	2871.6	SNR
Recycling single stream diversion rate ²	36%	34%	34%	SNR
Recycling diversion rate – all commodities ³	41%	39%	390%	SNR
Town's RIRRC recycling rebate ⁴	\$0	\$0	\$0	TBF / SNR

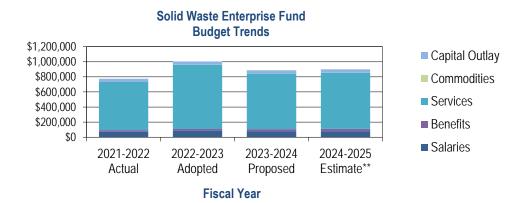
- 1. Numbers reflected are in Tons.
- 2. Reflects single stream recyclable commodities (calendar year).
- 3. Reflects diversion rate for all recyclable commodities (calendar year).
- 4. Revenue deviations primarily due to depressed worldwide recycling commodity market.



FY 2023-2024 Funding Comparison

Solid Waste Enterprise Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Increase Over Prior Year
Personnel FTE ¹	0.00	0.00	0.00	0.00	0.00
Salaries	\$70,710	\$83,612	\$83,612	\$75,375	(\$8,237)
Benefits	24,588	25,812	25,812	32,461	6,649
Subtotal Personnel Expenditures ¹	\$95,298	\$109,424	\$109,424	\$107,837	(\$1,587)
Services	\$637,079	\$849,100	\$870,913	\$733,932	(\$115,168)
Commodities	127	1,675	1,675	1,675	0
Capital Outlay/Depreciation	41,686	42,772	42,772	43,819	1,047
Subtotal Operating Expenditures	\$678,893	\$893,547	\$915,360	\$779,426	(\$114,121)
Total Expenditures	\$774,191	\$1,002,971	\$1,024,784	\$887,262	(\$115,709)

1. FY 24 and previous FTE counts have been adjusted to reflect actual employees within the department. The salaries and benefits expenditure figures shown above represent total personnel expenditures which may include staff from other departments that are allocated this this fund. Employees often work on tasks that benefit multiple divisions, so their salary and benefits are allocated across multiple departments and related accounts.



^{**}FY 2024-2025 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.



FY 2023-2024 Expenditure Statements

70696100		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Station Recycling Operation	Actual	Adopted	Projected	Proposed	Change
70696100	534018	Maintenance Of General Equip	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696100		Subtotal Services	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696100		Total Station Recycling Operation	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696200		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Transportation/Disposal	Actual	Adopted	Projected	Proposed	Change
70696200	530070	RI SW Tipping Fees	\$471,324	\$558,780	\$558,780	\$571,740	2.32%
70696200		Subtotal Services	\$471,324	\$558,780	\$558,780	\$571,740	2.32%
70696200		Total Transportation/Disposal	\$471,324	\$558,780	\$558,780	\$571,740	2.32%
70696300		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Administration General	Actual	Adopted	Projected	Proposed	Change
0696300	511001	Full-Time Employees	\$41,563	\$42,637	\$42,637	\$41,736	-2.11%
0696300	511002	Part-Time Employees	106	0	0	0	0.00%
70696300	511004	Overtime	59	0	0	0	0.00%
0696300	511005	Retirement/Vacation Reimb.	0	10,300	10,300	3,541	-65.62%
70696300	511006	Longevity	1,633	1,718	1,718	1,339	-22.05%
70696300	511009	Vac & Sick Pay Accrued Exp	(2,805)	0	0	0	0.00%
0696300		Subtotal Wages	\$40,555	\$54,655	\$54,655	\$46,617	-14.71%
0696300	522250	FICA	3,141	3,190	3,190	3,183	-0.21%
70696300	522300	Municipal Employees Retirement	5,362	5,669	5,669	5,431	-4.19%
70696300	522301	State Retirement - Defined Contribution	262	267	267	411	53.91%
70696300	522818	Medical Insur-Active Employees	8,632	8,989	8,989	7,554	-15.97%
70696300	522820	Medical Insur-Retirees	-	-	-	-	0.00%
70696300	522822	Dental Insur-Active Employees	503	522	522	384	-26.52%
70696300	522824	Dental Insur-Retirees	-	-	-	-	0.00%
70696300	522840	Insurance Buyback	-	-	-	425	0.00%
70696300	522850	Life Insurance	54	58	58	51	-12.07%
70696300	529900	Worker's Compensation	756	834	834	875	4.92%
70696300		Subtotal Benefits	\$18,710	\$19,529	\$19,529	\$18,314	-6.22%

2,453

746

2,130

\$5,330

127

\$127

636

\$636

\$65,358

3,560

1,000

100

898

2,290

\$7,848

1,400

\$1,400

772

\$772

\$84,204

3,560

1,000

100

898

2,290

\$7,848

1,400

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772

\$772

\$84,204

4,678

1,000

1,079

2,290

\$9,147

1,400

\$1,400

844

\$844

\$76,321

100

31.40%

0.00% 0.00%

20.16%

0.00%

16.55%

0.00%

0.00% 9.33%

9.33%

-9.36%

534016

538012

538020

538036

560010

540010

530044

Computer/Software Maintenance

General Administration

General Materials & Supplies

Non-Major Technology Reserve

Total Administration General

Subtotal Commodities

Subtotal Capital Outlay

Subtotal Services

Advertising

Postage

Insurance

70696300

70696300

70696300

70696300

70696300

70696300

70696300

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70696300

70696300



70696400		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Other Expenses	Actual	Adopted	Projected	Proposed	Change
70696400	570902	Depreciation	\$41,050	\$42,000	\$42,000	\$42,975	2.32%
70696400		Subtotal Capital Outlay	\$41,050	\$42,000	\$42,000	\$42,975	2.32%
70696400		Total Other Expenses	\$41,050	\$42,000	\$42,000	\$42,975	2.32%

70696600		Solid Waste Enterprise Fund General Solid Waste Program	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
70696600	511002	Part-Time Salaries	\$25,366	\$28,126	\$28,126	\$28,759	2.25%
70696600	511005	Retirement/Vacation Reimb.	\$4,062				
70696600	511006	Longevity	726	831	831	0	-100.00%
70696600		Subtotal Wages	\$30,154	\$28,957	\$28,957	\$28,759	-0.68%
70696600	522250	FICA	2,307	2,215	2,215	2,200	-0.67%
70696600	522300	Municipal Employees Retirement	3,241	3,701	3,701	3,618	-2.25%
70696600	522301	State Retirement - Defined Contribution	262	290	290	288	-0.83%
70696600	522818	Medical Insurance-Active Employees	-	-	-	7,962	0.00%
70696600	529900	Worker's Compensation	69	77	77	80	3.90%
70696600		Subtotal Benefits	\$5,879	\$6,283	\$6,283	\$14,148	125.17%
70696600	580100	Miscellaneous Expenses	0	275	275	275	0.00%
70696600		Subtotal Commodities	\$0	\$275	\$275	\$275	0.00%
70696600		Total General Solid Waste Program	\$36,033	\$35,515	\$35,515	\$43,181	21.59%

70696800		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Superfund	Actual	Adopted	Projected	Proposed	Change
70696800	530106	Legal Fees - West Kingston Landfill	\$0	\$2,000	\$2,000	\$2,000	0.00%
70696800	530107	Consulting Fees - West Kingston Landfill	0	500	500	500	0.00%
70696800	530108	Legal Fees - Rose Hill Landfill	0	2,000	2,000	2,000	0.00%
70696800	530109	Consulting Fees - Rose Hill Landfill	10,500	7,500	29,313	7,500	0.00%
70696800	530111	Professional Services	0	2,000	2,000	2,000	0.00%
70696800	534036	Rose Hill Landfill Maintenance	137,622	71,748	71,748	71,748	0.00%
70696800	534038	West Kingston Landfill Maint	4,750	9,000	9,000	9,000	0.00%
70696800	589010	Debt - Principal	0	181,321	181,321	54,000	-70.22%
70696800	589012	Debt - Interest	6,826	4,903	4,903	2,797	-42.96%
70696800		Subtotal Services	\$159,698	\$280,972	\$302,785	\$151,545	-46.06%
70696800		Total Superfund	\$159,698	\$280,972	\$302,785	\$151,545	-46.06%

	Total Solid Waste	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Enterprise Fund	Actual	Adopted	Projected	Proposed	Change
70696100	Subtotal Station Recycling Operation	\$728	\$1,500	\$1,500	\$1,500	0.00%
70696200	Subtotal Transportation/Disposal	471,324	558,780	558,780	571,740	2.32%
70696300	Subtotal Administration General	65,358	84,204	84,204	76,321	-9.36%
70696400	Subtotal Other Expenses	41,050	42,000	42,000	42,975	2.32%
70696600	Subtotal General Solid Waste Program	36,033	35,515	35,515	43,181	21.59%
70696800	Subtotal Superfund	159,698	280,972	302,785	151,545	-46.06%
	Total Solid Waste Enterprise Fund	\$774,191	\$1,002,971	\$1,024,784	\$887,262	-11.54%



FY 2023-2024 Revenue Statement

706		Solid Waste Enterprise Fund	2021-2022	2022-2023	2022-2023	2023-2024	Percent
70404000	410011	University of Phede Island Cost Chare	Actual	Adopted	Projected \$0	Proposed	Change
70696000	418011	University of Rhode Island Cost Share	\$577	\$0	, ,	\$0	0.00%
70696000	418013	Town of Narragansett Cost Share	2,886	0	0	0	0.00%
70696000	431125	Transfer Station Rental	155,595	158,100	158,100	173,969	10.04%
70696000	440550	Hauler Licenses	8,000	11,000	11,000	11,000	0.00%
70696000	440555	Metered Tonnage	471,297	558,780	558,780	595,281	6.53%
70696000	440560	Residential Tag Sales	70,000	72,500	72,500	72,500	0.00%
70696000	460010	Investment Income	3,208	5,150	5,150	5,150	0.00%
70696000	460500	GASB 31 Change	(18,599)	0	0	0	0.00%
70696000	470010	Miscellaneous Revenues	21,621	20,200	20,200	20,200	0.00%
70696000	470070	RIRRC Recycling Revenue Reimb.	0	0	0	0	0.00%
70696000	470090	Textiles Revenue (Big Sisters)	1,981	1,200	1,200	1,200	0.00%
70696000	499050	Net Assets Forward to Operations	174,642	176,041	197,854	7,962	-95.48%
706		Total Solid Waste Enterprise Fund Revenues	\$891,208	\$1,002,971	\$1,024,784	\$887,262	-11.54%
706		Total Solid Waste Enterprise Fund Expenditures	\$774,191	\$1,002,971	\$1,024,784	\$887,262	
706		Income Over (Under) Expenditures	\$117,017	\$0	\$0	(\$0)	



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

FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

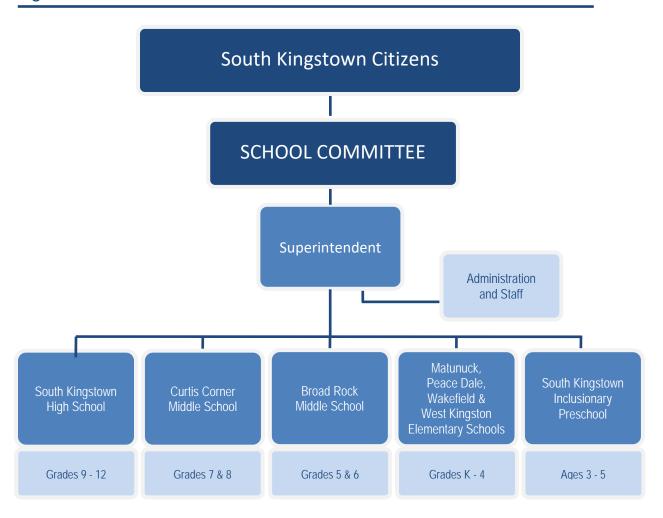
School Fund (0110)

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 2023-2024 Budget. Per Town Charter, the School Department Budget is to be presented to the Town not later than February 14th, 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 1st of each year, to include the operations of all municipal departments and the school department.

Organizational Chart





School Department Budget Narrative

The School Department's budget is committed to fully supporting our students' academic and social-emotional growth while respecting South Kingstown residents' fiscal constraints. The School Committee worked closely with the School Administration to maximize educational efficiency. As a result, the budget emphasizes student-centered instructional practices and the mental health and well-being of our students, faculty, and staff. This process occurred within the context of declining state funding, increased community and state expectations, an increase in unfunded mandates, and declining student enrollment, all amidst a post-pandemic recovery.

The FY24 budget uses a combination of state funding, local appropriations, and grants to support teaching and learning for all students. An essential facet of the budget development process was building a budget that best meets our students' needs, maintains the current level of services, advances our strategic initiatives, and complies with state and federal mandates and regulations. In addition, we are closing unfinished learning gaps by restructuring and aligning resources, building a safety net for struggling learners, challenging and enhancing our accelerated learners, ensuring that academics, arts, and athletics are equal parts of learning, and developing teacher knowledge of research-based practices. Finally, SKSD is committed to providing each student in South Kingstown with a high-quality, engaging educational experience designed to meet each student at their appropriate level of challenge.



School Department FTE

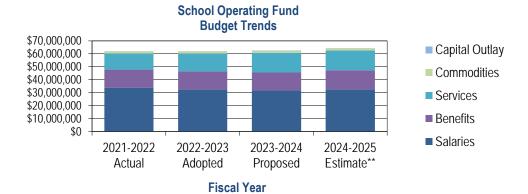
Full Time Employee Equivalent	FY 2020-2021	FY 2021-2022	FY 2021-2022	FY 2022-2023	FY 2023-2024
	Actual	Budgeted	Actual	Projected	Projected
South Kingstown School Department	460.5	460.5	460.5	426.7	404.1

Local Property Tax Transfers

Fiscal Year	Property Tax	% Increase Over Prior Year
FY 2023-2024 (Town Manager Proposed)	\$55,994,773	0.00%
FY 2023-2024 (School Committee Proposed)	\$55,994,773	0.00%
FY 2022-2023	\$55,994,773	0.00%
FY 2021-2022	\$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 2023-2024 Funding Comparison

School Operating Fund	2021-2022 Actual	2022-2023 SC Adopted	2022-2023 Projected	2023-2024 SchComm	Increase Over Prior Year
Salaries	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	(\$747,714)
Benefits	14,003,789	14,093,566	14,093,566	14,018,428	(75,138)
Subtotal Personnel Expenditures	\$47,871,299	\$46,457,125	\$46,457,125	\$45,634,272	(\$822,852)
Services	\$12,424,732	\$13,796,566	\$13,796,566	\$15,164,093	\$1,367,527
Commodities	1,631,725	1,653,523	1,653,523	1,635,117	(18,406)
Capital Outlay	34,227	68,126	68,126	202,198	134,072
Subtotal Operating Expenditures	\$14,090,684	\$15,518,215	\$15,518,215	\$17,001,407	\$1,483,193
Total Expenditures	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	\$660,340



^{**}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.



FY 2023-2024 Expenditure Statement

0110		School	2021-2022	2022-2023	2022-2023	2023-2024	Percent
		Operating Fund	Actual	SC Adopted	Projected	SchComm	Change
011098	51110	Regular Salaries	\$31,549,594	\$30,139,609	\$30,139,609	\$29,557,466	-1.93%
011098	51113	Professional Day	\$676,453	\$733,392	\$733,392	\$459,489	-37.35%
011098	51115	Substitutes	\$688,820	\$442,806	\$442,806	\$506,000	14.27%
011098	51132	Dept Head	\$95,564	\$160,451	\$160,451	\$152,054	-5.23%
011098	51201	Regular Overtime	\$99,287	\$66,304	\$66,304	\$94,000	41.77%
011098	51202	Overtime-Snow Removal	\$0	\$4,723	\$4,723	\$2,000	-57.65%
011098	51303	Prof. Development-District	\$4,860	\$4,860	\$4,860	\$5,000	2.88%
011098	51306	Vacation Payoff	\$138,441	\$86,000	\$86,000	\$80,000	-6.98%
011098	51308	Afterschool Program	\$4,420	\$21,015	\$21,015	\$21,015	0.00%
011098	51309	Tutors	\$0	\$19,900	\$19,900	\$6,000	-69.85%
011098	51322	Severance Pay	\$22,453	\$0	\$0	\$35,400	0.00%
011098	51326	Teacher Team Payment	\$46,250	\$52,000	\$52,000	\$46,250	-11.06%
011098	51327	Stipend-Other Compensation	\$1,616	\$8,000	\$8,000	\$8,664	8.30%
011098	51332	Sick Payoff - Non Severance	\$199,076	\$139,857	\$139,857	\$163,000	16.55%
011098	51338	Summer Pay	\$2,655	\$88,237	\$88,237	\$110,000	24.66%
011098	51339	Class Coverage	\$28,130	\$17,264	\$17,264	\$15,000	-13.11%
011098	51401	Stipend-Other	\$34,524	\$44,200	\$44,200	\$27,000	-38.91%
011098	51404	Stipends	\$252,692	\$305,715	\$305,715	\$287,606	-5.92%
011098	51406	Stipend-Sport Official	\$6,075	\$5,225	\$5,225	\$5,500	5.26%
011098	51407	Mentors	\$16,600	\$24,000	\$24,000	\$34,400	43.33%
		Subtotal Salaries	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	-2.31%
011098	52101	Health Insurance	5,047,655	5,110,379	5,110,379	5,030,381	-1.57%
011098	52102	Life Insurance	232,586	235,175	235,175	242,000	2.90%
011098	52103	Dental Insurance	318,561	300,510	300,510	283,100	-5.79%
011098	52109	Medical Buyback	140,116	127,000	127,000	112,251	-11.61%
011098	52122	Health Insurance - Retiree	539,808	519,012	519,012	586,329	12.97%
011098	52123	Dental Buyback Payments	6,877	7,208	7,208	5,690	-21.06%
011098	52125	Dental Insurance - Retiree	34,490	42,071	42,071	35,310	-16.07%
011098	52202	Future Benefits-OPEB	60,688	60,668	60,668	60,668	0.00%
011098	52203	Teacher/Administrative Pension-ERSRI	4,064,605	3,960,212	3,960,212	3,819,556	-3.55%
011098	52208	MERS Pension	552,067	614,426	614,426	601,712	-2.07%
011098	52213	ERSRI Defined Contribution	180,259	172,374	172,374	165,417	-4.04%
011098	52218	MERS Defined Contribution	45,941	47,670	47,670	47,436	-0.49%
011098	52301	FICA	2,020,997	2,035,865	2,035,865	2,012,817	-1.13%
011098	52302	Medicare	491,474	478,018	478,018	470,738	-1.52%
011098	52501	Unemployment Insurance	1,634	52,168	52,168	195,000	273.79%
011098	52710	Workers Compensation	266,033	330,810	330,810	350,023	5.81%
		Subtotal Benefits	\$14,003,789	\$14,093,566	\$14,093,566	\$14,018,428	-0.53%
044000	50000	Subtotal Salary and Benefits	\$47,871,299	\$46,457,125	\$46,457,125	\$45,634,272	-1.77%
011098	53202	Speech Therapists	0	3,500	3,500	0	-100.00%
011098	53203	Occupational Therapists	400	3,500	3,500	2,000	-42.86%
011098	53204	Therapists	21,745	36,800	36,800	29,100	-20.92%
011098	53205	Psychologists	5,695	6,460	6,460	1 500	-100.00%
011098	53206	Audiologists	385	2,530	2,530	1,500	-40.71%
011098	53207	Interpreters and Translators	2,711	7,525	7,525	10,000	32.89%

							STORE
011098	53208	Orientation/Mobility Specialists	30,489	56,330	56,330	26,000	-53.84%
011098	53210	Performing Arts	350	1,700	1,700	950	-44.12%
011098	53211	Physical Therapists	20,555	10,000	10,000	0	-100.00%
011098	53213	Evaluations	0	5,000	5,000	20,000	300.00%
011098	53216	Tutoring Services	6,255	0	0	0	0.00%
011098	53218	Student Assistance	0	50	50	50	0.00%
011098	53219	Social Workers	60,439	61,439	61,439	61,439	0.00%
011098	53220	Other Purch Profess Educ Services	50,211	33,000	33,000	80,000	142.42%
011098	53221	Virtual Classroom	0	4,032	4,032	0	-100.00%
011098	53222	Web Based Supplemental Programs	119,055	198,948	198,948	244,070	22.68%
011098	53224	Personal Care Attendants	141,002	110,000	110,000	132,175	20.16%
011098	53301	Professional Development/Training	7,481	54,286	54,286	140,142	158.15%
011098	53302	Curriculum Development	0	60,112	60,112	61,900	2.97%
011098	53303	Conferences/Workshops	0	3,000	3,000	11,720	290.67%
011098	53401	Auditing/Actuarial Services	22,854	23,449	23,449	24,400	4.06%
011098	53402	Legal Services	274,700	100,000	100,000	100,000	0.00%
011098	53403	Health Service Providers-Students	25,000	25,000	25,000	25,000	0.00%
011098	53406	Other Services	27,792	3,000	3,000	3,000	0.00%
011098	53409	Negotiation/Arbitration	0	20,000	20,000	20,000	0.00%
011098	53410	Police and Fire Details	8,917	6,500	6,500	6,770	4.15%
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	24,221	24,000	24,000	28,400	18.33%
011098	53416	Sport Officials/Referees	42,707	61,519	61,519	63,364	3.00%
011098	53417	Contracted Nursing Services	69,649	136,022	136,022	278,420	104.69%
011098	53501	Data Processing Services	99,260	95,000	95,000	93,527	-1.55%
011098	53502	Other Technical Services	216,215	236,147	236,147	368,824	56.18%
011098	53503	Testing Services	8,385	6,886	6,886	17,200	149.78%
011098	53703	Accreditation	0	11,105	11,105	0	-100.00%
011098	53705	Shippin and Postage	6,827	14,608	14,608	20,500	40.33%
011098	53706	Catering	269	0	0	2,543	0.00%
		Subtotal Purchased Professional Services	\$1,304,069	\$1,431,948	\$1,431,948	\$1,883,494	31.53%
011098	54201	Rubbish Disposal Services	68,172	49,431	49,431	57,100	15.51%
011098	54202	Snow Plowing/Removal Services	34,710	40,000	40,000	35,750	-10.63%
011098	54204	Groundskeeping Services	125,885	137,540	137,540	146,972	6.86%
011098	54205	Rodent & Pest Control Services	4,390	5,850	5,850	7,775	32.91%
011098	54206	Cleaning Services	0	1,730	1,730	4,670	169.94%
011098	54310	Non Tech Related Maint/Repair	0	30,489	30,489	21,850	-28.33%
011098	54311	Maintenance & Repairs - Equipment	4,464	52,809	52,809	62,119	17.63%
011098	54312	Maintenance & Repairs - General	73,723	19,865	19,865	12,900	-35.06%
011098	54313	Maintenance & Repairs - Vehicles	4,494	8,500	8,500	10,000	17.65%
011098	54320	Maintenance & Repairs-Tech Related	16,113	16,688	16,688	28,300	69.58%
011098	54321	Maintenance & Repairs-Electrical	52,163	19,950	19,950	26,750	34.09%
011098	54322	Maintenance & Repairs-HVAC	58,078	54,350	54,350	60,250	10.86%
011098	54323	Maintenance & Repairs-Glass	449	5,000	5,000	5,000	0.00%
011098	54324	Maintenance & Repairs-Plumbing	81,069	14,500	14,500	21,250	46.55%
011098	54325	Maintenance & Repairs-Vandalism	0	5,000	5,000	0	-100.00%
011098	54402	Water	32,510	46,600	46,600	42,200	-9.44%
011098	54403	Telephone	19,359	26,050	26,050	24,952	-4.21%

							Street
011098	54404	Energy Management Services	0	1,285	1,285	0	-100.00%
011098	54405	Sewage/Cesspool	12,216	19,890	19,890	21,900	10.11%
011098	54406	Wireless Communications	15,951	16,440	16,440	15,950	-2.98%
011098	54407	Internet Connectivity	21,985	34,470	34,470	28,427	-17.53%
011098	54601	Rental of Land/Buildings	0	7,700	7,700	2,750	-64.29%
011098	54602	Rental of Equipment and Vehicles	90,545	121,484	121,484	108,034	-11.07%
011098	54604	Graduation Rentals	6,850	8,850	8,850	6,850	-22.60%
011098	54606	Pool Rental	2,863	2,986	2,986	2,986	0.00%
011098	54607	Golf Course Rental	1,200	1,200	1,200	1,200	0.00%
011098	54901	Other Purchased Property Services	1,998	37,000	37,000	24,990	-32.46%
011098	54902	Alarm and Fire Safety Services	45,597	19,340	19,340	24,500	26.68%
011098	54903	Moving and Rigging	0	3,500	3,500	25,000	614.29%
		Subtotal Purchased Property Services	\$774,782	\$808,497	\$808,497	\$830,424	2.71%
011098	55110	Student Transp/Other Distr Transp	10,646	0	0	9,852	0.00%
011098	55111	Transportation Contractors	4,464,784	5,098,136	5,098,136	5,325,618	4.46%
011098	55201	Property and Liability Insurance	232,753	252,312	252,312	277,184	9.86%
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	1,244	951	951	1,200	26.18%
011098	55501	Printing	1,071	4,895	4,895	4,765	-2.66%
011098	55610	Tuition - Other Districts (Vocation Educ)	2,111,812	2,308,490	2,308,490	2,539,828	10.02%
011098	55630	Special Needs Tuition to Private Sources	1,432,570	1,579,046	1,579,046	1,740,736	10.24%
011098	55640	Tuition-In State Edc. Agency	49,298	36,160	36,160	38,375	6.12%
011098	55660	Charter School Tuition	1,805,890	2,112,560	2,112,560	2,352,032	11.34%
011098	55690	Tuition - Other	6,209	10,000	10,000	10,000	0.00%
011098	55802	Board Training	525	0	0	0	0.00%
011098	55803	Employee Travel - Non-Teachers	328	3,906	3,906	8,300	112.49%
011098	55809	Employee Travel - Teachers	2,409	10,605	10,605	5,000	-52.85%
011098	55810	Other Travel	206	400	400	400	0.00%
		Subtotal Other Purchased Services	\$10,184,744	\$11,482,461	\$11,482,461	\$12,378,289	7.80%
011098	56101	General Supplies and Materials	133,616	184,258	184,258	182,299	-1.06%
011098	56112	Uniforms/Wearing Apparel Supplies	0	4,800	4,800	5,400	12.50%
011098	56113	Graduation Supplies	0	6,821	6,821	6,689	-1.93%
011098	56115	Medical Supplies	4,383	19,563	19,563	23,257	18.88%
011098	56116	Athletic Supplies	22,965	16,429	16,429	22,630	37.74%
011098	56117	Honors/Awards	1,400	500	500	4,348	769.67%
011098	56201	Natural Gas	340,694	307,839	307,839	220,500	-28.37%
011098	56202	Gasoline	5,040	15,000	15,000	15,000	0.00%
011098	56204	Propane	11,488	0	0	6,850	0.00%
011098	56207	Vehicle Maintenance Supplies/Part	0	1,750	1,750	1,500	-14.29%
011098	56209	Fuel	6,677	5,248	5,248	6,000	14.33%
011098	56211	Maintenance Supplies/Parts	11,826	9,250	9,250	27,825	200.81%
011098	56213	Glass	300	0	0	0	0.00%
011098	56214	Paint	3,146	3,300	3,300	3,950	19.70%
011098	56215	Electricity	865,937	789,467	789,467	745,000	-5.63%
011098	56216	Lumber and Hardware	412	10,700	10,700	16,000	49.53%
011098	56217	Plumbing and Heating Supplies	12,760	12,000	12,000	82,110	584.25%
011098	56218	Electrical Supplies	1,268	14,550	14,550	10,250	-29.55%
011098	56219	Custodial Supplies	95,473	115,828	115,828	101,011	-12.79%

							the
011098	56220	Materials for Snow and Ice Removal	0	750	750	750	0.00%
011098	56221	Lamps and Lights	570	1,400	1,400	1,400	0.00%
011098	56401	Textbooks	75,944	55,708	55,708	68,569	23.09%
011098	56402	Library Books	6,657	13,780	13,780	22,442	62.85%
011098	56403	Reference Books	0	0	0	0	0.00%
011098	56404	Subscriptions and Periodicals	47	29,224	29,224	5,883	-79.87%
011098	56405	Book Repairs	0	0	0	5,000	0.00%
011098	56406	Textbooks - Non-Public	3,858	5,631	5,631	5,836	3.64%
011098	56407	Web-based Software/Data/Library	16,516	15,104	15,104	19,618	29.88%
011098	56409	Electronic Textbooks	0	2,530	2,530	2,000	-20.96%
011098	56410	Textbooks-Dual/Concurrent Enrollment	66	3,100	3,100	3,000	-3.23%
011098	56501	Technology Related Supplies	10,681	8,992	8,992	20,000	122.42%
		Subtotal Supplies	\$1,631,725	\$1,653,523	\$1,653,523	\$1,635,117	-1.11%
011098	57102	Land Improvements	0	9,000	9,000	9,000	0.00%
011098	57202	Capital Improvements	0	14,500	14,500	8,750	-39.66%
011098	57305	Equipment	7,676	22,526	22,526	120,554	435.18%
011098	57306	Furniture and Fixtures	3	8,100	8,100	0	-100.00%
011098	57309	Hardware	17,044	14,000	14,000	43,945	213.89%
011098	57311	Software	9,505	0	0	19,949	0.00%
		Subtotal Equipment	\$34,227	\$68,126	\$68,126	\$202,198	196.80%
011098	58101	Professional Organization Fees	\$32,428	\$38,947	\$38,947	\$35,217	-9.58%
011098	58102	Other Dues and Fees	\$128,709	\$34,713	\$34,713	\$36,668	5.63%
		Subtotal Debt Service/Misc. Expenditures	\$161,137	\$73,660	\$73,660	\$71,885	-2.41%
0110		Total School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	1.07%

0110	School	2021-2022	2022-2023	2022-2023	2023-2024	Percent
	Operating Fund	Actual	SC Adopted	Projected	SchComm	Change
	Subtotal Wages	\$33,867,510	\$32,363,558	\$32,363,558	\$31,615,844	-2.31%
	Subtotal Benefits	14,003,789	14,093,566	14,093,566	14,018,428	-0.53%
	Subtotal Services	12,263,595	13,722,906	13,722,906	15,092,208	9.98%
	Subtotal Supplies	1,631,725	1,653,523	1,653,523	1,635,117	-1.11%
	Subtotal Capital Outlay	34,227	68,126	68,126	202,198	196.80%
	Subtotal Debt Service/Misc. Expenditures	161,137	73,660	73,660	71,885	-2.41%
0110	Total School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	1.07%



FY 2023-2024 Revenue Statement

0110		School Operating Fund	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
01109	41210	Town Property Tax Transfer*	\$55,994,773	\$55,994,773	\$55,994,773	\$55,994,773	0.00%
01109	41250	Re-appropriated Fund Balance	0	247,927	247,927	270,400	9.06%
01109	41310/2	Tuition	241,500	222,118	222,118	200,000	-9.96%
01109	41520	Trust fund Income	31,755	30,000	30,000	30,000	0.00%
01109	41702	Other Revenue	125,710	70,000	70,000	70,000	0.00%
01109	43101	Formula Aid for Education	4,559,972	4,756,321	4,756,321	5,256,605	10.52%
01109	43101	High Cost Special Education	119,650	123,652	123,652	330,246	167.08%
01109	43101	Group Home Aid	94,436	121,823	121,823	0	-100.00%
01109	43101	Homeless	0	0	0	8,656	0.00%
01109	44202	Medicaid Reimbursement	556,404	408,726	408,726	475,000	16.21%
0110		Total School Operating Fund Revenues	\$61,724,200	\$61,975,340	\$61,975,340	\$62,635,680	1.07%
0110		Total School Operating Fund	\$61,961,983	\$61,975,339	\$61,975,339	\$62,635,680	
0110		Income Over (Under) Expenditures	(\$237,783)	\$1	\$1	\$0	

^{*}To support the FY 2023-2024 School Department's budget, the Town Manager is proposing a Property Tax Transfer (PTT) to the School Operating Fund of \$55,994,773 which is equivalent to the FY 2022-2023 appropriation.



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FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND

Capital Improvement Program Summary



Background

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

Consistent with Town Code Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance, the Town uses a long range planning process to develop a six-year CIP. In addition to the Town Charter and maintaining a well-managed government, the CIP is prepared and reviewed annually. Because of the multi-year nature of the CIP, a comprehensive capital plan will help ensure the financial health of the Town and the preservation of the infrastructure and allows management to make sound decisions on affordability. The multi-year nature of the CIP is why it is considered a 'living' document since it outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, a review of needs is assessed annually to ensure that the appropriate levels of spending and types of spending by project are understood and outlined in the CIP.

Capital Planning Process

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
 - o Outline a realistic CIP plan within financial resources available
 - o Determine outcome should a project be deferred

Introduction to the Capital Budget (Pay As You Go)



CIP Timeframe

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

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

The 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

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



FY 2022-2023 Capital Budget (Pay-As-You-Go)

A summary of the Town Manager's Proposed FY 2023-2024 Capital Budget as detailed within the Annual Funding Element of the CIP is presented below:

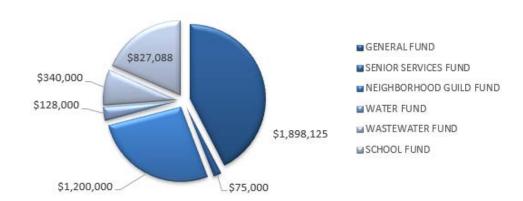
Capital Budget Program	2022-2023 Adopted	2023-2024 Proposed	Increase (Decrease)
	4	4	40
General Fund (101)	\$1,806,500	\$1,898,125	\$91,625
Senior Services Fund (304)	89,000	75,000	(14,000)
Recreation Center Fund (308)	0	20,000	20,000
Neighborhood Guild (306)	1,100,000	1,200,000	100,000
Water Enterprise Fund (702)	307,000	165,000	(142,000)
Wastewater Enterprise Fund (704)	385,000	280,000	(105,000)
School Fund (400)	621,586	827,088	205,502
TOTAL Capital Budget Program	\$4,309,086	\$4,465,213	\$156,127

The projects detailed within the section *Pay-As-You-Go Project Summaries* beginning on the following pages are budgeted for inclusion in the FY 2023-2024 Pay-As-You-Go Element of the CIP.

FY 2023-2024 Pay as You Go Summary

A breakdown by fund for the total Pay As You Go Element of the Capital Improvement Program for FY 2023-2024 is shown below:

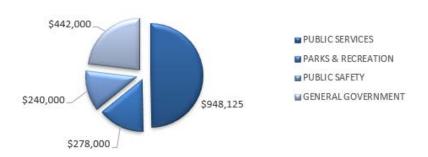
TOTAL FY 2023-2024 PAYG



A breakdown of the proposed General Fund Funding Element of the FY 2023-2024 Pay As You Go Program for General Fund capital projects is shown below:



GENERAL FUND FY2023-2024 PAYG



FY 2023-2024 Pay As You Go Projects

Projects budgeted across all funds for inclusion in the FY 2023-2024 PAYG Element of the CIP are detailed on the following pages of this section (see Element 4 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2023-2024 through 2028-2029)

Parks and Recreation Project Descriptions



Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

Park Rehabilitation and Improvements is an ongoing program that provides for the development, maintenance and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. All projects proposed for funding in the 2023-2024 fiscal year are shown in this section. The pages that follow provide detail for each of the projects shown below.

FY 2023-2024 PAYG Element

The following projects are proposed for funding in the upcoming 2023-2024 fiscal year:

Proposed Parks Improvement Program	
	CIP
	2023-24
Old Mountain Field	
Restroom/Concession Building Replacement	50,000
Saugatucket Park	
Basketball Court Full Replacement	20,000
Green Hill Park	
Tennis & Basketball Court Resurfacing	30,000
Composting Restroom replacement	50,000
Fagan Park	
Playground Upgrades	20,000
West Kingston Park	
Wood Rail Fence Replacement	10,000
Park Irrigation Systems	
Repair and replacement of major components	10,000
Park Tree Management	
Pruning, removal, replacement of park trees	10,000
Town Beach	
Exterior Pavilion - Roof Replacement	5,000
Beach Improvement Program	5,000
Riverwalk Park	
Fence Improvements	10,000
Total	\$220,000



DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field - Restroom/Concession Building Replacement

PROJECT 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 \$285,000 as well as an additional \$280,000 allocated from the 2021 municipal bond referendum 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 anticipated higher costs associated with this long-term project.





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

Old Mountain Field	FY 2023-2024
Restroom/Concession Building Replacement	\$50,000
Total	\$50,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Saugatucket Park Basketball Court Full Replacement

PROJECT DESCRIPTION

The Saugatucket Park basketball court is an element of the Saugatucket Park long-term Improvement plan. It was originally proposed for replacement in the same location however, with the expansion of the Saugatucket Park project and intentions to bring it back to the original Olmsted Brothers design, the proposed basketball/pickleball court will require shifting it slightly southwest of its original position. In doing so, the new location will require a retaining wall and the relocation of a utility pole. The original project budget called for the court replacement to cost approximately \$50,000. With the new park master plan additional \$20,000 is necessary to cover the projected \$75,000 cost of the court installation. It is anticipated that this component will be constructed in the spring of 2024. This element of the plan will be partially funded through a RIDEM recreation development grant awarded in 2020.



JUSTIFICATION

- Maintain facility infrastructure
- Increase life cycle of recreational facility for public use
- Updates facility for multi-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

Saugatucket Park	FY 2023-2024
Basketball Court Full Replacement	\$20,000



TOTAL \$20,000

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Green Hill Park – Tennis & Basketball Court Resurfacing
Composting Restroom Replacement Structure

DESCRIPTION

- A total of \$30,000 is proposed in FY2023-2024 to repair cracks and resurface the two tennis courts and basketball court at Green Hill 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 visitors.
- A total of \$50,000 is proposed for the replacement of the composting restroom at Green Hill Park. This restroom has been in place since the park opened in 2003. The structure and fixtures require replacing along with site work.





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

Single year funded capital projects

Green Hill Park	FY 2023-2024
Tennis & Basketball Court Resurfacing	\$30,000



Composting Restroom Replacement \$50,000

Total \$80,000

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Fagan Park - Playground Equipment upgrade

PROJECT DESCRIPTION

Funding in the amount of \$20,000 is proposed for the purchase of new components for the playground climbing structure, to replace broken and worn elements of the structure.



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

Fagan Park	FY 2023-2024
ragali Palk	F1 ZUZ3-ZUZ4



TOTAL	\$20,000
Playground Equipment Upgrade	\$20,000

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

West Kingston Park – Wood Rail Fence Replacement

PROJECT DESCRIPTION

Funding in the amount of \$10,000 is proposed for the purchase of materials to replace the wood rail fence at West Kingston Park.





JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users

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

West Kingston Park	FY 2023-2024
Wood Rail Fence Replacement	\$10,000
TOTAL	\$10,000



Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Irrigation Systems

PROJECT DESCRIPTION

Repair and replacement of major components

A total of \$10,000 is proposed in FY2023-2024 to maintain a reserve fund for ongoing repair and upgrades to seven athletic field irrigation systems throughout the park system. These systems are critical to ensuring that the turf maintenance plans for the Town's heavily used athletic fields are effective, with safety being a top priority. Most of the existing systems have experienced some type of failure over the last five years, and staff provides preventive maintenance in the form of systematic replacement of components in order to increase the life of the systems.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

Park Irrigation Systems	FY 2023-2024
Repair and Replacement of Major Components	\$10,000
Total	\$10,000



Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Park Tree Management

PROJECT

Pruning, removal, replacement of park trees

Within the last seven years tree management has become a priority for the Parks and Recreation Department. Aging and diseased trees have begun to pose a greater risk within the parks, including active play areas and along the bike path. In order to reduce overall risk of occurrences of fallen limbs or trees, a dedicated long-term funding source is necessary to address tree management within the parks in a preventive, systematic way. A total of \$20,000 is proposed to be allocated to the tree management fund, whereby the Department can continue to coordinate the assessment of the oldest and most actively used parks, and implement a schedule for pruning, removal and replacement of trees, for a safer environment.



JUSTIFICATION

- Supports environmental stewardship in public parks
- Mitigates hazards
- Reduces risk

CATEGORY

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

FUNDING TIMELINE



Park Tree Management	FY 2023-2024
Pruning, Removal, Replacement of Park Trees	\$10,000
Total	\$10,000

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 2023-2024 to be allocated to the Town Beach Improvement Fund. A total of \$5,000 will continue to address sand replenishment and shoreline erosion mitigation. \$5,000 will fund replacement of shingles on the pavilion roof.





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

Town Beach	FY 2023-2024
Exterior Pavilion - Roof Replacement	\$5,000
Beach Improvement Program	\$5,000
Total	\$10,000



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program Parks and Recreation

PROJECT TITLE

Riverwalk Park Fence Improvements

PROJECT DESCRIPTION

Repair and Painting of Iron Fence along Riverwalk

A total of \$10,000 is proposed in FY2023-2024 to scrape and paint sections of the iron fencing along the Riverwalk on the east side of the Saugatucket River adjacent to the Main Street public parking lot. The fence is in dire need of repainting.



JUSTIFICATION

- Increases life cycle of safety amenity
- 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

Riverwalk Park	FY 2023-2024
Fence Improvements	\$10,000
TOTAL	\$10,000



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 2023-2024 is detailed below:

Two pieces of equipment are proposed for replacement in FY2023-2024, of which both are critical to the regular maintenance and upkeep of the 103 acres of park and town property for which the Parks Division is responsible year-round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts.

Equipment	FY 2023-2024
Inland Machine 2019	\$18,000
12-foot Mower 2014	\$15,000
Total	\$33,000

Infield Machine 2019

Funding in the amount of \$18,000 is proposed to replace the existing 2019 ABI infield machine. This machine is used daily in spring, summer and fall for field preparation of multiple softball and baseball fields. It is critical to ensuring safe playing surfaces for all users. The machine currently has 840 hours logged and is in fair condition.

12 Foot Mower - \$15,000 (1st of two installments)

Funding of \$15,000 is requested for future replacement of a 2014 Toro-GM 4000 mower that has logged approximately 2,225 hours and exceeded its recommended 7-year life cycle. It is anticipated that this mower will be in service for another two seasons with approximately 2,785 hours. This 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.







DEPARTMENT - PROGRAM TITLE

Parks and Recreation – Harbormaster/NRO Equipment Acquisition and Replacement Program

PROJECT TITLE

Boston Whaler Justice - \$25,000 (installment funding)

PROJECT DESCRIPTION

Planning should begin for the replacement of PB1, a 2000 19' Boston Whaler. This vessel is the primary patrol and emergency response boat for Pt. Judith Pond and the south shore area. The boat has been in service for 22 years and is nearing the end of its service life. It is starting to show significant signs of age as evidenced by the recent failure of the fuel tank and electrical problems. The boat has also developed a list, most likely due to water intrusion into the foam filled hull. The boat has unfortunately been out of service for a significant portion of the summer three separate times during three separate seasons.

In line with the timing of what would be the next outboard motor replacement for PB1, the Harbormaster/NRO is instead recommending the replacement of the boat and accompanying equipment in FY 2027-2028, or sooner if possible, at an estimated cost of \$200,000. (It is estimated that there will be a 3% increase in this current estimate each year due to inflation.) The Harbormaster/NRO will continue to apply for outside grant funding to offset the cost of the replacement boat. At the time of projected replacement in FY28, the patrol boat will have been in service for 28 years, reaching maximum service life. Installment funding is recommended beginning in FY 23-24 over a four-year period.



FUNDING TIMELINE

Equipment	FY 2023-2024
Boston Whaler Justice (PB1)	\$25,000
Total	\$25,000

Public Services Project Descriptions



Road Improvement Program Pay As You Go Summary

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 2023-2024 are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2023-2024 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$4,666,862 over the six year Capital Improvement Program scheduled to begin in FY 2023-2024. The proposed six year program will require \$4,085,085 in capital budget annual appropriations; \$581,777 in general fund operating budget transfers.

In FY 2023-2024, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$655,125 and \$140,000 from the Streets and Highways Account within the General Fund Budget.

FUNDING TIMELINE

Projects proposed for funding in the upcoming 2023-2024 fiscal year are shown below (see Element 4, pages for a full listing of all Road Improvement Program projects proposed over the six (6) year term of the FY 2023-2024 through FY 2028-2029 Capital Improvement Program).

Public Works Road Improvement Program		
Summary	FY 2022-2023	FY 2023-2024
Arterial Road Program	\$716,870	\$412,500
Collector Road Program	0	\$335,625
Local Road Program	0	0
Sidewalk Improvements	0	0
Drainage Improvements/Erosion Control/TMDL Projects	2,895,000	75,000
Bridge and Dam Improvements	0	0
Highway Facility Program	0	0
Total Program	\$3,611,870	\$823,125

Public Services Project Descriptions, continued



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 2023-2024 road reconstruction is proposed as follows:



Columbia Street – Arterial Road

Required work will include reclaiming, subsurface reinforcement, and bituminous concrete asphalt pavement. Columbia Street is approximately 3,500 linear feet and serves as a critical connection from Main Street toward Peace Dale, Kingston, and many residential homes. Due to traffic volumes, the roadway is badly deteriorated. Additionally, as with many roads in Wakefield, sidewalks line the roadway. The sidewalks on the westerly side are in disrepair and full replacement is planned as part of the roadway improvements. The plan is mill portions of road and perform some full depth reclamation, 2.5" class 12.5 binder, tack coat and 1.5" Class 9.5 bituminous concrete overlay.

<u>Liberty Lane – from route 138 to the rail tracks</u>

Liberty Lane (from Route 138 to the rail tracks) is approximately 4,400. The roadway provides access the Great Swamp although its primary function is as a collector road for nearby homes. The roadway is in significant disrepair therefore anticipated road improvements include full depth reclamation, geo-textile membrane, 2.5" Class 12.5 binder, 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

CATEGORY

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

FUNDING TIMELINE

Single year funded capital projects

Road Reconstruction and Pavement Overlay Projects	FY 2022-2023	FY 2023-2024
Wardens Pond Road (Phase 2 of 2 – East End)	\$408,870	\$0
Green Hill Beach Road (Schoolhouse to Post Road)	308,000	0
Columbia Street (including sidewalks)	0	412,500
Liberty Lane (from Route 138 to the rail tracks)	0	335,625
Total Road Reconstruction and Pavement Overlay Projects	\$716,870	\$748,125

Public Services Project Descriptions, continued



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: \$50,000

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 daily year-round for asphalt patching, catch basin repair and drainage projects. This is the second year of a two (2) year funding for the replacement of a 2013 International light dump truck with 61,000 miles is proposed for replacement. The trade-in vehicle has two-wheel drive which hinders its snowplow and sanding operations. The new truck will be outfitted with a stainless-steel body and will be used



with the existing stainless steel drop-in sander presently utilized by the trade-in vehicle.

Street Sweeper: \$50,000

The Highway Division presently employs two (2) street sweepers. The sweepers are used on a yearly basis for removal of roadside debris leftover over from sanding/salt operations and plowing during the winter months along with leaf litter on the Town's pavement network. Street sweeping is an integral part of keeping heavy materials from getting into the Town's waterways via the stormwater system. This is the first year funding for the replacement of a 2015 Elgin Pelican Waterless Sweeper with 1850 hrs.





Roadside Mower: \$45,000

The Highway Division presently employs two (2) roadside tractors with side arm mowers. This is the second of a three (3) year funding for the replacement of a 2012 New Holland T5050/Alamo cutting head. These mowers are used to mow grass and shrubbery along the Town's right of ways. Mowing is necessary to provide safe sight distances to motorists along the Town's roads. They are used to maintain the town landfill site perimeters and support wastewater, recreation and school departments maintaining safe clearances along the bike path, school playgrounds and Town owned easements.



Wood Chipper: \$30,000

The Highway Division employs two (2) woodchippers. This is the first year of a two (2) year funding for the replacement of 2006 Woodsman diesel powered chipper with 2500 hrs. The chippers are used daily for tree trimming and the removal of Town trees throughout the year and for storm debris removal.



Brine system, \$25,000

The Highway Division recently began treating arterial/problem roads in South Kingstown with a salt brine solution provided by the Town of Narragansett in a partnership as a pretreatment of paved surfaces in winter months prior to expected snowfall. This practice is performed throughout the country to treat roads in a more cost prohibitive manner than applying straight rock salt. By expanding the treatment to most if not all roads in the future will save significant costs in procuring rock salt, savings on overtime and post winter cleanup of salt and sand in the future. This will be a standalone unit with storage tank capabilities to sustain the operation.



JUSTIFICATION

- The Town is responsible for maintenance of the Town's right-of-ways and sidewalks
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

• This program is supported through the General Fund, with a focus on Equipment Acquisition/Replacement to replace aging equipment or acquire new equipment as needed.

FUNDING TIMELINE

Multi-year funded capital program



Equipment Acquisition Program	FY 2023-2024
Light Dump Truck	50,000
Street Sweeper	50,000
Roadside Mowing	45,000
Chipper	30,000
Brining Equipment w/Storage Tank	25,000
Total Equipment Acquisition Program	\$200,000

Public Safety Project Descriptions



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

Annual funding is planned over the six-year term of the CIP to allow for timely replacement of the various critical computer system elements as needed. At the recommendation of Lori Fox, IT Director, the following projects are forecasted during Fiscal Years 2024 through 2029 as noted in the descriptions below.



- Cybersecurity Toolset Network Monitoring FY 2025-2026 \$30,000
 This is a cybersecurity initiative proposed by the IT Director. The plan involves the procurement of network monitoring tools at a cost of \$30,000 to provide analysis of network activity and potential network intrusion. This will provide IT a more comprehensive picture of the overall network traffic allowing IT to better ascertain a potential attack or anomaly in the network.
- Server Virtualization Hardware Replacement/Upgrade FY 2027-2028 \$50,000 Network and Firewall Replacement – FY 2027-2028 \$50,000 In keeping with a 5-year replacement schedule, the server virtualization hardware will be due for replacement/update in FY 2027-2028 at a projected cost of \$50,000; along with the network and firewall equipment at a projected cost of \$50,000.

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

Public Safety Computer Systems	FY 2023-2024
Computer System Equipment Reserve Funding	\$15,000
Total	\$15,000

Public Safety Project Descriptions, continued



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

The Public Safety Communications System Reserve provides funding for replacement 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.

Telephone System Replacement – FY 2023-2024 \$50,000

The existing telephone system was placed in service in May 2013. At the recommendation of the IT Director, we should plan for its replacement in FY 2023-2024 at an estimated cost of \$50,000. The equipment by this time will have been in use for 10 years. Voice over Internet Protocol (VoIP) is the current trend in telephone systems (both hosted and cloud); however, IT would look to investigate the latest technology.

CCTV/Video Surveillance System Replacement – FY 2024-2025 \$65,000

The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, law enforcement and court officers request this video footage. At the recommendation of the IT Director, we should plan for its replacement in FY 2024-2025. IT would look to investigate the latest technology in hopes of improving video quality and retention.

Upgrade Display Screen in Dispatch – FY 2025-2026 \$100,000

The Dispatch Center display screens were last updated in 2009 and are in need of an upgrade. Currently there are 2 separate monitors to display the CCTV/Video surveillance feeds. With the ability to actively monitor the Department of Transportation traffic cameras and the anticipation of expanding upon our CCTV/Video Surveillance capabilities, a more robust display screen will be needed to satisfy the technological advancements in the Dispatch Center.

Voice Recording System Replacement – FY 2026-2027 \$20,000

The voice recording system was last upgraded in late 2020. It will be due for the next replacement in FY 2027 at an estimated cost of \$20,000.







JUSTIFICATION

• Reserve funding is proposed over the next six years to allow 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

Public Safety Communications Systems	FY 2023-2024
Communications Equipment Reserve Funding	\$50,000
Total	\$50,000

Public Safety Project Descriptions, continued



DEPARTMENT

Public Safety - General

PROGRAM TITLE

Public Safety Building Maintenance Program – Facility Wide Improvements



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. It is prudent to continue to provide for reserve funding in the event of a major equipment failure of necessary facility repair.

Reserve funding is proposed over the next six years for several improvement projects.

Security Fencing/Gates/Signage – FY 2024-2025 \$150,000

The Public Safety Complex has served as a cut through for vehicles avoiding the traffic control device on Kingstown Road and as a cut through for pedestrian traffic accessing Curtis Corner Road and Kingstown Road. The unnecessary traffic not only poses a security concern for people conducting legitimate business at the Public Safety Complex, but it also poses a security concern for emergency personnel as currently there is unfettered access to personal vehicles and department property. Electronic gates would be installed on the Curtis Corner Road side of the parking lot and the northern side near the employee parking lot enabling security for public safety vehicles as well as public safety personnel, vehicles, and property.

Weatherization Upgrade – FY 2024-2025 \$20,000

The Facilities Superintendent advises funding should also be planned for weatherization improvements to the Public Safety Complex in FY 25 at an estimated cost of \$20,000. This is based on an inspection of the building envelope. The findings indicate insulation should be reapplied to the building structure and weather stripping for six (6) exterior doors and five (5) garage door openings should be replaced.

Roof Replacement – FY 2025-2026 \$150,000

The Facilities Superintendent forecasts the next major improvement project will be the replacement of the flat roofing system in FY 26 at an estimated cost of \$150,000.

Landscaping Improvements/Parking Lot – Front of Public Safety Complex – FY 2027-2028 \$100,000 The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.



Storage Facility / Impound Lot Upgrades – FY 2028-2029 \$100,000

The current impound lot is uncovered only secured by a fence offering little privacy and no protection from the elements and rodents for the vehicles stored within. Vehicles stored in the lot are kept for evidentiary purposes and are the responsibility of the department while in our custody. A closed storage facility would provide security, cover, and adequate storage for vehicles and other large items of evidentiary value.

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

Public Safety Facility	FY 2023-2024
Public Safety Building – General	\$45,000
Total	\$45,000



DEPARTMENT

Public Safety – Equipment

PROGRAM TITLE

Police-Accident/Crime Scene Reconstruction Mapping Hardware

PROGRAM DESCRIPTION

The current Nikon Total Station hardware utilized for accident and crime scene reconstruction was purchased in 2015. The hardware is becoming obsolete, and we are now experiencing compatibility issues with the computer software that was purchased in 2021 in order to produce scaled diagrams of accident and crime scenes. The estimated cost for replacement of this equipment in FY 24 is \$35,000.



JUSTIFICATION

Equipment is becoming obsolete and incompatible with computer software

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

Single year funded capital project

Public Safety – Police Equipment	FY 2023-2024
Accident/Crime Scene Reconstruction Mapping	
Hardware	\$35,000
Total	\$35,000

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

The department maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. These units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2027-2028 through FY 2028-2029. Current cost of the cardiac monitor/defibrillator for replacement is \$35,000.

Lucas Chest Compression Device

This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Lucas device for new proposed ambulance: Total cost of \$15,000





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

EMS Medical Diagnostics/Equipment	FY 2023-2024
Cardiac Monitor/Defibrillator	\$35,000
Lucas Chest Compression Device	\$15,000
Total	\$50,000



DEPARTMENT

Public Safety - Fire Alarm Division

PROGRAM TITLE

Communications Equipment

PROJECT DESCRIPTION

Generator for new radio system - \$30,000

One year funding for a backup generator for the New Radio system. This generator will provide backup power for the microwave hub at the new AT&T tower at the Public safety Building.

Repair to existing tower at PD

First of 3-year funding. The foundation bolts on the existing communications tower located at the Public Safety Building are in need of repair. The Town received structural analysis and repair modifications drawings by the engineering company, Structural Components LLC. The Town along with the 2 fire districts (Union and Kingston) will be sharing the cost of the repair.

JUSTIFICATION

 Providing for the maintenance and replacement as needed of equipment reduces down time and enables the Division to operate at peak efficiency.

CATEGORY

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

FUNDING TIMELINE

Single and Multi-year funded capital projects

Fire Alarm Division	FY 2023-2024
Generator for Radio System	\$30,000
Repair to Existing Tower at PD (1 of 3)	\$15,000
Total	\$45,000



DEPARTMENT

Public Library

PROGRAM TITLE

Library Programs - Facilities Improvements

PROJECT DESCRIPTION

Fiscal Year 2023-2024 - Total Proposed \$105,000



PROJECT DESCRIPTION

Balcony Renovation Peace Dale Library (ARPA CPF 80/20 split) – (\$80,000)

The library has requested \$400,000 from the Pandemic Recovery Office Grant Program to renovate the balcony area of the Peace Dale Library for multi-purpose use to the public. The municipality's match to this request (80/20) would be \$80,000. Total project cost approximately \$690,000.



Roof Replacement Peace Dale -- year 2 \$15,000 (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 soon.



Roof Replacement Kingston – year 2 \$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 soon.



Parking Improvements – year 2 \$5,000 (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

Library Program	FY 2023-2024
Balcony	\$80,000
Roof Replacement	15,000
Roof Replacement	5,000
Parking Improvements	5,000
Total	\$105,000

General Government Project Descriptions



DEPARTMENT

Administrative Services

PROGRAM TITLE

Employee Compensation & Classification Survey

PROJECT DESCRIPTION

Employee Compensation & Classification Survey: \$40,000

A compensation and classification study has not been conducted for the Town in more than two decades. Industry average is to conduct a study every 5 years. Changes in the Town's organizational structure, as well as past management decisions to create, modify or eliminate positions, and related compensation and classification structures, has created a sense of inequity among the Town employees. This has materialized in the form of a high number of employee reclassification requests over the past year and a noticeable drop in employee morale in some departments. Council 94 and SKMEA Unions have both iterated the need for compensation and classification survey in the past to set a reasonable baseline for employee compensation relative to the market and ensure the Town remains competitive. We anticipate conducting the study starting in Q1 of 2024 and completing the study no later than Q2 of 2025. GovHR has provided a preliminary estimate of between \$35 to \$40k to provide this type of assessment.

JUSTIFICATION

Providing for an independent review of the Town's current employee compensation & classifications.

CATEGORY

This program is supported through the General Fund, with a goal of ensuring the Town has a system that reflects current duties and responsibilities, has a fairly structured pay and benefit system, and conforms with good personnel and labor relations principles.

FUNDING TIMELINE

Single year funded capital program

Administrative Services	FY 2023-2024
Employee Compensation & Classification Survey	\$40,000
Total	\$40,000



DEPARTMENT

Information Technology (IT)

PROGRAM TITLE

IT Equipment Replacement Program

PROJECT DESCRIPTION

Town Server Infrastructure Upgrade: \$70,000

The Town's server infrastructure was refreshed during FY2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of applications used by staff daily to service our customers.

The IT Department would like to plan for upgrading this equipment in FY2023-2024. The equipment by this time will have been in use for 5 years.

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 2023-2024
Town Server Infrastructure Upgrade	\$70,000
Total	\$70,000



DEPARTMENT

Planning

PROGRAM TITLE

Development of Design Guidelines-Town Wide

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. The Town of South Kingstown is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve.

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 a town grows over time, the ability to clearly articulate a vision through the regulatory process is catamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

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

Planning Program	FY 2023-2024
Development of Design Guidelines and Regulations -Town Wide	\$37,000
Total	\$37,000



DEPARTMENT

Town Assessor

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

A property revaluation program is a complete reexamination and reappraisal of all classes of property (i.e., real estate and tangible personal property) regardless of whether the class is taxable or tax exempt. The process requires a physical measurement and listing of all properties, with the goal of setting property values current to the date of value. A statistical update involves reviewing property sales; with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, was completed as of December 31, 2021 and two prior statistical revaluations were completed as of 12/31/2018 and 12/31/2015. The next statistical revaluations are scheduled for December 31, 2024, and December 31, 2027, with State Reimbursement anticipated in the amount of 60% of the cost. The next full revaluation is mandated for completion for December 31, 2030; no State subsidy will be provided for this full revaluation project.

A summary of the planned costs and funding schedules for revaluation activities over the *nine year term of the CIP is shown on the following page.

*CIP planned costs are typically shown over a six year period, however, based on the significant cost of the Full Revaluation scheduled for 12/31/2030, this time frame has been adjusted to nine years.

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 2023-2024
Revaluation - Future Statistical & Full Revaluations	\$75,000
Total	\$75,000



DEPARTMENT

Facilities

PROGRAM TITLE

Facility Improvements and Equipment 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 equipment replacement is proposed in FY 2023-2024 as follows:

Refurbish Town Hall Restrooms \$5,000

This is the first for a four-year funding plan to refurbish the six (6) restrooms in town hall. Four of the restrooms, two in the Annex and two on the second floor were installed prior to 1980. The handicap restroom, outside the town clerk's office, was installed during the 1986 renovation of town hall.

Town Hall Annex Roof Replacement \$25,000

The three-tab shingle roof covering the Town Hall Annex is beginning to fail. The granular is separating from the roof shingles and we have had to make repairs as they become prevalent, especially along the back area. The roof will be close to 40 years old when final funding is in place, well past its life expectancy. A total of \$25,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund. This is year 1 of 2 to Replace the three-tab shingles on the Annex Roof.

Replacement of Carpet in Town Clerk's Vault \$10,000

The carpet in the town vault is in need of replacement. Originally installed in the mid 1990's, the double stick carpet has lost its adhesion, creating multiple ripples which result in several tripping hazards. The carpet will be replaced with a carpet squares, maintaining the carpet pile and color.

Clock Tower Roof Replacement \$20,000

Several shingles have come loose and fallen to the ground. A majority of the shingles have thinned due to exposure to weather and are starting to curl and cup. The substrate is original to the building and will be reused. A total of \$20,000 is proposed in FY2023-2024 to be allocated to the Town Hall Improvement Fund.













New ¾ ton pickup truck (Year 1 of 2) \$30,000

This is the first of two years of funding for a new ¾ ton pickup truck for the facilities department to use to transport personnel between buildings, but supplies, furniture and tools etc. The truck will come equipped with a snowplow to keep public roads and parking lots clear of snow during storm events



Nifty Lift SP34 Articulating Boom Lift \$15,000

We previously had two years of funding for this important piece of equipment but fell short of funding by \$15,000 due to supply chain and increased material costs. This articulating boom lift will allow our maintenance staff to work safely. This is a dual fuel (diesel and electric) 4X4 lift that can be used by multiple departments in town.

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 2023-2024
Town Hall Improvements	\$60,000
Facilities Equipment & Vehicles	45,000
Total	\$105,000

Senior Services Project Descriptions



DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

PROJECT DESCRIPTION

Maintenance and upkeep of the 22-year-old building, facilities and equipment is an ongoing project. The Senior Center carpeting and window blinds have not been replaced since the opening of the building in 2000. Carpets have been cleaned on a regular basis but need replacing due to warn and stained areas.

Funding in the amount of \$10,000 is proposed for the FY2023-2024 to replace carpets and window treatments. An additional \$15,000 is proposed for exterior paint and shingle stain.







JUSTIFICATION

Provision of clean and durable amenities to improve overall environment

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

Ongoing funded capital equipment reserve

Senior Center	FY 2023-2024
Exterior Paint/Shingle Stain	15,000
Interior Upgrades: Carpet & Furnishings	10,000
Total	\$25,000

Senior Services Project Descriptions, continued



DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Center Improvements

PROJECT DESCRIPTION

A total of \$10,000 in funding is proposed to establish a facility infrastructure improvement fund for the Adult Day facility. The Adult Day facility is operated by St. Elizabeth Community as of 2021 with the Town providing the building as an in-kind contribution to the program. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained. Anticipated future improvements include roof replacement, vinyl siding replacement and HVAC upgrades.



JUSTIFICATION

- Provision of safe and supportive care for fragile population to remain in the community
- Continued operation of critical service for elderly residents of South Kingstown and surrounding areas.

CATEGORY

This Adult Day Facility infrastructure improvement fund is supported through the Senior Services
 Fund, with a focus on provision of critical services to the aging population.

FUNDING TIMELINE

First year of periodic funding of capital projects

Adult Day Services Center	FY 2023-2024
Adult Day Services Center Improvements	\$10,000
Total	\$10,000

Senior Services Project Descriptions, continued



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



This equipment replacement is supported through the Senior Services Fund, with a focus on provision of critical services to the aging population.



FUNDING TIMELINE

Second year of 3-year funded capital project

Senior Transportation	FY 2023-2024
Senior Van – 12 Passenger	40,000
Total	\$40,000

Neighborhood Guild Project Descriptions



DEPARTMENT

Neighborhood Guild Fund

PROGRAM TITLE

Neighborhood Guild Improvements

PROGRAM DESCRIPTION

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility 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. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements 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 air conditioning units 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 of this phase is \$625,000.

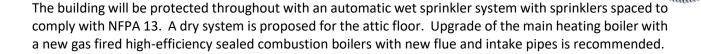


Roof Replacement, Cupola Restoration, Chimney Re-pointing

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 need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

Fire Protection/Fire Alarm Upgrades/Mechanical, Electrical and Plumbing

Neighborhood Guild Project Descriptions



Neighborhood Guild Project Descriptions, continued

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: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned 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, select activity areas, and the Department's administrative offices, at an estimated cost of \$125,000.

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

Neighborhood Guild	FY 2022-2023	FY 2023-2024
Exterior Main Entrance Alcove	\$85,000	\$110,000
Window Replacement/ HVAC	615,000	625,000
Roof Replacement	100,000	120,000
Fire Protection/Fire Alarm/MEP Improvements	200,000	220,000
Interior Restoration	100,000	125,000
Total Program Cost	\$1,100,000	\$1,200,000

Neighborhood Guild	FY 2022-2023
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
Total Program Cost	\$1,100,000

Recreation Center Project Descriptions



DEPARTMENT

Recreation

PROGRAM TITLE

Recreation Center Improvements

PROJECT DESCRIPTION

• Freestanding Sign at Broad Rock Rd. and St. Dominic Rd.

\$5,000 is being allocated for the purchase and installation of a freestanding sign for the Rec Center at the intersection of Broad Rock Road and St. Dominic Rd. As of now, the Rec Center is not clearly marked at that corner, with many residents not aware of the building's existence or believing the building is a warehouse. A signs would allow promotion of programs with a manual letter kiosk as well as help those who drive on Broad Rock Road of what the building is.

• Flooring Repair/Replacement

\$15,000 is being allocated for flooring replacement and repair. The current specialized, athletic flooring is over 5 years old and has seen small gouges and damage to the seams. Using the same flooring as we currently have is preferred due to lower maintenance than is required for a traditional wood floor.





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

Single year funded capital projects

Recreation Center	FY 2023-2024
Rec Center Sign - Broad Rock & St. Dominic Rd.	\$5,000
Flooring Repair/Replacement	15,000
Total	\$20,000

Water Fund Project Descriptions



DEPARTMENT

Public Services - Utilities - Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its prinicpal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2023-2024 include:

Water Treatment Reserve: \$20,000

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 \$20,000 is requested for FY 2023-2024 in the event additional water treatment engineering and/ or improvements are required.

Wager Main Replacement Reserve: \$25,000

The South Shore water and Middlebridge distribution systems date back to the early and late 1970's, respectively. Given the age and material composition (Transite pipe) of the distribution system, selective water main replacement can be expected in the future. As such, the establishment of reserve funding in the amount of \$25,000 is proposed in the 2023-2024 fiscal year.

Valve Exercise Machine: \$25,000

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 2023-2024.

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.

FUNDING TIMELINE

Multi-year funded capital projects



Water Enterprise Fund	FY 2023-2024
SCADA Upgrades	\$38,000
Water Treatment Reserve	20,000
Water Main Replacement Reserve	25,000
Valve Exercising Machine	25,000
GIS Upgrades	20,000
Total	\$128,000

Wastewater Fund Project Descriptions



DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

Wastewater Program

PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its prinicpal 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; FY2021-2022: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2021-2022: 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 an estimate and for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.

Wastewater Fund capital improvements proposed for FY 2023-2024 are shown below:

Wastewater Building Infrastructure Upgrade: \$150,000

The Wastewater Treatment Facility offices and equipment buildings were constructed in the mid-70's. Many windows on the structures are in need of replacement. Upgrading the windows will help to insulate and will help provide an environmentally secure structure into the future. FY 2023-2024 funding represents the first year of a three-year funding cycle. Regional WWTF flows will be used for regional partner apportionment for this project.

- Total Projected Cost\$150,000
- TSK Share (36.40%) \$54,600



WWTF Telemetry and Control Upgrade: \$30,000

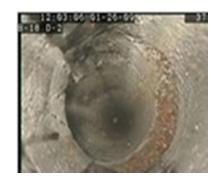
The Supervisory Control Data Acquisition (SCADA) system at the Regional Wastewater Treatment Facility (WWTF) was originally installed 18 years ago with some upgrades done in 2018. However, many of the original programmable logic controls (PLCs) and input/ out (I/O) modules need to be upgraded during FY 2023=2024.

Regional WWTF flows will be used for cost apportionment as shown below:

- Total Projected Cost\$30,000
- TSK Share (36.40%) \$10,920

Evaluation Report: \$25,000

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. However, interceptor inspection and cleaning (if required) is done by third party contractors due to its large diameter. FY 2023-2024 represents the first year of a two-year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town's interceptor. Silver Lake pump flows cost sharing will be used for this project:



- 2023-2024 Reserve Funding\$25,000
- TSK Regional Partner Share (65.03%)......\$16,258

Collection System Maintenance Equipment: \$100,000

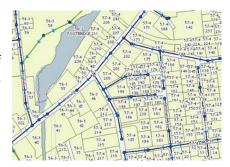
The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expen1se will be paid by South Kingstown only as shown below:

- 2023-2024 Reserve Funding\$100,000
- TSK Regional Partner Share (100.00%)...\$100,000

GIS & GPS Upgrade: \$25,000

Upgrades to the Town's GIS system and GPS unit are required periodically, including the Wastewater Division's GIS infrastructure data layer. FY 2023-2024 funding of \$10,000 will be used for this project, which will be paid in its entirety by the Town.

- o Projected Cost\$25,000
- o TSK Regional Partner Share (100.00%)......\$25,000



JUSTIFICATION

Wastewater Fund Project Descriptions, continued



- 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 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 2023-2024
WWTF, Telemetry & Pump Stations	
Wastewater Building Infrastructure Upgrade (yr 1 of 3)	\$150,000
WWTF Telemetry and Control Upgrade	30,000
Collection System	
Evaluation Report	25,000
Collection System Maintenance Equipment	50,000
Equipment & GIS	
GIS Upgrades	25,000
Total	\$280,000

School Fund Project Descriptions



DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equpment 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 detailed list of projects for FY 2023 – 2024 is shown on page 6-7.

Technology

Elementary schools 1:1 Grades 5-8 Leased Laptops (Lease) \$95,077

With the Covid-19 Virtual Learning years it became 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 4-5-year lease for 750 Dell Latitude 3190 2-in-1 with Insights Financial Services.

Network Hardware \$30,054

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 utilized for the purchase of Dell servers, server upgrades, routers, switches, fiber optic cabling, etc. Pricing TBD with all the new models coming out in 2 quarter of 2023.

1:1 Student to Computer Program 9th grade (215) \$118,133 and 2nd grade (161) \$88,463

As the District continues with the implementation of the 1:1 laptop program, this funding will be utilized to purchase laptops for the freshman class for year 2023-2024 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.

Teacher Laptop Replacement Plan \$56,250

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 9-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years. The old laptops will not function with the latest Cisco Wireless Access points.

Cisco Wireless Controllers/Cisco Wireless Access Points \$54,109

As the District continues with the implementation of the laptop program, The Cisco wireless will be updated to the latest Cisco firmware to continue to provide uninterrupted service for the students and staff in the classrooms, we will need to replace the aging Cisco controllers and access points that provide wireless access to everyone in the building. We will be replacing 10-year-old wireless controllers and access points

that have reached there end of life support from Cisco SmartNet. We will also be replacing the aging Cisco Access Points are 9-11 years old and will need to be replace over the next 3 years at each building totaling of 425 AP's in the district. (BRMS has been Completed 9/2022)

Cisco Phone System Replacement \$10,000

This project will replace 14-20 year old Cisco phones that do not support the latest SIP (Session Initiation Protocol) complaints protocols. The older Cisco Phones run SCCP that is no longer support for Cisco VoIP phone systems. Cisco phones help system integrate each buildings bells, Public Announcement systems, 911 call monitoring, and reporting to administrators. These funds will be utilized to start adding all schools to the Cisco servers to link PA systems in every building.

That next upgrade to the phone system will make all these phones obsolete and they will not function in the latest software revision.

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 2023-2024
Technology	
Technology Computer Replacement Lease	\$95,077
Network Hardware Upgrades	\$30,054
1:1 Computer Program Grade 2	\$118,134
1:1 Computer Program Grade 9	\$88,463
Teacher Laptop Replacement Plan	\$56,250
Cisco Wireless Controllers and Access Points	\$54,109
Cisco Phone System Replacement	\$10,000
Total Education Technology	\$452,087



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

The School Department's proposed district-wide projects for FY 2023-2024 are detailed on pages 6–7 and 6-8.

District-Wide Facilities and Maintenance

High School Fire Alarm Panel (Formerly Matunuck) \$45,000

The South Kingstown Fire Department and the Superintendent of the Fire Alarm Division have recommended this system be replaced as soon as possible. The fire panel is currently functional but is starting to show errors and will get to a point where it will not be reliable in an emergency. A modern panel would allow for proper equipment communication and functionality with the Fire Department and be up to the current fire code standard with future-proofing.

Broad Rock Robotics Room \$8,500

The room that currently hosts the robotics lab is a former home economics room. The cabinetry, disconnected stoves and hoods, and utility wiring need to be removed to make this a safe and effective program/learning space. The room will also need the movement of electrical outlets and storage space built and repurposed. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the robotics room.

Broad Rock Gym Floor \$15,000

The gym basketball court has humps that have formed from water penetration. During a large rain event, emergency work was performed in this area but the area has gotten progressively worse. Also, this area does not allow the volleyball net to be set up for full gym games because the posts are no longer aligned. Capital improvements to Broad Rock Middle School must be completed no later than August 2023 to ensure that occupancy can be granted and teachers and students can safely utilize the gym.

District Defibrillators \$25,000

The district currently has 20 LIFEPAK CR PLUS Defibrillators. These defibrillators which are used in case of cardiac arrest, are strategically stationed throughout the district. This battery combination provides 20 full discharges. The external battery backup for these devices has been discontinued, as they are no longer manufactured, and need to be replaced.

District Security Cameras \$106,000

The current cameras at the elementary are grainy and require more hardware on site. They have failed over the years and are in need of replacement. Meraki cameras are cloud-based and can be accessed by authorized parties anywhere. We currently use these at the High School and Broad Rock. This upgrade would allow us to monitor problem areas and potentially lower insurance costs. The addition of cameras will allow for higher levels of safety for students and staff.



District Panic Buttons \$10,000

The district continues to add additional panic buttons with the South Kingstown Police and Alarm specialists to allow for additional levels of safety at all schools. The Town will assist with programming and installation.

Broad Rock Bathrooms \$15,000

Current bathrooms are set up for 5th and 6th graders and 2023-2034 the building will be 6th, 7th, 8th. Bathroom stalls reinforcement, some urinals raised, tile replacement, vape detectors, modified trash receptacles, and reconfigure mirrors.

Broad Rock Kitchen Upgrade \$12,000

Chartwells food service will be serving a larger student body and have 1 additional lunch line. Chartwells will need \$8,900.00 for new equipment at Broad Rock. They will also need electrical outlets installed, additional internet drop installed, and conversion of the electric oven (already purchased and onsite) to gas.

Broad Rock Parking Lot Safety \$8,500

Restripe and paint new parking lot spaces and traffic pattern including directional arrows, signage, crosswalks, and moving parking blocks.

HVAC Controls \$75,000

Current HVAC control computer is outdated and cannot be updated to current district security standards. New computer, software, and building control master units will be installed to control current buildings HVAC devices. This system controls all school buildings except the high school, which has a standalone non network computer system. This project would be eligible for national grid incentives.

Vehicle Replacement Program \$55,000

During the 22-23 school year one of our work trucks with the ability to plow became unusable. We currently only have 2 vehicles able to plow with 4 employees who have the ability to plow. This new vehicle would be used for daily maintenance projects, moving furniture, supply delivery, tree work, and plowing.

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 2023-2024
District-Wide Projects	
High School Fire Alarm Panel	\$45,000
Broad Rock Robotics Room	\$8,500
Broad Rock Gym Floor	\$15,000
District Defibrillators	\$25,000
District Security Camera Upgrades	\$106,000
District Panic Buttons	\$10,000
Broad Rock Bathroom Upgrades	\$15,000
Broad Rock Kitchen Upgrades	\$12,000
Broad Rock Parking Lot Safety	\$8,500
HVAC Controls	\$75,000
Vehicle Replacement Program	\$55,000
Total District-Wide Cost	\$375,000



	Town I	Manager Pro	oposed					
CAPITA	L IMPROVEM	T. T.		RAL FUND				
General Fund (101)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Recreation Program	2022-2023	2023-2024	2024-2023	2023-2020	2020-2027	2027-2020	2020-2023	1018
Park Rehabilitation/Improvements	\$100,000	\$ 220,000	\$ 445,000	\$ 519,000	\$ 387,000	\$ 360,000	\$ 318,000	\$ 2,249,000
Equipment Acquisition/Replacement	178,000	33,000	322,000	294,000	225,000	225,000	240,000	1,339,000
Harbor Patrol - Equipment Replacement	-	25,000	35,000	30,000	110,000	0	0	200,000
ROW Monumentation Survey & Public Marina Special Mgt District	-	0	15,000	25,000	25,000	25,000	25,000	115,000
Subtotal - Recreation Dept.	\$278,000	\$278,000	\$817,000	\$868,000	\$747,000	\$610,000	\$583,000	\$3,903,000
Public Services Program								
Road Improvement Program	\$700,000	\$748,125	\$743,400	\$718,390	\$718,390	\$718,390	\$718,391	\$4,365,086
Equipment Acquisition/Replacement	345,000	200,000	430,000	405,000	407,000	406,000	406,000	2,254,000
Subtotal - Public Services Dept.	\$1,045,000	\$948,125	\$1,173,400	\$1,123,390	\$1,125,390	\$1,124,390	\$1,124,391	\$6,619,086
Public Safety Program								
Computer System Equipment	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000	\$125,000
Communications Equipment	30,000	50,000	50,000	50,000	40,000	15,000	15,000	220,000
Public Safety Building - General	10,000	45,000	70,000	65,000	65,000	85,000	85,000	415,000
Animal Control Vehicle Replacement	25,000	0	25,000	0	0	0	15,000	40,000
Accident/Crime Scene Reconstruction Equip.	0	35,000	0	0	0	0	0	35,000
Taser 7 Upgrade Project	0	0	65,000	0	0	0	0	65,000
Beach Patrol Equipment	0	0	20,000	80,000	0	0	0	100,000
Motorcycle Equipment	0	0	0	0	75,000	0	0	75,000
Body Worn Camera Project-Sustainability	0	0	0	60,000	60,000	60,000	60,000	240,000
Pistol Mounted Optics	0	0	0	0	15,000	20,000	0	35,000
Subtotal - Public Safety Dept.	\$80,000	\$145,000	\$250,000	\$275,000	\$275,000	\$205,000	\$200,000	\$1,350,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$34,000	\$35,000	\$10,000	\$10,000	\$50,000	\$50,000	\$50,000	\$205,000
Facilities Improvements - North Station	20,000	15,000	0	0	0	0	0	15,000
EMS Vehicle Replacement #1	49,000	0	0	0	0	0	0	0
EMS Vehicle - Administrative EMS1	0	0	40,000	40,000	0	0	0	80,000
Subtotal - EMS Dept.	\$103,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
Fire Alarm Division								
Town Hall fire alarm upgrade	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$80,000
Generator for Ratio System	0	30,000	0	0	0	0	0	30,000
Repair Existing Tower at PD	0	15,000	15,000	15,000	0	0	0	45,000
Vehicle Replacement	16,000	0	16,500	16,500	16,500	16,500	0	66,000
Subtotal - Fire Alarm Division	\$16,000	\$45,000	\$51,500	\$51,500	\$36,500	\$36,500	\$0	\$221,000



Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101), continued	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Library Program								
Balcony Renovation	\$0	80,000	0	0	0	0	0	\$80,000
Electronic Access - All Locations	20,000	0	0	0	0	0	0	0
Roof Replacement - Peace Dale	5,000	10,000	25,000	30,000	30,000	0	0 🗖	95,000
Roof Replacement - Kingston	5,000	10,000	10,000	10,000	15,000	0	0 💆	45,000
Parking Improvements	15,000	5,000	20,000	20,000	15,000	15,000	0	75,000
Subtotal - Library Program	\$45,000	\$105,000	\$55,000	\$60,000	\$60,000	\$15,000	\$0	\$295,000
General Government								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Property Appraisal Program	30,000	75,000	80,000	80,000	80,000	80,000	80,000	475,000
Town Hall - Renovations and Upkeep	69,500	60,000	65,000	70,000	65,000	25,000	25,000	310,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Facilities Equipment and Vehicles	50,000	45,000	30,000	20,000	20,000	30,000	0	145,000
Subtotal - General Government	\$239,500	\$327,000	\$318,000	\$240,000	\$275,000	\$290,000	\$200,000	\$1,650,000
TOTAL General Fund (101)	\$1,806,500	\$1,898,125	\$2,714,900	\$2,667,890	\$2,568,890	\$2,330,890	\$2,157,391	\$14,338,086

Town Manager Proposed									
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND									
Senior Services Program (304)		Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Adult Day Services Center Improvements									
Facilities Improvement Fund		\$10,000	\$10,000	\$0	\$10,000	\$10,000	\$0	\$0	\$30,000
Senior Center Facility Improvements									
Exterior Re-side/Stain/Paint Above Flat Roof		\$0	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$30,000
Interior Upgrades: Carpet & Furnishings		0	10,000	10,000	10,000	10,000	0	0	40,000
HVAC Replacement Reserve		0	0	0	10,000	10,000	10,000	10,000	40,000
Parking Lot Improvements-Reclaim & Paving		0	0	0	15,000	15,000	15,000	15,000	60,000
Senior Transportation									
Senior Van - 12 Passenger		\$79,000	40,000	40,000	-	-	-	-	\$80,000
TOTAL Senior Services Fund (304)		\$89,000	\$75,000	\$65,000	\$45,000	\$45,000	\$25,000	\$25,000	\$280,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Recreation Center Fund (308) Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year						Fiscal Year	Six Year	
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
Neighborhood Guild Improvements								
Recreation Center - Broad Rock & St. Dominic Road	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
Flooring Repair / Replacement	0	15,000	0	0	0	0	0	15,000
Cardio Fitness Machines Replacement	0	0	5,000	0	0	0	0	5,000
Basketball Hoops - Motor Replacement	0	0	5,000	0	0	0	0	5,000
TOTAL Neighborhood Guild Fund (306)	\$0	\$20,000	\$10,000	\$0	\$0	\$0	\$0	\$30,000



Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306) Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year								Six Year
Neighborhood Guild Improvements	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total
Exterior Main Entrance Alcove	\$85,000	\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
Window Replacement/HVAC	615,000	625,000	0	0	0	0	0	625,000
Roof Replacement	100,000	120,000	0	0	0	0	0	120,000
Interior Restoration	100,000	110,000	0	0	0	0	0	110,000
Fire Protection/Fire Alarm	200,000	220,000	0	0	0	0	0	220,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
TOTAL Neighborhood Guild Fund (306)	\$1,100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

	Town N	/lanager Pro	posed						
CAPITAL IMPROVEMENT PROGRAM - WATER FUND									
Water Fund (702)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year	
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total	
Water Storage									
Mautucket Water Tank Cleaning	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$50,000	\$86,000	
Mautucket Tank Repair	50,000	\$0	\$0	\$30,000	\$0	\$0	\$0	30,000	
Victoria Lane Water Tank Cleaning	42,000	\$0	\$44,000	\$0	\$46,000	\$0	\$50,000	140,000	
Victoria Lane Tank Repair	50,000	\$0	\$0	\$3,000	\$0	\$0	\$0	3,000	
Victoria Lane Stanby Generator	10,000	\$0	\$0	\$0	\$0	\$0	\$0	0	
SCADA/Telemetry Upgrades	0	\$38,000	\$0	\$0	\$0	\$0	\$40,000	78,000	
Water Supply									
RIDOH Capital Infrastructure Plan	\$20,000	0	0	0	0	25,000	0	\$25,000	
RIDOH Vulnerability Assessment Plan	20,000	0	0	0	0	25,000	0	25,000	
Water Supply Mgmt Plan Reaffirmation	30,000	0	0	0	0	25,000	0	25,000	
Pump Station Infrastructure	0	0	0	10,000	0	0	0	10,000	
Water Treatment Reserve	40,000	20,000	20,000	30,000	0	0	0	70,000	
Water Distribution									
Leak Detection Reserve	\$0	0	0	25,000	0	25,000	0	\$50,000	
Water Main Replacement Reserve	0	25,000	25,000	0	25,000	25,000	0	100,000	
Valve Exercising Machine	0	25,000	25,000	0	25,000	0	0	75,000	
Interconnect & Fac Pond Standby Generator	30,000	0	0	0	0	0	0	0	
Equipment & GIS									
DPS Office Building Contribution	\$0	0	15,000	0	15,000	0	0	\$30,000	
Rolling Stock Equipment Replacement	0	37,000	35,000	45,000	0	47,000	50,000	214,000	
GIS Upgrade	0	20,000	0	20,000	20,000	0	20,000	80,000	
Metering Services									
TOTAL Water Fund (702)	\$307,000	\$165,000	\$181,000	\$163,000	\$150,000	\$172,000	\$210,000	\$1,041,000	

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND									
Wastewater Fund (704)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total	
WWTF, Telemetry & Pump Stations									
WWTF Building Infrastructure Upgrade	\$0	150,000	200,000	100,000	0	0	75,000	\$525,000	
WWTF Telemetry and Control Upgrade	120,000	30,000	0	0	150,000	200,000	0	380,000	
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000	
Local Pump Station Improvements	0	0	30,000	0	0	10,000	0	40,000	
Silver Lake P. S. Upgrades	20,000	0	40,000	22,000	0	0	0	62,000	
Kingston P. S. Upgrades	50,000	0	0	22,000	0	0	0	22,000	
Solids Handling									
Waste Sludge Pumps	50,000	0	0	0	0	0	0	0	
Septage Holding Tank	50,000	0	0	0	0	0	0	0	
Collection System									
Evaluation Report	\$0	25,000	25,000	0	0	0	0	\$50,000	
Interceptor Repair and Cleaning	50,000	0	0	200,000	100,000	0	0	300,000	
Equipment & GIS									
Collection System Maint. Equipment	\$0	50,000	0	0	0	0	0	\$50,000	
Rolling Stock Equipment Replacement	45,000	0	0	35,000	0	50,000	70,000	155,000	
DPS Building Improvement Contribution	0	0	20,000	0	0	0	0	20,000	
Geographic Information System Upgrade	0	25,000	10,000	0	0	0	20,000	55,000	
TOTAL Wastewater Fund (704)	\$385,000	\$280,000	\$415,000	\$379,000	\$320,000	\$320,000	\$225,000	\$1,939,000	



	Superin	tendent Pro	posed					
CAPITAL	IMPROVEM	ENT PROGR	AM - SCHO	OL FUND				
School Fund (400)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Yea
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tota
Technology								
Technology Computer Replacement (Lease)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Middle Schools Computer Devices	24,492	0	0	0	0	0	25,000	25,000
Support Staff Laptops	53,910	56,250	56,250	0	0	50,000	50,000	212,50
Office Computer Equipment	5,250	0	0	0	0	0	0	
Elementary School Devices	0	0	0	45,000	45,000	45,000	0	135,00
Computer Equity/Replacement/Lease	95,078	95,078	50,000	0	0	0	0	145,07
Student Computer Initiative (1:1 9th Gr)	103,950	118,134	95,606	101,650	81,324	92,811	84,081	573,60
Student Computer Initiative (1:1 2nd Gr)	84,525	88,463	96,705	88,000	88,000	88,000	88,000	537,16
Cisco Main Core Switch	0	0	0	125,000	0	0	0	125,00
High School Computer Labs	0	0	48,983	0	0	0	0	48,98
Telecommunications Program	0	10,000	20,000	20,000	10,000	15,000	15,000	90,00
Cisco Phone System Replacement	0	0	60,000	0	0	0	0	60,00
Wireless Controllers	0	0	0	25,000	0	25,000	0	50,00
Server Room UPS	0	0	0	0	25,000	0	0	25,00
Storage Array	0	0	0	0	50,000	0	0	50,000
Wireless Access Points	54,104	54,109	54,109	54,109	0	0	0	162,32
Network Hardware	20,054	30,054	25,000	25,000	25,000	25,000	25,000	155,05
Subtotal Technology	\$441,363	\$452,088	\$506,653	\$483,759	\$324,324	\$340,811	\$287,081	\$2,394,71
District-Wide Projects								
Emergency Repair/Replacement Contingency	0	0	350,000	315,000	275,625	289,405	303,875	1,533,90
Install Wet Pipe Sprinkler	0	0	1,404,282	750,610	0	0	0	2,154,89
District Panic Buttons	0	10,000	0	0	0	0	0	10,00
Install Fire Alarm Initiating Devices	0	0	36,023	0	0	0	0	36,02
Replace Fire Alarm Initiating Devices	0	0	45,200	0	0	0	0	45,20
Caulk Concrete Block Walls(Update spelling Chaulk to Caulk)	0	0	5,009	0	23,041	0	0	28,05
Repoint Concrete Block Walls	0	0	5,498	0	48,488	0	0	53,98
Install GFCI Receptacles	0	0	6,166	0	0	0	0	6,16
Repair Bituminous Parking Lot (update spelling Bitminous to Bitumino	0	0	72,341	60,767	107,671	0	0	240,77
Repair Sidewalks	0	0	93,124	4,889	410,674	0	0	508,68
District Defibrillator	0	25,000	0	0	0	0	0	25,00
District Security Camera Upgrades	0	106,000	0	0		0	0	106,00
Upgrade Lavatory Countertops	0	0	112,797	161,074	0	0	0	273,87
Clean Exterior Brick Masonry	0	0	123,651	0	183,156	0	0	306,80
Clean Duckwork	0	0	173,393	0	0	0	0	173,39
Upgrade / Replace Fire Alarm System	0	0	1,495,223	0	0	0	0	1,495,22
Install Exit Signage	0	0	75,002	0	0	0	0	75,00
Install Emergency Lighting (updated spelling-for emergency)	0	0	20,307	0	0	0	0	20,30
Matunuck Fire Alarm Panel			20,307	٥		٥		20,30
Replace Bituminous Roofing	45,000	0	-	0	0	100.004	0	2 224 42
	0	0	0	2,397,301	0	483,884	0	2,881,18
Refinish Handrails	0	0	0	6,999	0	0	0	6,99
Replace/Repair Chain Link Fencing	0	0	0	61,118	0	0	0	61,11
Upgrade/Repair Replace Soffit	0	0	0	72,552	0	0	0	72,55
Replace Slate Roofing	0	0	0	258,741	0	0	0	258,74
Replace Hot Water Boilers	0	0	0	501,214	0	0	0	501,21
Replace HVAC Unit(s)	55,000	0	0	0	2,033,979	0	0	2,033,97
Replace Lavatory Fixtures	0	0	0	180,180	0	0	0	180,18
Replace Exhaust/Induction Fans	0	0	0	0	417,099	0	0	417,09
· ·	ŭ	-				ĭ	-	
Abate Pipe Fittings	0	0	0	0	31,070	0	0	31,07
Replace Gravity Vents	0	0	0	0	53,139	0	0	53,13



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	Superir	ntendent Pr	oposed				ĺ	,
CAF	PITAL IMPROVEM	IENT PROGF	RAM - SCHO	OOL FUND				
School Fund (400), continued	Fiscal Year	Fiscal Year	Fiscal Year		Fiscal Year	Fiscal Year	Fiscal Year	Six Yea
District-Wide Projects	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tota
Replace Tile Flooring	٥	ا	0	ا ا	220.042	752 000	ا ،	002.051
Replace Damaged Exterior Wall Trim	0	0	0	0	229,042	753,809	0	982,851
Broad Rock Building PA System	0	0	0	0	9,823	0	0	9,823
Broad Rock Robotics Room	80,223	0 0	0	0	0	0	0	0 500
H.S. Fire Alarm Panel	0	8,500	0	0	0	ĭ	0	8,500
Replace Induction Fans	0	45,000	0	0	20 515	0	0	45,000
Replace 25 Ton Air Handling Unit	0	0	0	0	38,515	0	0	38,515
Replace Heating-only Fan Coil Units	0	0	0	0	109,989	0	-	109,989
Replace Siding		0		0	124,452	ĭ	0	124,452
Replace Select Hollow Metal Door Frames	0	0	0	0	0	6,036	0	6,036
Replace Select Plaster Ceiling	0	0	0	0	0	18,399	0	18,399
Replace Wood Doors	0	0	0	0	0	32,141	0	32,141
Replace Toilet Compartments	0	0	0	0	0	91,326	0	91,326
'	0	0	0	0	0	112,396	0	112,396
Upgrade Hollow Metal Doors & Frames Replace Aluminum Storefront	0	0	0	0	0	241,798	0	241,798
'	0	0	0	0	0	369,456	0	369,456
Replace Aluminum Frame Windows Replace EPDM Roofing	0	0	0	0	0	394,714	0	394,714
	0	0	0	0	0	733,469	0	733,469
Replace Gym Wall Padding	0	0	0	0	0	187,688	0	187,688
Replace Carpeting	0	0	0	0	0	102,033	0	102,033
Refinish Hardwood Flooring	0	0	0	0	0	9,574	0	9,574
Replace Gutters Replace Interior Signage	0	0	0	0	0	25,090	0	25,090
Rechalk Windows	0	0	0	0	0	31,399	52,752	84,151
Paint Building Interior	ŭ	0	0	0	0	41,406	1 700 013	41,406
Replace Stage Curtain	0	0	0	0	0	0	1,798,813	1,798,813
	0	0	0	0	0	0	126,396	126,396
Broad Rock Gym Floor	0	15,000	0	0	0	0	0	15,000
West Kingston Parking Lot	0	0	400,000	0	0	0	0	400,000
Matunuck Parking Lot Prood Book Internal Cutter Main Entrance	0	0	25 542	300,000	0	0	0	300,000
Broad Rock Internal Gutter Main Entrance	0	0	25,543	0	0	0	0	25,543
Bathroom Upgrades Broad Rock	0	15,000		0	0	0	0	15,000
Kitchen Upgrades Broad Rock	0	12,000		0	0	0	0	12,000
Broad Rock Parking Lot Safety	0	8,500	252.222	0	0	0	0	8,500
Track Resurfacing CCMS Field	0	0	250,000	0	0	0	0	250,000
Field House and Storage Shed Updates CCMS Field HVAC Controls	0	0	20,000	0	0	0	0	20,000
Vehicle Replacement Program	0	75,000	0	0	0	0	0	75,000
	0	55,000	55,000	0	0	55,000	0	165,000
Vehicle Sander Vehicle Tow Trailer	0	0	6,000	0	0	6,000	0	12,000
	0	0	3,000	0	0	0	0	3,000
Custodial Machine	0	0	11,000	0	11,000	0	11,000	33,000
Door Access System Subtotal District-wide Projects	\$1 80,223	\$ 375,000	75,000 \$4,863,559	\$ 5,070,445	15,000 \$4,121,763	\$ 3,985,023	\$ 2,292,836	90,000 \$20,708,626
	7100,223	9373,000		73,010,113	φ τ ,121,703	93,303,023	72,232,030	720,700,020
TOTAL School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
TOTAL Capital Improvement Program	\$4,309,086	\$4,465,213	\$8,756,112	\$8,809,094	\$7,529,977	\$7,173,724	\$5,197,308	\$41,931,428



								· · · · · · · · · · · · · · · · · · ·		
	Town N	/lanager Pro	posed							
	CAPITAL IMF	PROVEMENT	PROGRAM	VI						
Long Range Program Element (All Funds)										
(Includes Bonds and all other Funding Sources)	Includes Bonds and all other Funding Sources)									
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Yea		
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Tota		
Open Space and Recreational Programs										
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	0	20,000	0	0	20,000	30,000	30,000	100,000		
Neighborhood Guild - Municipal Bond 2021	1,125,000	1,000,000	0	0	0	0	0	1,000,000		
Neighborhood Guild - Accumulated Income Fund	0_	200,000	0	0	0	0	0	200,000		
Marina Park Improvements	384,000	0	0	0	0	0`	0	0		
Town Beach Program	55,793	54,833	54,833	94,833	54,833	84,833	54,833	399,000		
Old Mountain Field Improvements	50,000	790,000	70,000	30,000	0	0	0	890,000		
Harbor Patrol - Equipment Replacement	0	25,000	35,000	30,000	110,000	0	0	200,000		
General Municipal Programs										
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000		
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000		
Administrative Services	0	40,000	0	0	0	0	0	40,000		
Library System	45,000	64,000	64,000	64,000	64,000	64,000	0	320,000		
Road Improvement Program	4,681,870	748,125	899,200	941,975	534,575	755,625	692,362	4,571,862		
Police Element	80,000	145,000	250,000	275,000	275,000	205,000	200,000	1,350,000		
Infrastructure-Analog UHF Radio System	2,200,000	0	0	0	0	0	0	0		
Emergency Medical Services Program	103,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000		
Communications Program	16,000	45,000	51,500	51,500	36,500	36,500	0	221,000		
Property Revaluation Program	16,426	8,333	257,233	8,333	8,333	287,333	8,333	577,900		
Town Hall Improvements	119,500	105,000	95,000	90,000	85,000	55,000	25,000	455,000		
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000		
Senior Services Program										
Vehicle Acquisition	\$79,000	40,000	40,000	-		-	-	\$80,000		
Adult Day Services	0	10,000	0	10,000	0	10,000	0	30,000		
Senior Center	10,000	25,000	25,000	35,000	35,000	25,000	25,000	170,000		
School Department Programs				22,200	22,300			,000		
General Building Renovations, Technology, & District-Wide Projects	\$1,021,586	\$827,088	\$5,370,212	\$12,884,204	\$137,116,087	\$4,325,834	\$2,579,917	\$163,103,342		
The state of the s	<i></i>	Ç02.,000	+3,0.0,212	,,,	+=0.,220,007	+ 1,020,004	+2,5,5,51	+ =00, ±00,042		
TOTAL Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104		

Town Manager Proposed									
CAPITAL IMPROVEMENT PROGRAM SUMMARY									
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year	
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total	
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)	
Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104	
Annual Funding Element	4,309,086	4,465,213	8,756,112	8,809,094	7,529,977	7,173,724	5,197,308	41,931,428	
TOTAL Capital Improvement Program	14,471,261	8,854,593	16,246,091	23,528,940	146,114,306	13,342,850	9,042,754	217,129,532	
Less Road Improvement Transfers	(700,000)	(748,125)	(743,400)	(718,390)	(718,390)	(718,390)	(718,391)	(4,365,086)	
Less Recreation Program Transfers	(60,000)	(60,000)	(60,000)	(70,000)	(70,000)	(65,000)	(65,000)	(390,000)	
Less Public Safety/EMS/Fire Alarm Programs	(199,000)	(240,000)	(351,500)	(376,500)	(361,500)	(291,500)	(250,000)	(1,871,000)	
Less Library Program Transfers	(45,000)	(105,000)	(55,000)	(60,000)	(60,000)	(15,000)	0	(295,000)	
Less Information Technology Transfers	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(60,000)	(410,000)	
Less Administrative Services Transfers	0	(40,000)	0	0	0	0	0	(40,000)	
Less Planning Department Transfers	(30,000)	(37,000)	(53,000)	(50,000)	(50,000)	(25,000)	(25,000)	(240,000)	
Less Revaluation Program	(30,000)	(75,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(475,000)	
Less Town Hall Improvement Transfers	(69,500)	(60,000)	(65,000)	(70,000)	(65,000)	(25,000)	(25,000)	(310,000)	
Less Senior Programs	(89,000)	(75,000)	(65,000)	(45,000)	(45,000)	(25,000)	(25,000)	(280,000)	
Subtotal Annual Funding Transfers	(\$1,272,500)	(\$1,510,125)	(\$1,552,900)	(\$1,489,890)	(\$1,499,890)	(\$1,374,890)	(\$1,248,391)	(\$8,676,086)	
NET TOTAL Capital Improvement Program	\$13,198,761	\$7,344,467.67	\$14,693,191	\$22,039,050	\$144,614,416	\$11,967,960	\$7,794,363	\$208,453,446	



Description	Date of Issue	Date of Maturity	Interest Rate (%)	Amount of Original Issue	Balance Outstanding June 30, 2022
GENERAL OBLIGATION BONDS:					
School Improvement Series, 2009-A	11/12/2009	11/1/2029	2.55% - 5.00%	\$1,200,000	\$480,000
Advanced Refunding- 2012	11/13/2012	6/15/2024	1.90%	4,263,000	361,000
Advanced Refunding-2015	4/8/2015	6/15/2027	2.00% - 4.00%	6,935,000	1,545,000
Community Gymnasium/School Imp., Series 2017	8/16/2017	8/15/2037	2.00% - 4.00%	5,420,000	4,240,000
School Improvement, Series 2020-A	5/12/2020	5/15/2040	2.75% - 4.00%	3,875,000	3,485,000
General Obligation Bonds, Series 2022	3/3/2022	3/1/2042	3.00% - 4.00%	7,015,000	\$7,015,000
Total General Obligation Bonds				\$28,708,000	\$17,126,000
BUSINESS-TYPE ACTIVITIES:					
Wastewater Fund - GO Bond	11/13/2002	9/1/2023	1.38%	\$500,000	\$59,000
Solid Waste Fund - GO Bond	9/3/2002	9/1/2022	1.14%	2,000,000	\$128,321
Solid Waste - GO Bond	11/22/2005	9/1/2025	1.34%	950,000	\$221,000
Total Business-Type Actives				\$3,450,000	\$408,321
TOTAL OUTSTANDING DEBT SERVICE				\$32,158,000	\$17,534,321



FISCAL YEAR 2023-2024 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF SOUTH KINGSTOWN, RHODE ISLAND



Α

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.

ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)

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. Formerly referred to as a Comprehensive Annual Financial Report (CAFR).

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.

Glossary



AUDIT

An official inspection of an organization's financial accounts, typically by an independent body.

В

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 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

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 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

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.



Ε

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.

ET

An acronym for Education and Training; 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

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^{st} and ends the following June 30^{th} .



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. The Town only counts benefit eligible full time and part time employees as FTEs.

FY

Refer to Fiscal Year

G

GΔΔP

Refer to Generally Accepted Accounting Principles

GASR

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.

Н

Н

An acronym for Housing; One of the Town Council's Goals and Objectives for the 2020-2022 term.



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

K

KFD

Refer to Kingston Fire District

KINGSTON FIRE DISTRICT (KFD)

One of two volunteer fire districts in Town.

L

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

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

MEDIAN

Denoting or relating to a value or quantity lying at the midpoint of a frequency distribution of observed values or quantifies.

MERS

Refer to Municipal Employees Retirement System

MISCELLANEOUS REVENUE

A general category for revenue not otherwise specified under other identified categories of revenue.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

"Basis of accounting" refers to when a transaction is recognized. In the modified accrual basis of accounting, revenues are recorded when measurable and available, and expenditures are recorded when the services or goods are received and the liabilities are incurred.

Moody's

A credit rating agency that ranks the creditworthiness of borrowers using a standardized ratings scale which measures expected investor loss in the event of default. Securities are assigned a rating from Aaa to C, with Aaa being the highest quality and C the lowest quality. The Town of South Kingstown is rated Aa1.

MOTOR VEHICLE EXCISE TAX

A tax on the privilege of registration and is based on the number of days the motor vehicle, motorcycle, commercial truck, or trailer was registered during the preceding calendar year. Motor vehicles are taxed in arrears, and prorated to the actual number of days the vehicle is registered. All motor vehicle and trailer registration information is provided to the Town by the Rhode Island Department of Motor Vehicles (RIDMV). The motor vehicle tax was phased out in FY 2023.

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			
0			



OBJECT

A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the budget detail or budget a line items.

OBJECTIVE

The desired output oriented accomplishment that is ideally able to be measured and achieved within a given time frame.

OBLIGATION

Refer to Liability

OPERATING BUDGET

The Town's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled.

OPERATING EXPENDITURES

Also called Operating Costs. Expenses for such items as expendable supplies, contractual services, utilities.

ORDINANCE

A formal legislative enactment by the Town Council that has the full force and effect of law within the boundaries of the Town.

OWTS

On-Site Wastewater Treatment System

P

PAY AS YOU GO PROGRAM (PAYG)

The first year of the Capital Improvement Program (CIP), referred to as the Pay As You Go element, is the Capital Budget, and is incorporated into the operating budget.

PAYG

Refer to Pay As You Go Program

PAYMENT IN LIEU OF TAX (PILOT)

A program where the Town annually collects payments from organizations that own tax-exempt or tax-modified properties.

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

R

REAL PROPERTY

Any property that is attached directly to land, as well as the land itself.

REFERENDUM

A vote by the Town's electors (residents eligible to vote).

REFUNDING BOND

A bond issued to pay off another bond to obtain better interest rates and/or bond conditions.

RESOLUTION

An order of a legislative body requiring less legal formality than an ordinance or statute.

RESERVE

A supply of a commodity not needed for immediate use, but available if required.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE

The yield from various sources of income, such as taxes, that the Town collects and receives into the treasury for public use.

RIDOT

Rhode Island Department of Transportation

RIGL

Rhode Island General Law

S

SC

School Committee

SCH

- (1) South County Hospital
- (2) An acronym for South County Hospital; One of the Town Council's Goals and Objectives for the 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

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

UFB

Refer to Unassigned Fund Balance

UFD

Refer to Union Fire District

UNASSIGNED FUND BALANCE (UFB)

The general fund, as the principal operating fund of the government, often will have net resources in excess of what can properly be classified in one of the four fund balance categories. If so, that surplus is presented as unassigned fund balance. If resources were not at least assigned, they could not properly be reported in a fund other than the general fund, therefore, only the general fund can report a positive amount of unassigned fund balance. Any governmental fund in a deficit position could report a negative amount of unassigned fund balance.

UNION FIRE DISTRICT (UFD)

One of two volunteer fire districts in Town.

Glossary, continued



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

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

WASTEWATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned wastewater system. The cost of providing services is financed or recovered through user fees.

WATER ENTERPRISE FUND

The enterprise fund that accounts for the operations of the Town-owned water system, servicing the South Shore and Middlebridge areas of Town. The cost of providing service is financed or recovered through user fees.

<u> </u>			
Υ			
Z			

Exhibit 3

South Kingstown Schools Budget Report



















FISCAL YEAR 2021 -2022 PROPOSED BUDGET

February 2021
Updated March 2021 (page 26 only)



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The work of the South Kingstown School Committee, the Budget Subcommittee and Leadership Team helped to make our budget process transparent and understandable. We have a talented group of school and district leaders, outstanding educators, committed support staff, valuable community partners and highly engaged students and families. Together we are confident that this budget will not only sustain but strengthen our learning community.

School Committee

Melissa Boyd
Michelle Brousseau
Emily Cummiskey, Chair
Christie Fish, Vice-Chair
Sarah Markey
Kate McMahon Macinanti
Paula Whitford

Leadership Team

Linda Savastano, Superintendent of Schools Raquel Pellerin, Chief Financial Officer Ginamarie Masiello, Director of Curriculum Charity Shea, Director of Pupil Personnel Services Tracy Andrews-Mellouise, Assistant Director of Pupil Personnel Services **Jodi Anthony**, Coordinator of Dual Language & English Language Learners Terry Lynch, Director of Athletics Russell Hill, Director of Facilities Doug Snow, Director of Technology Chip McGair, Principal South Kingstown High School Jon Rapport, Assistant Principal South Kingstown High School Tom Chen, Assistant Principal South Kingstown High School Patricia Aull, Principal Curtis Corner Middle School Jon Devolve, Assistant Principal Curtis Corner Middle School Tammy McNeiece, Principal Broad Rock Middle School Ryan Borden, Assistant Principal Broad Rock Middle School Jennifer Enck, Principal West Kingston Elementary School Kimberly Komocar, Principal Peace Dale Elementary School Elizabeth McGuire, Principal Matunuck Elementary School Coleen Smith, Principal Wakefield Elementary School

Budget Sub-Committee

Patricia Aull, Principal Curtis Corner Middle School Melissa Boyd, School Committee Member Emily Cummiskey, School Committee Chair Kate McMahon Macinanti, School Committee Member Rory McEntee, Town Council Vice President Raquel Pellerin, Chief Financial Officer Linda Savastano, School Department Superintendent

Belief

It is our 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.

District Mission and Collective Commitments

Mission

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

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



Fiscal Management Goals

It is recognized by South Kingstown School Department that the quality and quantity of the educational program is directly related to the financial ability of the District and that financial resources have finite limits. The following are, therefore, goals for the financial management of the District:

- To use our community fiscal resources wisely, purposefully, and responsibly to maintain and enhance a high quality education for <u>all</u> students.
- To **identify and acquire high quality resources to support district goals** and ensure that budget plans link expenditures to anticipated outcomes.
- To coordinate fiscal resources from local, state and federal funding streams, as well as human capital resources, to meet priority instructional goals and to promote equity and excellence.
- To allocate resources that support student achievement and instructional goals, including
 money, time, personnel and materials, in a manner that supports district goals and maximizes
 student growth and achievement.
- To ensure equity and adequacy of available resources to achieve a notable return on our educational investment.



Overview

South Kingstown is a proud Professional Learning Community built upon collaborative leadership, 21st century deep learning competencies while developing a culture of equity, openness, and sharing of ideas. Working together, South Kingstown School District provides the foundation for an exceptional educational experience. We are committed to working in partnership with families and the entire community to educate ALL of our children. Few school districts can offer what South Kingstown School District can. The excellence and variety of programs offered by our schools, along with the quality of life in South Kingstown, make our community of South Kingstown a wonderful place to learn, work and live.

Currently, South Kingstown School Department is comprised of seven (7) schools that service over 2,714 students. South Kingstown High School is a comprehensive 9 - 12 high school. There are also two middle schools and four elementary schools. Today the district has approximately 22 administrators, 296.6 certified staff (teachers, counselors, nurses, other), and 141.95 non-certified staff (clerks, custodians, maintenance and teacher assistants). The district is proud of its ability to use our financial resources wisely, purposefully, and responsibly to maintain and enhance a high-quality education for all students because it is our belief that our children are our most important asset in the community.

This budget represents a comprehensive approach to the use of general fund including state and local dollars along with federal grants, enterprise grants and private donations and grants. The total budget is \$67,079,680. The general fund budget is \$63,026,471. The request from the town is for \$57,053,074.00 which is 1.89% higher than last year. For the South Kingstown School District to sustain and move forward with excellence for all children the request is an essential request. While this budget does reallocate staff and has a reduction in supplies, it ensures that we keep the dollars as close to our students as possible.

The proposed budget reflects the district's commitment to student learning through a collaborative culture and continuous improvement. As program review and analysis was done, our primary decision making was based upon a theory of action that focuses on literacy, mathematics and social emotional development for all and uses it as a lever for improving the performance of high needs students by closing their achievement gap. This then allows us to develop the capacity to raise the performance of all students.



This budget expands upon the amazing work that is already taking place in our schools. We know that the following items, as areas of focus in our budget, will help to support **our goal for all students**:

- Continue work on student-centered learning grounded in a collaborative learning environment:
 Professional Learning Community & Deep Learning
- Commitment to equity, antiracist culture and social justice
- Continue to educate all students during a global pandemic, supporting being safe and feeling safe for every student every day whether in-person or virtual
- Expand the language and culture program (world language) for ALL students (includes expansion of dual language immersion for grade 6)
- Improve special education programming
- Expand the social-emotional learning & health programs
- Continue the commitment to the high quality visual & performing arts program
- Support an engaging STEAM program for ALL students, using Project Lead the Way programming

Program Pillars

We have examined every expense as it relates to student data, improvement plans, and building goals driven by data linked to student success. It is more important during these challenging times that we respond to the critical needs to our children. It is our moral obligation to do so.

Our FY 2021-202 budget supports a reimagined educational program that is grounded in well-being, equity and quality. We have outlined these pillars to create our new, powerful future:

- Addressing COVID-19 learning loss through extended summer, before school and after school programming focused on literacy, math and social emotional interventions for ALL students who need them. We will know that most children will need added time and support.
- Ensuring a <u>strong program for our most vulnerable students</u> through co-teaching models and transition programs
- Taking clear action in our work with each other to <u>build anti-racist identities and practices</u>. True
 anti-racism training must be ongoing, and it must involve networks to support us in this practice.
 This work must be accountable to the people of color who find themselves targeted by racism on a
 daily basis.
- Committing to a <u>social emotional learning (SEL) core that will establish a systemic approach</u>
 <u>to SEL</u>. We will infuse the principles of emotional intelligence into the immune system of pre K to
 12 schools, informing how our leaders lead, our teachers teach, our students learn, and our
 families support our students.
- Continue to implement the world language and culture program by ensuring our 2021-2022 <u>grade 6 students have continued access to the dual language immersion</u> (DLI) program. We will also begin to <u>re-establish Spanish class for our elementary school students</u> that are not enrolled in the DLI program. (The 2021-2022 will be year one of this multiyear implementation.)
- Re-establish a strong health program and staffing for our elementary schools as we are not currently meeting the RI General Law.
- Continue to expand our STEM (science, technology, engineering and math) Career
 <u>Technical programs</u> through the high school state approved programs. We will also strengthen
 our own elementary and middle school feeder programs. We believe that STEM education is now
 part of the core for ALL students and should be part of the educational programs for every child in
 every grade.
- Commitment to <u>address our capital improvement program</u> through the use of one time funds to
 ensure building and technology infrastructure are proactively addressed. It is our responsibility to
 maintain our assets. We know that years of neglect of our capital has long term impacts for our
 children's learning environment.

District Budget Needs & Theory of Action

Primary Need

The primary need to be addressed by the FY 2022 budget is the need to increase all student achievement levels by increasing the literacy and mathematics levels while enhancing the social-emotional learning and support system. There is a specific emphasis on reducing the achievement gap for high need students. High need students are any students that are below grade level in literacy and/or mathematics, special education, or any combination.

Theory of Action

If South Kingstown School District focuses on social emotional, literacy and mathematics growth and learning for all and use it as a lever for improving the performance of high needs students by closing their achievement gap then we will have developed the capacity to raise the performance of <u>ALL</u> students.













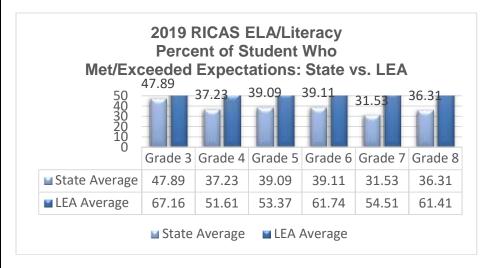






Accountability & Assessment Data

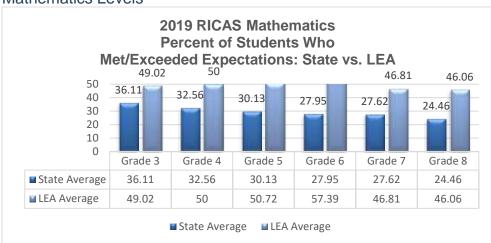
Literacy Levels



2019 SAT ELA/Literacy

Average Student Growth Percentile	57
Percent Low Growth	27.59
Percent Typical Growth	32.02
Percent High Growth	40.39

Mathematics Levels



2019 SAT Mathematics

Average Student Growth Percentile	54
Percent Low Growth	31.03
Percent Typical Growth	33.99
Percent High Growth	34.98

Programmatic Goals

- Our proposed budget reflects the district's commitment to student learning through a collaborative culture and continuous improvement.
- Our goals are based upon a theory of action that focuses on literacy, mathematics and social
 emotional development for all and uses it as a lever for improving the performance of high
 needs students by closing their achievement gap.
- Our goals are based upon the need to develop the capacity to raise the performance of ALL students.

District Programmatic Goals

We know that the following items will continue to be areas of focus in our budget so that we can support a goal for ALL students and how to best meet their needs at this critical time:

- Continue work on student-centered learning grounded in a collaborative learning environment: Professional Learning Community & Deep Learning
- Commitment to equity, antiracist culture and social justice
- Continue to educate all students during a global pandemic, supporting being safe and feeling safe for every student every day whether in-person or virtual
- Expand the language and culture program (world language) for ALL students (includes expansion of dual language immersion for grade 6)
- Improve special education programming
- Expand the social-emotional learning & health programs
- Continue the commitment to the high quality visual & performing arts program
- Support an engaging STEAM program for ALL students, using Project Lead the Way programming



Building & Department Programmatic Goals Addition of another Career Technical Education (CTE) program (Project South Lead the Way (PLTW) Biomedical) in the 2022-2023 school year, Kingstown High School Continue to build strong and practical Tier II and III supports in the areas of literacy, numeracy, and behavior Offer more robust Engineering opportunities for our students, Continue to build a strong senior project program • Improve Math and Literacy performance as well as address the social-**Curtis Corner** emotional issues we are seeing at the middle level. Middle School Continue to add PLTW courses aligned to high school programs o Green Architecture for 21-22 o App Creation as an elective for 22-23 o Science related courses will be built into our science curriculum as units of study for the 22-23 school year. Provide continued professional development for teachers to instruct in station rotation, workshop model and technology integration 1. Identifying and closing learning gaps for all students that may have been **Broad Rock** exacerbated by the ongoing pandemic and transition to distance Middle School learning in March 2020. a. Using RTI data to plan and monitor interventions, including programming for additional summer ramp up courses in summer 2021 for identified students. 2. Dual Language Immersion expansion to Grade 6 a. Additional staffing and resources will be required to support the expansion of DLI to Grade 6 b. Additional resources may need to be purchased to support Gr 5 DLI program c. Additional staff to increase World language teaching position to ensure ALL Grade 5 students can receive Spanish instruction, to align with the World Language District strategic plan 3. Increase Social Emotional Learning supports for all students, in particular focusing on supporting at risk students identified by the mental health consult team. Continue providing school-wide support for all students impacted by the ongoing pandemic and transition to distance learning. 4. Increase the engagement levels of all students. a. Current Data from our mental health consult team indicates decreased levels of student engagement, work production, learner quality student skills, especially from students who have been learning 100% virtually since March 13, 2020. School-wide school improvement goals include working with our SIT team to identify strategies, supports, and resources to increase levels of engagement for all students, including analyzing current physical classroom learning environments, common spaces including the library, and outdoor classroom spaces. **Social emotional curriculum/training**: In alignment with the district goals West Kingston and needs for the social emotional development of our students. I would like Elementary to adopt a comprehensive program/curriculum. School

Ruler curriculum: (if available through RIDE) roll out and training is dependent on how this opportunity is offered through RIDE. I would like to pilot the program in the "train the trainer model" with principal and mental health staff as facilitators with any additional faculty volunteers.

PBIS/MTSS: Continue to use these two systems to support our universal systems that are currently in place.

STEAM: begin to construct with teachers K-4 to expand instruction in this area and look at using the outdoor teaching spaces and project based learning

Begin the work to provide students with authentic learning and project based experiences. Planning, design, creating and implementing spaces throughout the campus to support STEAM projects. Begin creating examples of how each grade level will be able to engage in a STEAM activity and showcase it.

- 1. Strengthen data literacy: Use of Fast bridge as a focus to analyze and plan from the data through MTSS and PLC work; use running records, classroom assessments, formal evaluations to drive instruction
- 2. Work towards creating co-teaching models to address needs for acceleration and supports for areas of need
- 3. Cycles of Instruction: Common core and identified power standards for grades K-4. To know, understand and instruct to the standards will ensure that we are providing all students with both quality instruction and equity.

Peace Dale Elementary School

Enabling Conditions for Continuous Improvement

- Strengthen collaborative inquiry practices through PLCs & professional learning cycles
- Build MTSS Framework that supports a whole-child understanding of teaching and learning (i.e. Academic, Social Emotional Learning, Engagement)
- Academic Achievement & Growth in ELA/Math
- Effective Instructional Practice
- Hyflex Teaching Model
- Deep Learning Instruction
- Co-Teaching Model of Instruction

Prioritize Equity

- All stakeholders commit to positively affecting all student outcomes- with explicit attention to opportunity gaps associated with race, ethnicity, socioeconomic status, and disability classification.
 - o Strengthen Data Literacy/Infrastructure: analyze and strengthen resources to collect, manage, and facilitate the use of data and feedback as part of continuous improvement.

Expand Learning Spaces

- Students today need multiple ways of learning, in multiple environments (Collaborative spaces, Outdoor Learning, etc.)
- They need environments that help them explore and interact with content in real and authentic ways and to build the foundation that learning occurs at any time, any place, any path and any pace

Matunuck Elementary School

- 1. Teaching and Learning: Academics
 - Literacy (adopting a new ELA curriculum for SY 21-22)
 - Mathematics (extending Eureka)

- Science Technology Engineering Art Mathematics (STEAM)
- 2. Equity & Social Emotional Learning (SEL)
 - Co-teaching model (continuation from SY20-21)
 - Cycles of inquiry through a MTSS framework and PLC (proposing new structure for SY21-22)
 - SEL RULER (adopting a new curriculum)
 - Screener/Fast Bridge (adopting new Universal Screener)
- 3. Growth & Achievement: Engagement/Best Practice Strategies
 - Enhancing outdoor learning spaces (providing 1 designated outdoor spaces per classroom teacher and 1 for intensive needs classroom)
 - Personalized learning: Continue technology integration/highly flexible teaching

Wakefield Elementary School

1. Social emotional curriculum/training: In alignment with the district goals and needs for the social emotional development of our students, I would like to adopt a comprehensive program/curriculum.

Ruler curriculum: (if available through RIDE) roll out and training is dependent on how this opportunity is offered through RIDE. I would like to pilot the program in the "train the trainer model" with principal and mental health staff as facilitators with any additional faculty volunteers.

Conscious Discipline: continue working with this program to embed it in our PBIS practices preschool-grade 4

- 2019-2020 Paraprofessionals were able to complete the module training
- 2020-2021 Mental health staff completing book study
- 2021-2022 Faculty training needed: embedded in PLC work and through peer training opportunities
- 2. STEAM: continue to engage and instruct PreK-4 and expand instruction to include the use of outdoor teaching and project based learning Capitalize on the use of the campus in creating/expanding on flexible outdoor learning spaces to provide students with authentic learning and project based experiences. For example, grant work with PTO for garden installations will potentially begin Spring 2021. Planning, design, creation and maintenance of these spaces is one prime example of how each grade level will be able to engage in our outdoor learning.

Schedule design to support time for consistent STEAM instruction and opportunities for students across all grade levels. Morning preschool sessions will need to collaborate to address scheduling needs for similar opportunities for our 3-4 year old students.

- 3. Teaching and Learning:
 - a. Strengthen data literacy: Use of Fast bridge as a focus to analyze and plan from the data through MTSS and PLC work; use running records, classroom assessments, formal evaluations to drive instruction
 - b. Co-teaching model to address needs for acceleration and supports for areas of need
 - c. Cycles of Instruction: use of the RI Early Learning and Development Standards (RIELDS) for the preschool; Common core and identified power standards for grades K-4. To know, understand and instruct to the

	standards will ensure that we are providing all students with both quality instruction and equity.
Dual Language & English Language Learners	Expand the language and culture program (world language) for ALL students (includes expansion of dual language immersion for grade 6) (see Curriculum and BRMS
Pupil Personnel Services	 Goal 1 - Create and support programming for students 14+ who fall under the U. S. Dept. of Justice Consent Decree and require community experiences. This will require additional transportation costs and will increase TA pay as they will be working as job coaches which is a higher hourly rate of pay. This could also require the increase of Job Coach positions to support students in the community. Depending on decisions around creating a separate 18-22 (age) program, this may require some facility costs to remodel or rent space as well as possible nursing needs. Goal 2 - Increase co-teaching at the elementary level. Goal 3 - Creation of summer programming specific to covid recovery for students with IEPs who were not able to access virtual learning in a meaningful way.
Athletics	As we continue to strive to excel in Athletics, I want to provide our student athletes with the best • Athletic Equipment • Athletic Supplies • Athletic Transportation • Medical Coverage (Athletic Trainer)
Technology	 Support 1:1 Laptop and iPad support for all Students PK-12 Grade, Teachers, Teacher Assistants and Supporting staff in school and at home. Hayes Helpdesk, Ticketing, and Inventory Software incorporation to the entire School District for technology. Incorporate both Microsoft 365 and Google Suite for Educations for the entire district Support OSHEAN 1 Gig network for all 9 buildings with iBoss filtering, Securly Filtering, Fortinet Firewall, and Cisco Umbrella Continue the 7-year plan to implement ClearTouch or ViewTouch interactive mobile devices in schools to remove Desktop Computer, Mimio devices, Document cameras, sound systems wiring and overhead projectors to support the Virtual Learning classroom environment. Design a new Hybrid Cloud-based Network for all Authentications, Imaging, Security, Access to All Software, and rollout of new software virtually.
	The importance of this infrastructure support cannot be stressed enough. "It is a simple fact that access to high-speed broadband is now as vital a component of K-12 school infrastructure as electricity, air conditioning, and heating. The same tools and resources that have transformed our personal, civic, and professional lives must be part of learning experiences intended to pre-pare today's students for college and careersGiven that bandwidth capacity determines which online content, educational applications, and digital learning

service students and educators can use effectively in the classroom, it is in the national interest to ensure a baseline broadband capacity in and throughout all schools and to incent continued digital learning innovation." (SETDA, The Broadband Imperative) http://www.setda.org/priorities/equity-of-access/thebroadband-imperative/ Keeping the buildings safe, clean, and in proper mechanical order. Expanding our and training for Covid • Our goal is to revitalize the district's current buildings with in house maintenance and building upgrades Continue to implement safety measures to keep staff, students, and visitors safe. Maximizing Efficiency - By implementing new inventory control, purchasing

- practices, and staff training our goal is to maximize our resources.
- Custodial Equipment Continue to convert our floor stripping process from the old chemical floor stripping process to a chemical free process. Machines have a short payback period, cuts down labor costs, safer and potential liability.
- Implementing camera upgrades around the district. We believe that exterior exit ways, parking areas, and high traffic areas should have camera coverage.
- Repair and replace old exterior doors around the district.

Facilities

At Our Core

We believe that this is an opportunity to reimagine school, to be mindful of and build on what we have learned during our virtual learning, in-person learning and leading during a pandemic, and adjust going forward. Using the lenses of equity, wellbeing and quality learning has allowed us to design structures, processes, and policies to support learning and the community. We are committed to providing every child with rich learning experiences that not only address academics and 21st - century learning but are supportive of the social-emotional needs of our children during this challenging time. This commitment is more important now than ever. If we are to determine how to best consider safety and operations, well-being and learning then we must be steadfast in our approach at this critical time. We have built our budget to support this commitment and reimagined not only school but our process and approach to maintain our moral obligation to our children while being sensitive to the needs of the community at this unprecedented time.



Education Reimagined

Educators and students in schools across the United States have faced unprecedented changes to teaching and learning because of the coronavirus disease 2019 (COVID-19) pandemic, which shuttered school buildings on March 13, 2020. Since that day, our goal has been to not just to survive COVID-19, but to end up with something significantly "better" than was the case in 2019. The pandemic has disturbed all sectors of society and revealed its weaknesses—especially in our education systems. The reaction to the crisis has generated some impressive responses on the part of individuals and small groups as educators have stepped up to serve their communities. Equity, access and capacity were in many cases left wanting. Prior to the pandemic, many education systems were stalled, the pandemic exposed the case that fundamental changes are needed.

Through this disruption, there has been a recognition that schools play a vital role beyond learning. We have learned that their custodial and community roles are central to a healthy society. As we were challenged with the many issues of reopening schools in this uncertain time, we have seized the opportunity to reflect on what has been learned, and what matters most.

How did we choose to respond? Did we patch together a reaction, or use this opportunity to transform the system itself? We have worked tirelessly to avoid reverting to the status quo. We have used this opportunity to help students become knowledgeable and skilled change makers through deeper learning.

Our FY 2021-2022 budget supports this as an opportunity to creatively manage the immediate issues while building a bridge to a reimagined education system. South Kingstown School Department (SKSD) has been committed to making the in-person and virtual return for the 2020-2021 school year as safe as possible for all students and staff. Given the current public health pandemic, SKSD explored and adapted the school facilities and operations in a way that prioritizes and protects the community's health. South Kingstown School Department set up a hybrid learning model to ensure the safety, health, happiness, and learning of our employees and students. Our hybrid learning model provided both blended and tech-free learning opportunities for every student. In other words, we have supported a hybrid environment that has allowed us to pivot from a full in-person or a full virtual environment in a moment's notice. Our hybrid environment simultaneously supports in-person brick and mortar while providing a virtual learning environment as well. We have given our families choice when in the in-person scenario to have their child take part in class through a virtual or physical environment.

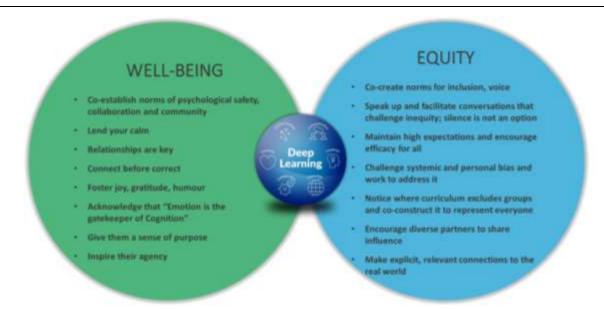
For South Kingstown School Department, the move toward a hybrid learning model was expedited by the global pandemic. Our hybrid learning model is not only a response to the situation, it is also an opportunity to increase the flexibility and personalization of learning for the future. This hybrid model also showcases our outstanding staff. They are talented, smart, innovative, flexible and do whatever it takes to support ALL children.

Our hybrid model has allowed us to support a primary goal to simultaneously provide in person education and virtual learning. This has allowed us to support the seamless transition for any student, class or school to move from in-person to virtual at a moment's notice. It has also allowed us to completely transition to a 100% virtual or 100% in person in the most fluid and flexible way possible. Most of all, allows us to continue to stay committed to meet the needs of all students while keeping our entire learning community as safe as possible.

We know that after five months our model has been very successful. Our COVID cases have remained low and have had little to no in school spread. We have rolled out a weekly COVID testing program. As recently released research shows, we strongly feel that our low community numbers are a direct result of having our students in school on a daily basis. We continue to be one of only two districts in the state that are open every day of the school week for every student. This work has not been done without tireless work and sacrifice.

While we know that we have had many successes but we have developed a budget to support an unpredictable future. Our response to this next phase is critical. We know that most students have experienced learning loss and we must swiftly respond to this need. Our response cannot be typical. The 2021 – 2022 school year requires that we reimagine our education future for our students.

Reimagining our educational future lays out a vision for an approach that enables all students to thrive and prepares them with skills to navigate ambiguity and change. This draws from the best of traditional approaches, innovative practices, and insights from hybrid learning to shape new, flexible, agile hybrid deep learning models. It is our goal that our new approach would enable well-being, equity and quality (deep) learning to flourish. In order to realize such improvement, it is imperative to embrace an innovative mindset. We know that we will need to be open to rethinking and creating a powerful new future that meets everyone's needs.



As we reimagine education we are basing our future on the following emerging insights:

1. Focus on Well-being and The Whole Child

The well-being and social emotional learning are addressed simultaneously with learning at all levels in a collaborative way

2. Competency Based Not Content Driven

Children that thrived demonstrated competencies of critical thinking, resilience, independence as learners, self-regulation. Cognitive flexibility, and perseverance

3. Elevate the Impact of Technology

Technology can be best used as a vehicle for collaboration, discovery, understanding and action instead of a system of delivery

4. Education must be Designed for Engagement and Depth

This should be grounded on student voice, choice and authentic experiences

5. Our Parents Are Our Partners

Fullan, M., Quinn, J., Drummy, M., Gardner, M. (2020), "Education Reimagined; The Future of Learning". A collaborative position paper between NewPedagogies for Deep Learning and Microsoft Education. http://aka.ms/HybridLearningPaper

Addressing COVID-19 Learning Loss

To ensure that all students have a chance to succeed, it is urgent to slow, stop, and reverse the loss in educational attainment and social-emotional development caused by COVID-19. Rhode Island-specific data on pandemic-driven learning loss is not readily available. This should not cause a delay in implementing a student intervention program. Based on national research, it is reasonable to assume a one-year learning loss. McKinsey & Company found that students, on average, could lose five-to-nine months of learning by the end of school year 2020-21. Students of color could lose six-to-twelve months and white students four-to-eight months.

Our goal is to focus primarily on the critical concepts in Literacy and Mathematics, aligned to appropriate grade level standards, that are foundational to continued learning. We will also have an emphasis on social-emotional development that has been impeded by school disruptions as a result of COVID-19.

We will establish a summer program and school year programs that will:

- Identify students in need of Literacy and Mathematics support through teacher-made assessments, our screener (Fast Bridge), teacher recommendation, parent input, assessments, statewide assessments, and more.
- Identify key grade level standards and benchmarks to guide goal setting, academic program-setting, and instruction.
- Use curriculum materials aligned with key content standards for use in during-, before-, and afterschool programs as well as summer learning opportunities.
- Restructure in-school learning time to focus more on Literacy and Mathematics, such as longer subject blocks or short-term ramp-up courses.
- Coordinate between summer, before- and after-school ramp-up programs and in-school programs to extend learning opportunities, while ensuring that all programming is focused on key standards.
- Provide professional development for in-school and before-, after- and summer school programs to ensure common understanding of key standards and effective strategies in closing learning gaps in Literacy and Mathematics.

How PLCs Respond When Students Don't Learn

We know that the primary need to be addressed by our Professional Learning Community (PLC) and the budget is to increase all student achievement levels by increasing literacy and mathematics levels. There is a specific emphasis on reducing the achievement gap for high need students. High need students are **any students** that are below grade level in literacy and/or mathematics, special education, or any combination. Response to Intervention or a Multi-Tiered System of Supports is a process of determining appropriate support and interventions to supplement the core curriculum to meet the needs of all learners. This framework for instruction bases decisions on benchmark and progress monitoring data to improve achievement. In other words, we will use data supported process for making decisions relating to student achievement and engagement. This will be to provide research (evidence) based interventions to support learning loss in the areas of literacy, math, and social emotional needs.

The FY 2021 – 2022 budget supports a commitment to our current staffing and resources for students. It also requires time outside of the school day and/or school year for staff and students. The supports will be in the areas of literacy, math, and social emotional learning. All of our schools will be participating in a summer program. They will also enhance interventions and progress monitoring during the 2021-2022 school year. It is only by supporting the whole child that we can help them to reach their success.

When a school or district functions as a PLC, educators within the organization embrace high levels of learning for all students as the reason the organization exists and the fundamental responsibility of those who work within it. (DuFour et all, 2016)

Priority Areas

Capital Projects (CIP)

Capital Project is a major, non-recurring, tangible fixed asset. The estimated cost for a capital project is over \$10,000 with an expected useful life greater than the life span of the debt (or at least five years). Capital Improvement Program (CIP) is a multi-year plan for sustaining and improving our infrastructure. The Town's CIP is a six-year long range plan which is prepared and reviewed annually (the first of the six-year plan is considered the Capital Budget). The budget supports the 2021 – 2022 planning for the facilities and technology departments capital projects.

Facilities

The facilities capital plan supports HVAC root top unit replacement, HVAC controls, security cameras, and a video UPS intercom system. These items are critical for the health and safety of the staff and students.

Technology

The remaining capital projects are in technology. In order for students and teachers to be able to take advantage of technology for teaching and learning, it is crucial that each school's technology infrastructure have the capacity to support all users and a wide variety of devices. Included in this budget is replacement planning for desktops, laptops, printers and other devices that will reach their end of functional use. Technology replacement plan dollars will be used to replace desktop PCs that are on a five – seven-year replacement cycle. It will also be used to replace wireless access points that are at end of life and new switches to support maintaining our infrastructure. Our district wide 1:1 program is new. We will work to continue to maintain this. Our world looks different today, and so should our classrooms. The resources are an initial investment that will allow SKSD to remain in the forefront of education reform.

Antiracist and Social Justice Work

- We have a responsibility to work with each other to build anti-racist identities and practices.
- True anti-racism training must be ongoing, and it must involve networks to support us in this practice. We know that this will need to be uncomfortable and question long held beliefs. The work of building identities and practices that push back against white supremacy in our society must be an ongoing process.
- This work must be accountable to the people of color who find themselves targeted by racism on a daily basis. We must be open and transparent about this work and these conversations with our colleagues of color.
- Humility must be central to this work. We must learn from and listen to people of color, especially our colleagues and students.
- Talking about racism and white supremacy isn't enough—conversation alone won't change the
 oppressive conditions people of color face daily. With this said, we know that discussion is an
 essential part of this work. We know that unlearning will take a lot of introspection and conversation.
 https://www.barwe215.org/

While the district works to audit and analyze our current practices, policies, core program and staffing, we are working to reflect on how we can become a better learning community. One area that we would like to be sure we commit to is our work as a Beloved Community. We have been working with consultants for Kingian Nonviolence to help us learn and grow together. We know that we have much work to do. The focus areas of this work are:

- 1. Collaborate with SKSD Central Office Administrator on the scope and sequence for learning and co-develop a calendar for the professional learning series for each group of participants.
- 2. Facilitate a professional learning series where participants engage with each other and the facilitators through various modalities.
- 3. Administer feedback surveys upon the completion of each learning series and share that data with SKSD.

We also have also worked with the Peace Dale Leadership Association so that the SKSD Leadership could learn from them. This was supported by grant dollars. We would also like this work to continue.

Career & Technical Education / STEM (Science-Technology-Engineering-Math)

South Kingstown School District continues a commitment to focus on increasing our K-12 STEM (science, technology, engineering, and math) opportunities for students. We are in our sixth year of a program called Project Lead the Way (PLTW). PLTW is a nonprofit STEM program. This request supports the continued startup and replacement costs of the resources, training, technology, robotics kits, and curriculum materials required for the PLTW programming K-12. The PLTW STEM program is grounded in a rigorous curriculum, high-quality professional development and an engaged network and partnerships. We consider our work with STEM part of our core educational courses. Our next steps will be to:

- Continue to expand the PLTW Engineering, Computer Science and Biomedical CTE at the high school.
- Continue to expand STEM PLTW courses aligned to high school programs at the middle school. This would include possible expansion of STEM PLTW taught in Spanish and English.
- Have an educator trained to be an onsite K-5 Project Lead the Way Launch Program and work to pilot PLTW Launch modules at the elementary schools. (Computer Science module as part of the library media program, Biomedical and Engineering as part of the Science program)

Curriculum, Instruction, and Professional Development

The implementation, progress monitoring, analysis and evaluation of the Common Core State Standards (CCSS) and the Next Generation Science Standards (NGSS) remains the priority initiative in South Kingstown's curriculum, instruction, and assessment efforts. K-12 curriculum in Mathematics, English Language Arts, Social Studies and Science have been developed and implemented, and initial resources have been identified and acquired. Professional development opportunities are organized based upon a variety of factors. When developing a budget for professional development, we closely evaluate the impact professional learning opportunities will have on promoting highly effective teaching and learning for all students. For FY21 we will continue to focus on our 21st Century Competencies (portrait of a graduate) and accountability while we work to strengthen our professional learning community and leadership capacity.

We have identified **Literacy as a priority area**. We have written and been awarded a grant that will support this important focus. The goals of this work are:

- Using a high-quality curriculum expertly to deliver coherent and aligned instruction for all students
- 2. Using evidence-based strategies and programs to support struggling readers in order to narrow the achievement gap for our target population in a cycle of continuous improvement
- 3. Every participating family will feel welcome and able to support their students' literacy development

Physical Education & Health Program

A couple of years ago there was a reduction in the staffing for Physical Education and Health. Health Education is required for **all** students in grades 1-12 according to RI General Laws. Students should receive an average of 100 minutes per week of health and physical education. More importantly, it has a direct impact on being able to support our students. Health education teaches about physical, mental, emotional and social health. It builds students' knowledge, skills, and positive attitudes about health. Health education motivates students to improve and maintain their health, prevent disease, and reduce risky behaviors. (http://www.thriveri.org/components-HealthEducation.html) Our budget will allow us to expand the staff to provide this for our students. We do not have our final schedule, time of the day, or time of the year determined. We will work on this with our physical education and health staff. We will also work with our entire unified arts team to outline our plan.

Library Media Maker Space Program

We know that our library and STEM learning programs are essential skills for college and careers. We know that school library programs can have a positive impact on student achievement and know that we must invest in them. We need our library / STEM Learning Commons to support information literacy with a focus on media literacy, research and library skills, critical literacy and information ethics. We continue to work to update our program that has reimagined our library media centers as Library/STEM Learning Commons where we work to embed digital literacy, STEM initiatives, and the use of maker spaces.

World Language & Culture

During 2021 – 2022 our Dual Language Program will expand to include grade 6. Currently, our grade 6 is based upon a middle school model. At this time, we are planning on having a grade 6 DLI team. This budget does support that expansion.

We are also working to expand our world language access for our elementary schools. This budget does include an FTE for this. The specific grade levels, schedule, and program details will be finalized in the coming months.

Special Education

Our special education students have been significantly impacted during the pandemic. We have worked to be in-person learning as much as possible. We will work to extend learning outside of the regular school day for anyone that was impacted. We will also continue to work to expand our coteaching model.

Co-teaching is the practice of pairing teachers together in a classroom to share the responsibilities of planning, instructing, and assessing students. In a co-teaching setting, the teachers are considered equally responsible and accountable for the classroom. Co-teaching is often implemented with general and special education teachers paired together as part of an initiative to create a more inclusive classroom. Inclusion is a belief system that ensures that diverse individuals are included in an engaging learning environment. The movement towards inclusion has its foundation in the Individuals with Disabilities Education Act (IDEA), a federal law providing rights and protections for students with disabilities and ensures that students with disabilities have access to a free and public education (FAPE) in the least restrictive environment (LRE) to the maximum extent that is appropriate. An inclusion classroom is often chosen as the least restrictive environment since it allows students with special education needs to receive the support they require as part of their Individualized Education Program (IEP), build a stronger social connection with their peers, and

benefit from the curriculum of the general education class. When we have two teachers lead a classroom it will open up many opportunities for students as well as the teachers.

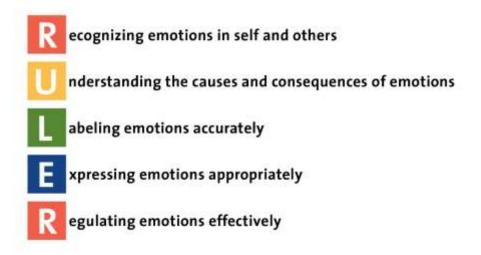
Some of the benefits of co-teaching in an inclusion classroom include (Ferguson, Desjarlais, & Meyer, 2000):

- More opportunities for one on one interaction between students and teachers, leading to stronger relationships.
- Students with disabilities have access to the general education curriculum as required by law, which includes the classroom community and activities they otherwise wouldn't take part in.
- Students still have opportunities for specialized instruction when needed.
- All students can benefit from the additional supports, resources, and diversity in the classroom.
- Increased independence for students with disabilities.
- Stronger, more creative, lessons due to teachers sharing the planning process with each other.
- Teachers are able to support one another by complimenting each other's strengths and weaknesses, building camaraderie and dividing the workload in the classroom.

The information is based upon Elizabeth Stein's book Evaluating Co-Teaching through UDL. You can also learn more here: http://www.swiftschools.org/talk/co-teaching-udl-mind

Social Emotional Learning Support System

RULER is an evidence-based approach to social and emotional learning (SEL) developed at the Yale Center for Emotional Intelligence, where Marc Brackett is the founding Director. RULER supports entire school communities in understanding the value of emotions, building the skills of emotional intelligence, and creating and maintaining a positive school climate. RULER aims to infuse the principles of emotional intelligence into the immune system of schools, enhancing how students learn, teachers teach, families parent, and leaders lead. During the 2020 - 2021 school year the RI Department of Education partnered with the Yale Center for Emotional Intelligence. They provided a course for every educator in RI. SKSD leadership team had studied this model during the 2019-2020 school year and had already identified how RULER would align with our district. While we know that there are many tools needed in the toolbox for SEL, we are going to continue to work with RULER, Yale Center for Emotional Intelligence, and the RIDE as we move forward.



Budget Preparation Calendar

Date	Time	Meeting
Dec 15	7:00 PM	TC & SC Joint Budget Pre-consultation Meeting
Jan 5	6:30 PM	SC & TC CIP Program Work Session #1
Jan 6	6:30 PM	TC CIP Program Work Session (Not School) #2
Jan 7	6:00 PM	SC Budget Subcommittee Meeting
Jan 8	Leadership Tea	m - Budget Planning DOCUMENT & FTE REVIEW DUE
Jan 12	7:00 PM	SC Business Meeting
Jan 15	Leadership Tea	nm - Budget SPREADSHEET DUE
Jan 21	6:00 PM	SC Budget Subcommittee Meeting
Jan 25	7:30 PM	TC Regular Session Adoption of CIP
Jan 26	7:00 pm	SC Work Session - Budget
Jan 28	6:00 PM	SC Budget Subcommittee Meeting
Feb 4	5:30 PM	SC Budget Subcommittee Meeting
Feb 9	6:00 pm	SC Work Session - Budget
Feb 9	7:00 pm	SC Business Meeting – Adoption of Budget
Feb 11	6:00 PM	SC Budget Subcommittee Meeting (Tentative)
Mar 1`		Town Manager's Budget Submission to TC
Mar 3	6:30 pm	TC & SC Budget Work Session #1 (NOT Schools)
Mar 4	6:30 pm	TC & SC Budget Work Session #2 (NOT Schools)
Mar 10*	6:30 pm	TC & SC Budget Work Session #3 (Schools)
Mar 22		TC Regular Session Prelim Budget Adoption
Apr 14	7:00 pm	TC & SC FY22 Budget Hearing #1
Apr 15*	7:00 pm	TC & SC FY22 Budget Hearing #2
Apr 26	7:30 pm	TC Regular Session & Adoption of Final Budget or Consideration of Petition for Revision

*Note: The March 10 Town Council & School Committee Budget Work Session was originally scheduled for March 3. The April 15 Town Council & School Committee Budget Hearing was originally scheduled for April 19.

Locations

South Kingstown School Department is comprised of seven (7) schools that service over 2,714 students. South Kingstown High School is a comprehensive 9 - 12 high school and provides one of the strongest art, music, career technical education and athletic programs in the state. Curtis Corner Middle School is a 7 - 8 middle school and Broad Rock Middle School is a 5 - 6 middle school. Peace Dale Elementary School, West Kingston Elementary School, and Matunuck Elementary School service grades K-4. Wakefield Elementary School service grades PreK-4. Our schools sit on beautiful grounds that total more than 250 acres and support learning in and out of our school buildings. The district has approximately 22 administrators, 296.6 certified staff (teachers, counselors, nurses, other), and 141.95 non-certified staff (clerks, custodians, maintenance and teacher assistants). The district is proud of its ability to use our financial resources wisely, purposefully, and responsibly to maintain and enhance a high-quality education for all students because it is our belief that our children are our most important asset in the community.

School	Grades	December 2020 Student Population
South Kingstown High School	9 – 12	933
Curtis Corner Middle School	7 – 8	419
Broad Rock Middle School	5 – 6	416
Peace Dale Elementary	K – 4	384
West Kingston Elementary	K – 4	213
Matunuck Elementary	K – 4	163
Wakefield Elementary	PreK – 4	186
Outplaced	K - 12	25
TOTAL		2739



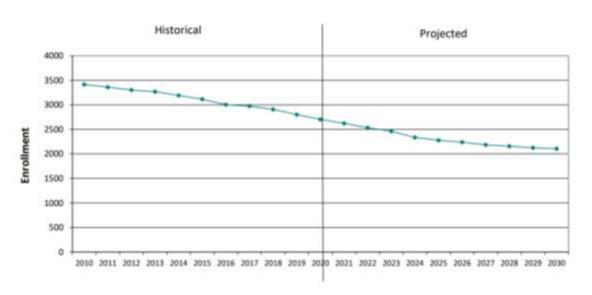
Enrollment Information

South Kingstown School Department utilized NESDEC* to develop enrollment reports, including tenyear projections to provide up to date data that could be used for budget development, effective planning and allocation of resources.

*The New England School Development Council, NESDEC, is a private, not-for-profit educational organization with over 300 school districts as affiliates. Its primary focus is in the areas of planning, learning & teaching/professional development, executive searching and research & development. Originally established at the Harvard Graduate School of Education, NESDEC, now a stand-alone, non-profit corporation, has been serving New England school districts since 1946. NESDEC currently utilizes the expertise of over twenty former school administrators, as well as numerous educational workshop providers in its effort to provide the most current and effective resources to its affiliates. As a benefit of affiliation, NESDEC prepares more than 250 enrollment projections and updates each year for school districts throughout New England. This service is free to affiliates.

South Kingstown, RI Historical & Projected Enrollment

K-12, 2010-2030



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Anticipating Enrollment by Grade
December 2020 Snapshot (does not include students in outplaced locations)

SCHOOL	UNOFFICIAL 12/2020 (Skyward)	Р	к	1	2	3	4	5	6	7	8	9	10	11	12
BRMS	416							191	224						
CCMS	419									202	217				
MES	163		27	34	30	41	31								
PDES	384		66	80	87	71	80								
SKHS	933											248	223	231	231
WES	186	52	18	16	40	26	34								
WKES	213		36	42	41	48	46								
TOTAL	2714	52	147	171	200	187	190	192	224	202	219	247	223	229	232
Virtual Learners: (included in totals)	634	12	31	46	37	33	50	61	57	45	47	40	67	57	51

Students with Disabilities (does include students in outplaced locations)

	SIS as of 12/1/20	Р	K	1	2	3	4	5	6	7	8	9	10	11	12
SwD	359	22	21	33	26	36	24	18	29	23	30	26	19	25	27
ALL	2736	51	147	172	199	190	190	194	224	204	218	250	226	232	239

Grade	SKSD Current data 2020-2021	NESDEC data Projected 2021-2022
PreK	51	-
K	147	194
1	172	149
2	199	170
3	190	201
4	190	185
5	194	196
6	224	194
7	204	220
8	218	201
9	250	210
10	226	251
11	232	217
12	239	234
Total	2736	2622

Projected Staffing

The Basic Education Program G-12-4-2 states that every LEA shall recruit, identify, mentor, support, and retain effective staff; build the capacity of staff to meet organizational expectations; and provide jobembedded professional development based on student needs. The Basic Education Program G-15-1.2 maintains that the district shall establish an academic organization with the LEA in order to ensure continuous improvement of learning and teaching that includes the creation of building and staffing plans based on the educational program needs of the district.

The chart below is projected staffing for Fiscal Year 2021 - 2022 school year which includes staff to support dual language program commitments and health curriculum programming for elementary schools. There was an increase in the special education staffing that took place during the FY 2020 – 2021 school year. This was the addition of three special education coordinators, special education teacher and an increase in speech language pathologist. The increased certified staff are grant funded. The remaining increase in staff were a direct result in increased FTEs because of COVID-19 response to cleaning and pod restrictions. We are maintaining these levels in anticipation of needing to follow similar protocols for FY2021-2022.

Description	FTE
PRINCIPAL	7.00
ASSISTANT PRINCIPAL	4.00
DIRECTOR	7.00
COORDINATOR	3.00
SUPERINTENDENT	1.00
CLASSROOM TEACHER	244.50
OCCUPATIONAL THERAPIST	4.60
PHYSICAL THERAPIST	1.00
SOCIAL WORKER	6.00
SPEECH PATHOLOGIST	8.00
SCHOOL NURSE TEACHER	7.00
LIBRARY MEDIA SPECIALIST	5.00
GUIDANCE COUNSELOR	8.00
SCHOOL PSYCHOLOGIST	5.50
DEAN OF STUDENTS	4.00
SPED COORDINATOR	3.00
TECHNICAL	9.05
MAINTENANCE	4.00
CUSTODIAN	25.50
TEACHER ASSISTANT	73.80
CLERK	29.60
Total	460.55





State Aid

In 2010, State Legislatures passed the education funding formula devised by experts at Rhode Island Department of Education and Brown University. The formula is a transparent data-based formula aimed at distributing an adequate level of funding to support student learning. The primary foal of the formula is to ensure that the Rhode Island educational finance system supports student achievement.

The chart below details enacted state aid in South Kingstown for Fiscal Year 2011-2012 to the current Fiscal Year 2021-2022. The phase in of the new funding formula was completed in FY 2020-2021. The Preliminary FY 2021-2022 projections were calculated by Rhode Island Department of Education using the March 2020 student data adjusted for anticipated character school growth. These preliminary projections are subject to change based on the March 2021 student enrollment and do not include funding changes for new charter schools requested during the summer 2020 application process.

Fiscal Year	State Aid	
2011-2012	\$8,395,479	
2012-2013	\$8,052,921	
2013-2014	\$8,106.421	
2014-2015	\$7,866,529	
2015-2016	\$7,623,268	
2016-2017	\$7,329,896	
2017-2018	\$6,833,446	
2018-2019	\$6,156,775	
2019-2020	\$4,964,787	
2020-2021	\$4,725,901	
2021-2022	\$4,822,582	



Uniform Chart of Accounts

The Uniform Chart of Accounts (UCOA) is to be used by multiple entities such as School Districts and Charter Schools. The primary objective of the UCOA is to meet both the internal and external reporting needs of the Districts and the State by providing consistent detail in the general ledger to address the questions and the need for information of stakeholders at all levels and to provide consistent application of accounting methods.

Another objective of the UCOA is to integrate the financial data into UCOA Database for District data from all Districts. Still another benefit is to improve the consistency in tracking costs to enhance the consistency of financial analysis. Those requirements include the flexibility to perform appropriate analysis, including an analysis of Return on Investment (ROI). The data, for effective analysis, must be prepared using consistent and comparable methods and must be provided using uniform categories and groupings.

The FY 2021- 2022 budget provides five-year data (three years of actual, current budget, and projected budget) that is grouped by the UCOA Object code. The object code classifies expenditures according to the types of items purchased or the services that are obtained. Below is a summary of the major object code classifications and a detailed glossary of terms is provided at the end of the budget document.

51XXX	Employee Comp Salary	Amounts paid to District employees, including personnel substituting for those in permanent positions. This includes gross salary for services rendered while on the payroll of the District and other forms of compensation.	
52XXX	Employee Comp Panafits	Amounts paid by the District on behalf of employees-such payments are fringe benefit payments and, although not paid	
		directly to employees, nevertheless are part of the cost of personnel services	
		Services that by their nature can be performed only by persons or firms with specialized skills and knowledge. Included	
53XXX		, , , , , , , , , , , , , , , , , , , ,	
		teachers, and accountants.	
54XXX	Purchased Property Services	Services purchased to operate, repair, maintain, and rent property owned or used by the District. These services are	
		performed by persons other than District employees. Although a product may or may not result from the transaction,	
		the primary reason for the purchase is the service provided.	
55XXX	Other Purchased Services	Amounts paid for services rendered by organizations or professionals not on the payroll of the District (separate from	
		Professional and Technical Services or Property Services). Although a product may or may not result from the	
		transaction, the primary reason for the purchase is the service provided.	
r r v v v	Kunnings and Materials	Amounts paid for items that are consumed, are wom out, or have deteriorated through use or items that lose their	
56XXX		identity through fabrication or incorporation into different or more complex units or substances.	
רזעעע	Property/Capital Purchases	Expenditures for acquiring capital assets, including land, existing buildings, existing infrastructure assets, and	
57XXX		equipment.	
58XXX	Debt/Miscellaneous	Amounts paid for goods and services not otherwise classified above.	
59XXX	OtherItems	Used to classify transactions that are not properly recorded as expenditures/expenses but require control and reporting	
		by the District.	

Fund Structure

Rhode Island School Districts and Charter Schools, like all other types of businesses, use accounting to record, analyze, and summarize their financial activities and status. All School Districts follow governmental accounting standards which share many characteristics with commercial accounting, but districts have their own information needs and reporting requirements. One need is to enable Districts to determine and demonstrate compliance with finance-related legal, budgetary, contractual provisions, and restrictions on the use of public resources.

School District accounting systems, like those of other governmental units, are organized and operated on a fund basis and accounting for Districts is referred to as Fund Accounting. In Fund Accounting, a fund is defined as a fiscal and accounting entity which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The Uniform Chart of Accounts is organized to use the principles and conventions of Fund Accounting to allow for separate accounting for separate activities and provides for greater fiscal accountability for Districts.

The following table shows the three categories of funds defined by Generally Accepting Accounting Principles and used within the Uniform Chart of Accounts:

Fund Type	Fund Type	Measurement Focus	Basis of Accounting
Governmental	General Fund Special Revenue Fund Capital Projects Fund Debt Service Fund Permanent Fund	Current Financial	Modified
Funds		Resources	Accrual
Proprietary	Enterprise Fund	Economic	Accrual
Funds	Internal Service Fund	Resources	
Fiduciary Funds	Trust Fund Agency Fund	Economic Resources	Accrual

The South Kingstown Public School's Fiscal Year 2021-2022 Proposed Budget includes expenditures within the following funds:

Governmental Funds

Governmental funds are used to account for activities that are governmental in nature. Governmental activities are typically tax-supported and include education of pupils, operation of food service and child development programs, construction and maintenance of school facilities, and repayment of long-term debt. Below is a summary of Governmental Funds in the FY 2012/22 Budget

The *General Fund* is the main operating fund of the District. It is used to account for all activities except those that are required to be accounted for in another fund. In keeping with the minimum number of funds principle, all of a District's activities are reported in the general

fund unless there is a compelling reason to account for an activity in another fund. A District generally has only one General Fund.

Special Revenue Funds are used to account for specific revenue sources, other than for major capital projects, which are legally restricted to expenditures for specified purposes. Examples include State/Federal Funds and Private Grants and Donations.

Capital Projects Funds are used to account for capital acquisition or construction activities that would distort trend data if not reported separately from a District's operating activities. Examples of such funds are the Town Contribution Capital Funds and District Capital Pay as You Go capital expenditures.

Proprietary Funds

Proprietary Funds are used to account for activities that are more business-like than government-like in nature. Business-type activities include those for which a fee is charged to external users or to other organizational units of the District, normally on a full cost-recovery basis. Proprietary Funds are generally intended to be self-supporting. Below is a summary of Proprietary Funds in the FY 2021/22 Budget

Enterprise Funds may be used to account for activities for which fees are charged to external users for goods or services. An Enterprise Fund must be used for any activity for which issued debt is backed solely by fees and charges and for any activity for which there is a legal requirement or a policy decision that the cost of providing services, including capital costs such as depreciation or debt service, be recovered through fees or charges. An Example of an Enterprise Fund is the School Lunch Fund.



Projected Revenue and Expenditures

	General Fund	Capital Fur	Restricted Grants	Enterprise Funds	Private Donations	Total
Projected Revenue						
Municipal Appropriation	\$57,053,074	\$0	\$0	\$0	\$0	\$57,053,074
State Aid For Education	\$4,822,582	\$0	\$301,525	\$10,262	\$0	\$5,134,369
Federal Aid for Education	\$408,726	\$0	\$2,243,177	\$322,122	\$0	\$2,974,025
Local Revenue Sources	\$248,887	\$0	\$0	\$629,636	\$0	\$878,523
Private Grants/Donations	\$0	\$0	\$0	\$0	\$9,274	\$9,274
Use of Fund Balance	\$493,202	\$537,213	\$0	\$0	\$0	\$1,030,415
	\$63,026,471	\$537,213	\$2,544,701	\$962,020	\$9,274	\$67,079,680
Projected Expenditures						
Employee Compensation Salaries	\$34,363,622	\$0	\$1,296,360	\$0	\$0	\$35,659,982
Employee Compensation Benefits	\$15,300,816	\$0	\$503,317	\$0	\$0	\$15,804,133
Professional/Technical Services	\$1,158,631	\$0	\$357,363	\$0	\$0	\$1,515,994
Purchased Property Services	\$725,320	\$90,213	\$0	\$6,250	\$0	\$821,783
Other Purchased Servies	\$10,077,059	\$0	\$81,500	\$948,520	\$0	\$11,107,079
Supplies and Materials	\$1,219,977	\$0	\$221,858	\$0	\$9,274	\$1,451,109
Property/Capital Expenditures	\$122,142	\$447,000	\$84,144	\$7,250	\$0	\$660,536
Misc/Other Expenditures	\$58,905	\$0	\$160	\$0	\$0	\$59,065
	\$63,026,471	\$537,213	\$2,544,701	\$962,020	\$9,274	\$67,079,680





Fiscal Year 2021-2022 Projected Revenue Summary

SOUTI		LIC SCHOOLS FISCA REVENUE SUMMAR		OPOSED BUDGE	1		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
				<u> </u>	·		
Municipal Appropriation-Education							
Local Appropriation for Education	\$52,415,096	\$53,952,664	\$54,896,836	\$55,994,773	\$57,053,074	\$1,058,301	1.89%
State Education Aid							
Formula Aid for Education	\$6,478,789	\$5,843,752	\$4,750,585	\$4,402,447	\$4,559,972	\$157,525	3.58%
High Cost Special Education	\$104,934	\$197,034	\$97,103	\$142,614	\$142,614	\$0	0.00%
Group Home Aid	\$249,723	\$115,989	\$118,333	\$119,996	\$119,996	\$0	0.00%
Enterprise Fund-School Lunch	\$10,459	\$10,842	\$10,745	\$11,500	\$10,262	-\$1,238	-10.77%
·	\$6,843,905	\$6,167,617	\$4,976,766	\$4,676,557	\$4,832,844	\$156,287	3.34%
Federal Direct Education Aid							
Medicaid Reimbursement	\$369,198	\$448,659	\$316,627	\$425,000	\$408,726	-\$16,274	-3.83%
Enterprise Fund-School Lunch	\$356,311	\$340,618	\$269,437	\$358,500	\$322,122	-\$36,378	-10.15%
	\$725,509	\$789,277	\$586,064	\$783,500	\$730,848	-\$52,652	-6.72%
Local Revenue Sources							
Tuition Income	\$70,388	\$66,007	\$67,962	\$159,000	\$148,887	-\$10,113	-6.36%
School Trust Fund Income	\$28,270	\$29,454	\$30,543	\$28,000	\$30,000	\$2,000	7.14%
Miscellaneous Revenue	\$84,388	\$129,299	\$114,665	\$135,000	\$70,000	-\$65,000	-48.15%
School Breakfast/Lunch Sales	\$629,233	\$630,038	\$437,990	\$610,000	\$629,636	\$19,636	3.22%
	\$812,279	\$854,798	\$651,160	\$932,000	\$878,523	-\$53,477	-5.74%
Federal Grants							
CRP-Title I Allocation	\$399,518	\$402,840	\$382,310	\$464,169	\$464,169	\$0	0.00%
CRP-Title IIA Allocation	\$137,747	\$116,703	\$46,575	\$162,662	\$162,832	\$170	0.10%
CRP-Title III Allocation	\$4,862	\$5,427	\$930	\$6,035	\$6,035	\$0	0.00%
CRP-Title IV Allocation	\$0	\$37,095	\$5,625	\$67,344	\$75,552	\$8,208	12.19%
CRP-IDEA B Allocation	\$877,743	\$847,731	\$801,866	\$955,546	\$1,446,146	\$490,600	51.34%
CRP-IDEA B Preschool Allocation	\$23,130	\$25,415	\$25,170	\$25,794	\$25,794	\$0	0.00%
Perkins	\$0	\$0	\$0	\$61,390	\$62,648	\$1,258	2.05%
Sub Teacher Aid	\$0	\$0	\$0	\$39,474	\$0	-\$39,474	
Supplemental Impact Ed Aid	\$0	\$0	\$0	\$352,990	\$0	-\$352,990	-100.00%
Elem. Sec. Schools Emergency Relief	\$0	\$0	\$0	\$423,093	\$0	-\$423,093	-100.00%
	\$1,443,000	\$1,435,211	\$1,262,476	\$2,558,497	\$2,243,177	-\$315,320	-12.32%
State Grants							
Learning Champions	\$1,704	\$4,214	\$0	\$0	\$0	\$0	0.00%
Multilanguage Learners	\$1,505	\$0	\$302	\$2,474	\$2,474	\$0	0.00%
RI Comprehensive Literacy Grant	\$0	\$0	\$0	\$0	\$270,664	\$270,664	100.00%
Career and Technical Categorical	\$0	\$0	\$15,312	\$28,844	\$28,387	-\$457	-1.58%
Career and Technical Secondary	\$0	\$37,019	\$9,200	\$3,781	\$0		-100.00%
Take It Outside	\$0	\$0	\$0	\$59,931	\$0	-\$59,931	-100.00%
	\$3,209	\$41,233	\$24,814	\$95,030	\$301,525	\$206,495	217.29%
Private Grants/Donations							
SSS Implementation	\$0	\$7,300	\$0	\$0	\$0	\$0	0.00%
RISCA	\$2,000	\$0	\$1,620	\$0	\$0	\$0	0.00%
WIN Grant	\$0	\$0	\$0	\$9,961	\$0	-\$9,961	-100.00%
GenYOUth Foundation	\$0	\$0	\$0	\$10,000	\$0	-\$10,000	-100.00%
SK Education Foundation	\$2,433	\$3,900	\$3,405	\$6,064	\$3,661	-\$2,403	-39.63%
AUVSI Foundation	\$900	\$600	\$0	\$0	\$0	\$0	0.00%
RI Foundation	\$7,349	\$13,689	\$5,545	\$5,680	\$5,613	-\$67	-1.18%
SC Crush Hockey Foundation	\$1,320	\$0	\$0	\$0	\$0	\$0	0.00%
SMILES	\$100	\$200	\$400	\$0	\$0	\$0	0.00%
Misc Donations	\$0	\$0	\$0	\$1,000	\$0	-\$1,000	-100.00%
CASIT Program	\$0	\$0	\$3,523	\$177	\$0	-\$177	-100.00%
	\$14,102	\$25,689	\$14,493	\$32,882	\$9,274	-\$23,608	-71.80%
Use of Fund Blance	40	40	4-	4-	¢=27.245	¢527.246	465
Capital Fund- Use of Fund Balance	\$0	\$0 \$874.013	\$0	\$0	\$537,213	\$537,213	100.00%
Actual/Budgeted Use of Fund Balance	\$500,000	\$874,913	\$475,000	\$450,000	\$493,202	\$43,202	9.60%
	\$500,000	\$874,913	\$475,000	\$450,000	\$1,030,415	\$580,415	128.98%
Total Actual/Proposed Revenue	\$62,757,100	\$64,141,402	\$62,887,609	\$65,523,240	\$67,079,680	¢1 EEC 441	2.200/
Total Actual/F10poseu Revenue	302,737,100	304,141,402	302,007,009	303,323,240	707,075,000	71,330,441	2.38%

Fiscal Year 2021-2022 Projected Expenditure Summary

so	SOUTH KINGSTOWN PUBLIC SCHOOLS FISCAL YEAR 2021-22 PROPOSED BUDGET EXPENDITURE SUMMARY											
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22					
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc					
General Operational Fund												
Employee Compensation Salaries	\$33,258,687	\$34,373,514	\$32,580,643	\$33,914,928	\$34,363,622	\$448,694	1.39					
Employee Compensation Benefits	\$13,950,794	\$14,357,828	\$14,101,486	\$14,744,652	\$15,300,816	\$556,164	3.89					
Professional/Technical Services	\$1,918,070	\$1,632,675	\$1,402,395	\$1,018,599	\$1,158,631	\$140,032	13.79					
Purchased Property Services	\$737,875	\$741,540	\$588,538	\$754,940	\$725,320	-\$29,620	-3.9%					
Other Purchased Services	\$7,463,404	\$8,051,919	\$7,660,140	\$9,267,379	\$10,077,059	\$809,680	8.79					
Supplies and Materials	\$1,531,980	\$1,504,708	\$1,400,132	\$1,575,296	\$1,219,977	-\$355,319	-22.69					
Property/Capital Expenditures	\$1,034,710	\$765,639	\$764,259	\$509,013	\$122,142	-\$386,871	-76.09					
Misc/Other Expenditures	\$61,312	\$61,104	\$222,037	\$72,023	\$58,905	-\$13,118	-18.29					
Total General Operational Fund	\$59,956,834	\$61,488,926	\$58,719,630	\$61,856,830	\$63,026,471	\$1,169,642	1.9%					
Capital Improvement Fund												
Employee Compensation Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Employee Compensation Benefits	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Professional/Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Purchased Property Services	\$0	\$0	\$0	\$0	\$90,213	\$90,213	100.09					
Other Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Supplies and Materials	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Property/Capital Expenditures	\$0	\$0	\$0	\$0	\$447,000	\$447,000	100.09					
Misc/Other Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Total Capital Improvement Fund	\$0	\$0	\$0	\$0	\$537,213	\$537,213	100.09					
State/Federal Grants												
Employee Compensation Salaries	\$739,510	\$748,137	\$619,633	\$966,459	\$1,296,360	\$329,901	34.19					
Employee Compensation Benefits	\$328,350	\$332,841	\$288,626	\$395,163	\$503,317	\$108,154	27.49					
Professional/Technical Services	\$137,757	\$172,257	\$121,355	\$605,457	\$357,363	-\$248,094	-41.09					
Purchased Property Services	\$51,001	\$49,806	\$23,665	\$0	\$0	\$0	0.09					
Other Purchased Services	\$60,256	\$69,135	\$117,559	\$81,500	\$81,500	\$0	0.09					
Supplies and Materials	\$32,195	\$12,998	\$16,116	\$276,747	\$221,858	-\$54,890	-19.89					
Property/Capital Expenditures	\$25,472	\$19,442	\$29,981	\$355,378	\$84,144	-\$271,234	-76.39					
Misc/Other Expenditures	\$71,666	\$71,558	\$70,354	\$160	\$160	\$0	0.09					
Total State/Federal Grants	\$1,446,209	\$1,476,174	\$1,287,290	\$2,680,865	\$2,544,702	-\$136,163	-5.19					
Private Grants/Donations												
Employee Compensation Salaries	\$100	\$200	\$400	\$0	\$0	\$0	0.09					
Employee Compensation Benefits	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Professional/Technical Services	\$10,249	\$21,859	\$7,165	\$5,545	\$5,613	\$68	1.29					
Purchased Property Services	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Other Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Supplies and Materials	\$2,433	\$3,900	\$6,928	\$0	\$3,661	\$3,661	100.09					
Property/Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Misc/Other Expenditures Total Private Grants/Donations	\$1,320 \$14,102	\$0 \$25,959	\$0 \$14,493	\$0 \$5,545	\$0 \$9,274	\$0 \$3,729	0.09 67.2 9					
Enterprise Funds												
mployee Compensation Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.0					
Employee Compensation Benefits	\$0	\$0	\$0	\$0	\$ 0	\$0	0.09					
Professional/Technical Services	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Purchased Property Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0					
Other Purchased Services	\$969,443	\$982,978	\$726,627	\$980,000	\$962,020	-\$17,980	-1.89					
upplies and Materials	\$0	\$0	\$0	\$0	\$0	\$0	0.0					
Property/Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.0					
Misc/Other Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.09					
Total Enterprise Funds	\$969,443	\$982,978	\$726,627	\$980,000	\$962,020	-\$17,980	-1.8%					
Total Actual/Proposed Expenditures	\$62,386,588	\$63,974,037	\$60,748,040	\$65,523,240	\$67,079,680	\$1,556,441	2.38%					

Fiscal Year 2021-2022 Expenditure Detail by Object Code

SOUTH KINGS		SCHOOLS FISCA RE DETAIL BY O		2 PROPOSED E	BUDGET		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
Employee Compensation-Salaries	622 222 604	422 224 400	624 402 507	422 027 502	daa caa 454	4705 550	2.40
51110 Salaries	\$32,333,601	\$33,324,400	\$31,103,507	\$32,927,593	\$33,633,151	\$705,558	2.1%
51110 Salaries Grants	\$694,349	\$691,360	\$568,396	\$796,462	\$1,094,088	\$297,626	37.4%
51113 Professional Day	\$135,043	\$140,551	\$787,610	\$0	\$0	\$0	0.0%
51115 Substitute Salary	\$189,569	\$127,791	\$68,277	\$611,400	\$323,938	-\$287,462	-47.0%
51115 Substitute Salary Grant	\$1,003 \$94,008	\$0 \$97,111	\$0 \$95,397	\$70,900 \$0	\$34,250 \$0	-\$36,650 \$0	-51.7% 0.0%
51132 Dept Head 51201 Overtime	\$53,049	\$61,588	\$95,597	\$51,000	\$54,128	\$3,128	6.1%
51202 Overtime 51202 Overtime-Snow Removal	\$6,255	\$2,486	\$47,749	\$31,000	\$3,630	\$3,630	100.0%
51303 Prof Development-District	\$8,388	\$4,914	\$2,149	\$3,000	\$6,651	\$3,651	121.7%
51308 After School Program	\$41,009	\$43,416	\$16,015	\$45,000	\$45,000	\$3,031	0.0%
•	\$41,009	\$1,296		\$10,080		-\$9,000	-89.3%
51308 After School Program Grants 51311 Curriculum Work	\$19,507	\$4,374	\$306 \$2,844	\$10,080	\$1,080 \$4,908	\$4,908	100.0%
51326 Teacher Team Payment	\$19,307	\$49,000	\$48,750	\$0 \$0	\$4,908	\$48,800	100.0%
•	\$49,575	\$49,000	\$48,730	\$2,000	\$48,600	\$650	
51327 Stipend-Other Compensation 51332 Sick Payoff	\$71,268	\$260,592	\$191,121	\$75,000	\$75,000	\$630 \$0	32.5%
51338 Summer Pay	\$142,081	\$122,405	\$191,121	\$102,000	\$75,000	-\$65,768	-64.5%
51338 Summer Pay Grants	\$20,000	\$20,000	\$20,000	\$52,000		\$48,000	92.3%
51339 Class Coverage	\$20,850	\$20,000	\$20,000		\$100,000	\$11,500	100.0%
51401 Stipend-Other	\$20,830		\$22,713	\$0 \$27,500	\$11,500 \$27,500	\$11,500	0.0%
·	\$20,973	\$27,405 \$35,680	\$31,331	\$37,017	\$66,942	\$29,925	80.8%
51401 Stipend Coaches / Extra Curricular	\$60,709	\$59,742	\$60,709	\$46,435	\$60,709		30.7%
51404 Stipend-Coaches/Extra Curricular	\$60,709	\$4,760	\$5,825	\$40,433	\$5,825	\$14,274 \$5,825	100.0%
51406 Stipend-Sport Official 51407 Mentors	\$13,000	\$24,400	\$17,500	\$24,000	\$3,823	\$5,625 \$0	
	\$33,998,297	\$35,121,851	\$33,200,676	\$34,881,387	\$35,659,982	\$778,595	0.0% 2.2 %
Total Employee Compensation Salaries	333,556,257	333,121,631	333,200,070	334,001,30 <i>1</i>	333,033,382	\$116,333	2.2/0
Employee Compensation-Benefits							
52101 Health Insurance	\$5,410,325	\$5,562,702	\$5,391,052	\$5,488,776	\$5,791,251	\$302,475	5.5%
52101 Health Insurance Grants	\$111,579	\$112,583	\$103,973	\$113,927	\$148,583	\$34,656	30.4%
52102 Life Insurance	\$194,951	\$219,249	\$223,929	\$217,000	\$222,000	\$5,000	2.3%
52102 Life Insurance Grants	\$787	\$813	\$737	\$801	\$801	\$0	0.0%
52103 Dental Insurance	\$415,803	\$416,757	\$353,833	\$373,617	\$368,213	-\$5,404	-1.4%
52103 Dental Insurance Grants	\$8,037	\$7,094	\$6,402	\$9,546	\$11,694	\$2,148	22.5%
52105 Disability Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
52109 Medical Buyback Payments	\$133,046	\$123,009	\$100,837	\$130,000	\$134,000	\$4,000	3.1%
52122 Health Insurance-Retiree	\$486,371	\$457,240	\$579,560	\$628,782	\$612,764	-\$16,018	-2.5%
52123 Dental Buyback Payments	\$6,998	\$5,827	\$4,888	\$6,232	\$6,880	\$648	10.4%
52125 Dental Insurance-Retiree	\$40,737	\$38,129	\$40,735	\$47,471	\$41,906	-\$5,565	-11.7%
52202 Future Benefits-OPEB	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$0	0.0%
52203 Certified Defined Benefits	\$3,568,507	\$3,756,778	\$3,764,822	\$3,981,513	\$4,133,622	\$152,109	3.8%
52203 Certified Defined Benefits Grants	\$136,743	\$139,802	\$114,804	\$185,470	\$231,602	\$46,132	24.9%
52208 Non-Certified Defined Benefits	\$564,670	\$602,467	\$593,674	\$628,615	\$639,835	\$11,220	1.8%
52208 Non Certified Def Benefits Grants	\$10,205	\$10,573	\$11,170	\$11,465	\$11,465	\$0	0.0%
52213 Certified Defined Contribution	\$158,135	\$166,624	\$165,876	\$248,785	\$252,821	\$4,036	1.6%
52213 Certified Defined Contr/Grants	\$5,383	\$5,648	\$5,028	\$0	\$0	\$0	0.0%
52218 Non Certified Defined Contribution	\$49,076	\$51,679	\$49,398	\$50,090	\$51,708	\$1,618	3.2%
52218 Non Certified Defined Cont Grants	\$943	\$930	\$951	\$0	\$0	\$0	0.0%
52301 FICA	\$2,451,165	\$2,533,369	\$2,400,832	\$2,489,100	\$2,600,458	\$111,358	4.5%
52301 FICA Grants	\$54,973	\$54,589	\$45,560	\$73,954	\$99,172	\$25,218	34.1%
52302 Medicare	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
52501 Unemployment Insurance	\$50,639	\$24,649	\$32,168	\$35,000	\$35,615	\$615	1.8%
52710 Workers Compensation	\$245,071	\$224,349	\$224,882	\$244,671	\$234,743	-\$9,928	-4.1%
52915 Employee Assistance Program	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
52917 Tuition Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Employee Compensation-Benefits	\$14,279,144	\$14,689,859	\$14,390,112	\$15,139,815	\$15,804,133	\$664,318	4.4%
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3001 H KING3		RE DETAIL BY O	AL YEAR 2021-2: BJECT CODE	Z PROPOSED I	BODGET		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
Purchased Professional/Technical Svs	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
53101 Administrative Support	\$2,271	\$560	\$0	\$0	\$0	\$0	0.0%
53102 Temporary Clerical Support	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53201 Diagnosticians	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53202 Speech Therapist	\$3,445	\$2,305	\$3,422	\$6,800	\$3,500	-\$3,300	-48.5%
53202 Speech Therapist Grant	\$0	\$0	\$0	\$1,548	\$1,548	\$0	0.0%
53203 Occupational Therapist	\$3,126	\$1,667	\$4,651	\$9,000	\$3,500	-\$5,500	-61.1%
53204 Therapists	\$57,667	\$32,606	\$31,392	\$72,292	\$21,700	-\$50,592	
53205 Psychologists	\$11,075	\$12,333	\$6,095	\$25,000	\$35,000	\$10,000	40.0%
53206 Audiologists	\$11,075	\$12,333	\$0,093	\$23,000	\$5,000	\$5,000	
53207 Interpreters and Translators	\$308	\$505	\$170	\$2,500	\$7,000	\$4,500	
53207 Interpreters and Translators/Grant	\$1,505	\$303	\$303	\$2,300	\$2,474	\$4,300	0.0%
•	\$1,303	\$0 \$0	\$0	\$2,474	\$50,320	\$50,320	
53208 Orientation/Mobility Specialists				-			
53209 Contracted Bus Assistants/Monitors	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53210 Performing Arts	\$0	\$0	\$0	\$0	\$1,700	\$1,700	
53210 Performing Arts Private Donation	\$2,000	\$0	\$1,620	\$0	\$0	\$0	0.0%
53211 Physical Therapists	\$0	\$0	\$6,918	\$8,112	\$5,000	-\$3,112	
53213 Evaluations	\$11,876	\$6,577	\$2,080	\$7,330	\$7,000	-\$330	-4.5%
53214 Mentoring	\$138	\$731	\$0	\$2,500	\$0	-\$2,500	
53215 GED Testing	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53216 Tutoring Services	\$24,278	\$12,673	\$16,267	\$22,000	\$22,000	\$0	0.0%
53216 Tutoring Services Grants	\$18,749	\$13,369	\$21,044	\$39,606	\$38,606	-\$1,000	-2.5%
53217 Parents as Teachers	\$0	\$0	\$0	\$0	\$0	. \$0	0.0%
53218 Student Assistance	\$58,396	\$58,396	\$58,396	\$58,436	\$50	-\$58,386	-99.9%
53218 Student Assistance Grants	\$900	\$600	\$0	\$0	\$0	\$0	0.0%
53219 Social Workers	\$0	\$0	\$0	\$0	\$58,446	\$58,446	100.0%
53220 Other Purch Professional Services	\$42,066	\$44,007	\$43,600	\$53,020	\$51,000	-\$2,020	-3.8%
53221 Virtual Classroom	\$2,000	\$2,000	\$800	\$0	\$8,546	\$8,546	
53222 Web Based Supplemental Programs	\$0	\$0	\$0	\$0	\$87,139	\$87,139	100.0%
53222 Web Based Supplemental Grants	\$0	\$0	\$0	\$1,600	\$1,600	\$0	0.0%
53223 Instructional Teachers	\$709,842	\$519,161	\$444,532	\$0	\$0	\$0	0.0%
53223 Instructional Teachers Grants	\$0	\$37,321	\$9,200	\$43,586	\$28,387	-\$15,199	-34.9%
53224 Personal Care Attendants	\$68,929	\$60,717	\$144,994	\$120,000	\$186,000	\$66,000	55.0%
53225 Other Substitutes	\$22,341	\$15,646	\$12,815	\$0	\$0	\$0	0.0%
53301 Professional Development	\$155,929	\$122,294	\$83,522	\$48,155	\$11,420	-\$36,735	-76.3%
55301 Prof Development Grants	\$44,287	\$41,018	\$52,908	\$174,012	\$199,125	\$25,113	14.4%
53302 Curriculum Development	\$50,789	\$44,789	\$45,755	\$0	\$0	\$0	0.0%
53302 Curriculum Development /Grants	\$0	\$33,397	\$5,305	\$12,445	\$12,615	\$170	1.4%
53303 Conferences/Workshops	\$0	\$0	\$0	\$10,000	\$10,000	\$0	0.0%
53401 Auditing/Actuarial Services	\$25,949	\$21,140	\$21,500	\$15,000	\$23,449	\$8,449	56.3%
53402 Legal Service	\$270,999	\$283,651	\$241,180	\$130,000	\$182,444	\$52,444	40.3%
53403 Health Service Providers-Students	\$0	\$0	\$0	\$0	\$25,000	\$25,000	100.0%
53406 Other Services	\$55,480	\$54,645	\$7,484	\$48,750	\$3,000	-\$45,750	-93.8%
53408 Board Elections	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53409 Negotiations/Arbitration	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53410 Police and Fire Details	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53411 Physicians	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$0	0.0%
53412 Dentist	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
53413 Crossing Guards	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53414 Medicaid Claims Provider	\$5,804	\$21,741	\$14,706	\$24,000	\$24,000	\$0	0.0%
53415 Optometrists	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53416 Sport Officials/Referees	\$59,035	\$54,523	\$42,224	\$59,728	\$59,728	\$0	0.0%
53417 Contracted Nursing Services	\$0	\$0	\$0	\$20,000	\$0	-\$20,000	
53417 Contracted Nursing Services/Grants	\$80,565	\$68,411	\$38,141	\$305,670	\$73,008	-\$232,662	-76.1%
53501 Data Processing Services	\$87,903	\$66,106	\$0	\$88,585	\$90,060	\$1,475	1.7%
53502 Other Technical Services	\$134,687	\$152,243	\$127,940	\$138,899	\$143,339	\$4,440	3.2%
53502 Other Technical Services/Grants	\$0	\$0	\$0	\$30,062	\$0	-\$30,062	
53503 Testing	\$6,151	\$3,783	\$3,421	\$6,000	\$9,000	\$3,000	50.0%
53701 Other Charges	\$0,131	\$0	\$0	\$0,000	\$0	\$3,000	0.0%
53703 Accreditation	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
53705 Accreditation 53705 Postage	\$20,484	\$19,201	\$22,536	\$26,134	\$13,300	-\$12,834	-49.1%
JJ/UJ r Ustage	20,404	717,201	322,330		000,614	42,034-	- 4 3.170
53706 Catering	\$7,345	\$8,175	\$5,495	\$5,858	\$490	-\$5,368	-91.6%

SOUTH KINGS		SCHOOLS FISCA	AL YEAR 2021-22	2 PROPOSED B	UDGET		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
,	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
				,	·		
Purchased Property Services							
54201 Rubbish Disposal	\$36,249	\$52,617	\$42,984	\$46,415	\$48,000	\$1,585	3.4%
54202 Snow Plowing/Removal Services	\$0	\$0	\$0	\$0	\$25,000	\$25,000	100.0%
54203 Custodial Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
54204 Groundskeeping Services	\$106,122	\$103,777	\$30,393	\$130,295	\$112,500	-\$17,795	-13.7%
54205 Rodent and Pest Control Services	\$0	\$0	\$0	\$0	\$4,150	\$4,150	100.0%
54206 Cleaning Services	\$0	\$0	\$0	\$0	\$1,600	\$1,600	100.0%
54207 Temporary Custodial Support	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
54310 Non Tech Related Maint/Repair	\$0	\$0	\$0	\$0	\$30,185	\$30,185	100.0%
54311 Maint & Repairs-Equip/Furniture	\$2,320	\$7,335	\$3,668	\$9,245	\$15,146	\$5,901	63.8%
54311 Enterprise Maint Equip/Furniture	\$0	\$0	\$0	\$0	\$6,250	\$6,250	100.0%
54312 Maint & Repairs-General Svs	\$195,178	\$209,884	\$208,221	\$206,500	\$46,133	-\$160,367	-77.7%
54313 Maint & Repairs-Non Stud Transp	\$7,927	\$17,173	\$4,754	\$10,000	\$8,500	-\$1,500	-15.0%
54314 Maint & Repairs-Stud Transport	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
54320 Maint & Repairs-Tech Related	\$0	\$0	\$0	\$0	\$10,484	\$10,484	100.0%
54321 Maint & Repairs- Electrical	\$0	\$0	\$0	\$0	\$23,232	\$23,232	100.0%
54322 Maint & Repairs-HVAC	\$0	\$0	\$0	\$0	\$55,750	\$55,750	100.0%
54323 Maint & Repairs-Glass	\$0	\$0	\$0	\$0	\$5,000	\$5,000	100.0%
54324 Maint & Repairs-Plumbing	\$0	\$0	\$0	\$0	\$18,250	\$18,250	100.0%
54325 Maint & Repairs-Vandalism	\$0	\$0	\$0	\$0	\$5,000	\$5,000	100.0%
54402 Water	\$38,736	\$41,167	\$41,537	\$41,200	\$42,000	\$800	1.9%
54403 Telephone	\$62,721	\$42,432	\$33,248	\$44,450	\$39,500	-\$4,950	-11.1%
54404 Energy Management Svs	\$2,939	\$2,906	\$0	\$0	\$1,285	\$1,285	100.0%
54405 Sewage	\$11,957	\$13,539	\$15,030	\$14,500	\$15,100	\$600	4.1%
54406 Wireless Communications	\$11,557	\$13,333	\$13,030	\$14,500	\$13,100	\$0	0.0%
54407 Internet Connectivity	\$26,117	\$27,216	\$28,596	\$35,835	\$34,470	-\$1,365	-3.8%
54501 School/District Construction	\$20,117	\$27,210	\$28,550	\$0	\$0	\$0	0.0%
54601 Rental of Land/Buildings	\$0	\$0	\$0 \$0	\$0 \$0	\$3,400	\$3,400	100.0%
54601 Rental of Land/Buildings Donations	\$47,042	\$47,293	\$23,647	\$0 \$0	\$3,400	\$3,400	0.0%
54602 Rental of Equipment	\$108,288	\$123,359	\$116,778	\$131,500	\$146,628	\$15,128	11.5%
54602 Rental of Equipment/Donations	\$3,959	\$2,513	\$110,778	\$131,300	\$140,028	-\$71,000	
	\$3,939	\$2,513	\$19	\$71,000	\$90,213	\$90,213	
54603 CIP Rental of Computer	\$0 \$0	\$0 \$0		\$0 \$0			100.0%
54604 Graduation Rentals	· · · · · ·		\$0	-	\$7,300	\$7,300	100.0%
54605 Ice Rink Rental	\$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0	\$0	0.0%
54606 Pool Rental	\$0	\$0	\$0	\$0 \$0	\$2,886	\$2,886	100.0%
54607 Golf Course Rental	\$0	\$0	\$0	\$0	\$1,200	\$1,200	100.0%
54608 Uniform Rental	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
54901 Other Purchase Property Svs	\$130,874	\$91,324	\$35,814	\$0	\$0	\$0	0.0%
54902 Alarm & Fire Services	\$8,447	\$8,811	\$27,514	\$14,000	\$20,590	\$6,590	47.1%
54903 Moving and Rigging	\$0	\$0	\$0	\$0	\$2,030	\$2,030	100.0%
54904 Vehicle Registration/Non Student	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Purchased Property Services	\$788,876	\$791,346	\$612,204	\$754,940	\$821,783	\$66,843	8.9%

SOUTH KINGS		SCHOOLS FISCA	AL YEAR 2021-22	PROPOSED B	UDGET		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
		'	,		,	'	
Other Purchased Services							
55110 Student Transp/Other Distr Transp	\$0	\$0	\$0	\$0	\$20,933	\$20,933	100.0%
55111 Student Transportation Contractors	\$4,076,521	\$4,303,533	\$3,091,832	\$4,468,223	\$4,805,180	\$336,957	7.5%
55111 Student Transportation/Grants	\$5,500	\$5,925	\$4,843	\$0	\$0	\$0	0.0%
55201 Property Insurance	\$180,102	\$191,783	\$211,021	\$216,308	\$227,802	\$11,494	5.3%
55202 Theft Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55203 Fire Insurance	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$0	0.0%
55204 Student Accident Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55205 Flood Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55206 Fleet/Vehicle Insurance	\$12,979	\$13,000	\$12,701	\$13,000	\$13,000	\$0	0.0%
55207 Errors & Omissions Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55401 Advertising	\$6,429	\$14,011	\$6,681	\$8,000	\$6,250	-\$1,750	-21.9%
55501 Printing	\$9,015	\$11,996	\$3,907	\$7,354	\$5,705	-\$1,649	-22.4%
55502 Binding	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55503 Document Copying	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55610 Tuition-Other Districts Within State	\$796,791	\$1,120,785	\$1,456,096	\$1,664,987	\$1,810,084	\$145,097	8.7%
55630 Tuition-Private Sources	\$1,161,033	\$1,023,968	\$1,389,645	\$1,310,000	\$1,350,823	\$40,823	3.1%
55630 Tuition-Private Sources Grant	\$53,650	\$63,210	\$112,716	\$81,500	\$81,500	\$0	0.0%
55640 Tuition-In State Edc Agency	\$0	\$130,716	\$125,694	\$140,000	\$155,835	\$15,835	11.3%
55650 Tuition-Out of State Agency	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55660 Tuition-Charter School	\$1,127,673	\$1,147,975	\$1,277,951	\$1,348,007	\$1,598,347	\$250,340	18.6%
55680 Tuition-Other District Voucher	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55690 Tuition- Other	\$0	\$8,962	\$18,597	\$10,000	\$10,000	\$0	0.0%
55701 Food Service Contractors	\$969,443	\$982,978	\$726,627	\$980,000	\$948,520	-\$31,480	-3.2%
55702 Soda Subsidy	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55703 Armored Car Service	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55704 Food Storage Fees	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55705 Inspection Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55801 Board Travel	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55802 Board Training	\$17,189	\$10,497	\$0	\$5,000	\$0	-\$5,000	-100.0%
55803 Non-Teacher Travel	\$8,857	\$9,163	\$6,706	\$9,700	\$6,800	-\$2,900	-29.9%
55806 Bus Driver Training	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55807 Student Travel	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55808 Parent Travel	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55809 Teacher Travel	\$12,504	\$10,708	\$5,532	\$12,400	\$11,500	-\$900	-7.3%
55809 Teacher Travel/Grants	\$1,106	\$0	\$0	\$0	\$0	\$0	0.0%
55810 Other Travel	\$2,311	\$2,824	\$1,776	\$2,400	\$2,800	\$400	16.7%
55910 Purchased Services Other District	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55920 Contracts Interagency	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55930 Other Contracts Interagency	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55950 Services Out of State Districts	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Purchased Property Services	\$8,493,104	\$9,104,032	\$8,504,325	\$10,328,879	\$11,107,079	\$778,200	7.5%

SOUTH KINGS		SCHOOLS FISCA	AL YEAR 2021-22 BJECT CODE	PROPOSED B	UDGET		
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc
Supplies and Materials							
56101 General Supplies & Materials	\$312,611	\$332,327	\$268,861	\$387,524	\$142,461	-\$245,063	-63.2%
56101 General Supplies/Materials Grants	\$312,011	\$16,539	\$14,890	\$82,963	\$221,858	\$138,894	
56101 General Supplies/Private Donations	\$34,274	\$10,539	\$14,890	\$82,903	\$9,274	\$9,274	
	\$0	\$0 \$0	\$998	\$3,200	\$3,200	\$9,274	
56112 Uniforms/Wearing Apparel Supplies 56113 Graduation Supplies	\$11,283	\$10,721	\$11,954	\$13,671		-\$6,850	
56115 Medical Supplies					\$6,821		
•	\$14,750 \$0	\$17,540 \$0	\$16,104 \$0	\$18,835 \$8,413	\$18,803	-\$32 -\$8,413	-0.2% -100.0%
56115 Medical Supplies/Grants/Donations		-			\$0 ¢22.005		
56116 Athletic Supplies	\$70,873	\$45,731	\$33,578	\$36,818	\$22,965	-\$13,853	-37.6%
56117 Honors/Awards	\$1,692	\$1,923	\$567	\$0	\$1,400	\$1,400	
56201 Natural Gas	\$259,364	\$238,360	\$247,023	\$245,000	\$242,000	-\$3,000	-1.2%
56202 Gasoline	\$13,930	\$8,347	\$6,597	\$12,000	\$12,000	\$0	0.0%
56203 Diesel Fuel	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56204 Propane	\$7,710	\$7,163	\$4,878	\$7,300	\$6,000	-\$1,300	-17.8%
56207 Vehicle Maintenance Supplies/Parts	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56208 Bottled Gas	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56209 Fuel Oil	\$3,650	\$3,633	\$4,657	\$4,700	\$5,000	\$300	
56210 Coal	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56211 Other Supplies	\$68,423	\$52,367	\$85,145	\$81,000	\$25,300	-\$55,700	-68.8%
56311 Other Supplies Grants	\$0	\$0	\$0	\$180,207	\$0	-\$180,207	-100.0%
56213 Glass	\$0	\$0	\$0	\$0	\$300	\$300	100.0%
56214 Paint	\$0	\$0	\$0	\$0	\$850	\$850	100.0%
56215 Electricity	\$530,667	\$564,407	\$543,956	\$520,000	\$549,000	\$29,000	5.6%
56216 Lumber and Hardware	\$0	\$0	\$0	\$0	\$1,325	\$1,325	100.0%
56217 Plumbing and Heating Supplies	\$0	\$0	\$0	\$0	\$11,900	\$11,900	100.0%
56218 Electrical Supplies	\$0	\$0	\$0	\$0	\$4,136	\$4,136	100.0%
56219 Custodial Supplies	\$98,499	\$97,349	\$95,338	\$100,908	\$81,664	-\$19,244	-19.1%
56219 Custodial Supplies/Grants	\$0	\$0	\$0	\$4,986	\$0	-\$4,986	-100.0%
56220 Materials for Snow and Ice Removal	\$0	\$0	\$0	\$0	\$550	\$550	100.0%
56221 Lamps and Lights	\$0	\$0	\$0	\$0	\$2,111	\$2,111	100.0%
56301 Food - Food Service Program	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56302 Non-Food - Food Service Program	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56304 Uniform/Wearing Apparel - Food	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56305 Milk - Food Service Program	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
56401 Textbooks	\$106,159	\$90,455	\$51,082	\$114,495	\$13,026	-\$101,469	-88.6%
56401 Textbooks/Grants/Private Donation	\$0	\$0	\$7,188	\$177	\$0	-\$177	-100.0%
56402 Library Books	\$13,349	\$15,035	\$11,024	\$10,950	\$8,650	-\$2,300	
56402 Library Books/Grants/Donations	\$0	\$0	\$601	\$0	\$0	\$0	
56403 Reference Books	\$5,387	\$3,000	\$1,974	\$400	\$0		-100.0%
56404 Subscriptions and Periodicals	\$2,497	\$1,060	\$3,684	\$1,580	\$6,919	\$5,339	
56404 Subscriptions/Grants/Private Don	\$355	\$360	\$365	\$0	\$0	\$0	0.0%
56405 Book Repairs	\$0	\$0	\$0	\$0	\$0	\$0	
56406 Textbooks - Non-Public	\$4,789	\$8,940	\$3,164	\$7,000	\$5,000	-\$2,000	
56407 Web-based Software/Data/Library	\$6,350	\$6,353	\$6,416	\$6,415	\$13,841	\$7,426	
56408 Other Textbooks - Adult Ed	\$0,550	\$0,333	\$0,410	\$0,413 \$0	\$13,841	\$7,420	0.0%
56409 Electronic Textbooks	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	
56410 Textbooks - Dual /Concurrent Enroll	\$0 \$0	\$0 \$0			-	-\$500	
·	\$0 \$0	\$0 \$0	\$3,133 \$0	\$3,500 \$0	\$3,000 \$31,754	-\$500 \$31,754	
56501 Technology Related Supplies					\$31,754		
Total Supplies and Materials	\$1,566,609	\$1,521,607	\$1,423,176	\$1,852,043	\$1,451,109	-\$400,934	-21.6%

SOUTH KINGS	SOUTH KINGSTOWN PUBLIC SCHOOLS FISCAL YEAR 2021-22 PROPOSED BUDGET EXPENDITURE DETAIL BY OBJECT CODE											
Description	FY 2017-18	2018-19	2019-20	2020-2021	2021-22	21/22	21/22					
	Actual	Actual	Actual	Budgeted	Proposed	\$ Inc	% Inc					
Property/Capital Projects and Purchases												
57102 Land Improvements	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
57202 Building Improvements	\$25,000	\$8,859	\$0	\$0	\$0	\$0	0.0%					
57301 Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
57305 Equipment	\$40,588	\$73,838	\$22,169	\$38,792	\$9,868	-\$28,924	-74.6%					
57305 CIP Equipment	\$0	\$0	\$0	\$0	\$167,000	\$167,000	100.0%					
57305 Enterprise Fund Equipment	\$0	\$0	\$0	\$0	\$7,250	\$7,250	100.0%					
57305 Grants Equipment	\$18,843	\$10,965	\$6,901	\$191,114	\$17,746	-\$173,368	-90.7%					
57306 Furniture and Fixtures	\$32,352	\$23,945	\$9,728	\$35,134	\$3,500	-\$31,634	-90.0%					
57306 Furniture and Fixtures/Grants	\$0	\$6,244	\$0	\$10,626	\$0	-\$10,626	-100.0%					
57309 Technology-Related Hardware	\$715,568	\$421,546	\$468,002	\$214,927	\$36,025	-\$178,902	-83.2%					
57309 CIP Tech Related Hardware	\$0	\$0	\$0	\$0	\$280,000	\$280,000	100.0%					
57309 Grant Tech Related Hardware	\$3,383	\$0	\$19,709	\$149,889	\$0	\$0	0.0%					
57311 Technology Software	\$210,253	\$221,957	\$255,827	\$215,160	\$72,749	-\$142,411	-66.2%					
57311 Technology Software Grants	\$3,247	\$3,041	\$3,372	\$3,750	\$66,398		1670.6%					
57313 Environmental Equipment	\$10,949	\$14,686	\$8,533	\$5,000	\$0		-100.0%					
Total Property/Capital Proj/Purchases	\$1,060,183	\$785,080	\$794,241	\$864,391	\$660,536	-\$53,966	-6.2%					
Debt Service/Misc Expenditures												
58101 Professional Organization Fees	\$61,312	\$61,104	\$57,178	\$72,023	\$25,158	-\$46,865	-65.1%					
58101 Professional Org Fees Grants	\$1,480	\$121	\$140	\$160	\$160	\$0	100.0%					
58102 Other Dues and Fees	\$9,258	\$808	\$0	\$0	\$33,747	\$33,747	100.0%					
58103 Bank Fees	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
58104 License & Permit Fees	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
58201 Tax Liability/Penalty	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
58206 Claims and Settlements	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
58901 Misc Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
58902 Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0	0.0%					
	٥٦	الر	ŞU	ال	ŞU	ال						
Total Debt Svs and Misc Expenditures	\$72,050	\$62,033	\$5 7,318	\$72 ,183	\$5 9,065	-\$13,118	-18%					
Total Debt Svs and Misc Expenditures	-		· ·	-	-	· ·						
Total Debt Svs and Misc Expenditures Other Items	-		· ·	-	-	· ·						
	-		· ·	\$72,183 \$0	-	· ·						
Other Items	\$72,050	\$62,033	\$57,318	\$72,183	\$59,065	-\$13,118	-18%					
Other Items 59101 Fund Transfer Out	\$72,050 \$0	\$62,033 \$0	\$57,318 \$164,859	\$72,183 \$0	\$59,065 \$0	-\$13,118 \$0	- 18%					
Other Items 59101 Fund Transfer Out 60000 Indirect Costs/Grants	\$72,050 \$0 \$71,506	\$62,033 \$0 \$71,437 \$71,437	\$57,318 \$164,859 \$70,214 \$235,073	\$72,183 \$0 \$0	\$59,065 \$0 \$0	-\$13,118 \$0 \$0 \$0	- 18% 0.0% 0.0%					

Fiscal Year 2021-2022 Expenditure Summary by Location

	SOUTH KINGST	OWN PUBLIC SCH	IOOLS FISCAL Y	/EAR 2021-22 PR	OPOSED BUDGET	Γ-EXPENDITURE SU	MMARY LOCATIO	N		
	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Employee Compensation-Salaries										
51110 Salaries	\$2,642,771	\$1,483,801	3,051,874	\$2,380,869	\$1,816,477	\$4,172,964	\$3,896,182	\$8,078,462	\$6,109,751	\$33,633,151
51110 Salaries-Grant	\$0	\$19,534	218,934	\$125,874	\$23,136	\$0	\$0	\$0	\$706,610	\$1,094,088
51113 Professional Day	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51115 Substitute Salary	\$6,000	\$42,000	\$48,000	\$48,000	\$42,000	\$45,500	\$44,500	\$47,938	\$0	\$323,938
51115 Subs Salary Grant	\$0	\$0	\$0	\$525	\$0	\$0	\$0	\$33,725	\$0	\$34,250
51132 Dept Head	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51201 Overtime	\$9,000	\$5,282	\$5,282	\$5,282	\$5,282	\$7,000	\$7,000	\$10,000	\$0	\$54,128
51202 Overtime-Snow Removal	\$3,630	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,630
51303 Prof Development-District	\$6,651	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,651
51308 After School Program	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000
51308 After School Program-Grant	\$1,080	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,080
51311 Curriculum Work	\$4,908	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,908
51326 Teacher Team Payment	\$0	\$3,100	\$4,600	\$3,800	\$3,800	\$12,100	\$9,800	\$11,600	\$0	\$48,800
51327 Stipend-Other Compensation	\$2,650	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,650
51332 Sick Payoff	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
51338 Summer Pay	\$33,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,232	\$36,232
51338 Summer Pay-Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
51339 Class Coverage	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$5,500	\$0	\$11,500
51401 Stipend-Other	\$14,000	\$0	\$0	\$0	\$0	\$5,000	\$3,500	\$5,000	\$0	\$27,500
51401 Stipend-Other- Grant	\$58,050	\$0	\$0	\$936	\$0	\$0	\$7,956	\$0	\$0	\$66,942
51404 Stipend-Coaches/Extra Curr	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$40,709	\$0	\$60,709
51406 Stipend-Sport Official	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,825	\$0	\$5,825
51407 Mentors	\$0	\$2,400	\$3,600	\$3,600	\$1,200	\$1,200	\$4,800	\$7,200	\$0	\$24,000
Total Employee Compensation Salaries	\$2,901,740	\$1,556,117	\$3,332,290	\$2,568,886	\$1,891,895	\$4,256,764	\$3,986,738	\$8,245,959	\$6,919,593	\$35,659,982

	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Employee Compensation-Benefits										
52101 Health Insurance	\$342,058	\$270.872	\$563,824	\$306.284	\$341,638	\$678.699	\$707,603	\$1,378,383	\$1.201.890	\$5.791.251
52101 Health Insurance-Grant	\$342,038	\$270,872	\$38,416	\$16,347	\$4,087	\$078,033	\$707,003	\$1,378,383	\$89,733	\$3,791,231
52102 Life Insurance	\$180,000	\$3,000	\$4,000	\$3,000	\$3,000	\$6,000	\$5,000	\$10,000	\$8,000	\$222,000
52102 Life Insurance-Grant	\$180,000	\$3,000 \$0	\$178	\$100	\$3,000	\$0,000	\$3,000	\$10,000	\$498	\$801
52103 Dental Insurance										
52103 Dental Insurance 52103 Dental Insurance-Grant	\$21,330	\$16,518	\$40,952	\$20,192	\$23,284	\$44,883	\$40,995	\$88,692 \$0	\$71,367	\$368,213
	\$0	\$0	\$2,465	\$1,055	\$258	\$0	\$0		\$7,916	\$11,694
52105 Disability Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52109 Medical Buyback Payments	\$8,000	\$12,000	\$26,000	\$12,000	\$2,000	\$14,000	\$8,000	\$20,000	\$32,000	\$134,000
52122 Health Insurance-Retiree	\$612,764	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$612,764
52123 Dental Buyback Payments	\$480	\$800	\$960	\$480	\$0	\$480	\$320	\$960	\$2,400	\$6,880
52125 Dental Insurance-Retiree	\$41,906	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,906
52202 Future Benefits-OPEB	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$175,000
52203 Certified Defined Benefits	\$108,417	\$173,194	\$376,557	\$297,886	\$236,703	\$552,271	\$526,666	\$1,092,283	\$769,645	\$4,133,622
52203 Cert Defined Benefits-Grant	\$0	\$0	\$57,045	\$33,481	\$6,131	\$0	\$0	\$0	\$134,945	\$231,602
52208 Non-Certified Defined Benefits	\$186,869	\$33,703	\$62,355	\$45,197	\$26,592	\$47,862	\$41,170	\$85,124	\$110,963	\$639,835
52208 Non-Cert Defined Ben-Grant	\$0	\$1,537	\$0	\$0	\$0	\$0	\$0	\$0	\$9,928	\$11,465
52213 Certified Defined Contribution	\$7,211	\$10,544	\$22,924	\$18,136	\$14,410	\$33,626	\$32,068	\$66,503	\$47,399	\$252,821
52218 Non Certified Defined Contrib.	\$14,708	\$3,118	\$5,038	\$3,652	\$2,150	\$3,869	\$3,327	\$6,879	\$8,967	\$51,708
52301 FICA	\$194,698	\$117,549	\$238,166	\$186,777	\$142,960	\$321,886	\$304,465	\$626,314	\$467,643	\$2,600,458
52301 FICA-Grant	\$7,712	\$1,495	\$16,748	\$9,741	\$1,770	\$0	\$0	\$0	\$61,706	\$99,172
52302 Medicare	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52501 Unemployment Insurance	\$35,615	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,615
52710 Workers Compensation	\$234,743	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$234,743
52915 Employee Assistance Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52917 Tuition Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Employee Comp-Benefits	\$2,171,511	\$644,330	\$1,455,628	\$954.328	\$805,008	\$1,703,576	\$1,669,614	\$3,375,138	\$3,025,000	\$15,804,133

							IMMARY LOCATION		CDEC ED	Total
	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Purchased Professional/Technical Svs										
53101 Administrative Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53102 Temporary Clerical Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53201 Diagnosticians	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53202 Speech Therapist	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	\$3,50
53202 Speech Therapist-Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,548	\$1,54
53203 Occupational Therapist	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	\$3,50
53204 Therapists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,700	\$21,70
53205 Psychologists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$35,00
53206 Audiologists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,00
53207 Interpreters and Translators	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$7,00
53207 Interpreters/ Translators-Grant	\$2,474	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,47
53208 Orientation/Mobility Specialists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,320	\$50,32
53209 Contracted Bus Assistants/Monitors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
53210 Performing Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700	\$0	\$1,70
53211 Physical Therapists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
53213 Evaluations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$7,00
53214 Mentoring	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53215 GED Testing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53216 Tutoring Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000	\$22,00
53216 Tutoring Services-Grant	\$0	\$0	\$5,650	\$0	\$0	\$0	\$0	\$0	\$32,956	\$38.60
53217 Parents as Teachers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,00
53218 Student Assistance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50	\$0	\$5
53219 Social Workers	\$0	\$0	\$0	\$0	\$0	\$14,460	\$14,460	\$29,526	\$0	\$58,44
53220 Other Purch Professional Svs	\$16,000	\$0	\$0	\$0	\$0	\$0	\$14,400	\$0	\$35,000	\$51,00
53221 Virtual Classroom	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$8,546	\$35,000	\$8,54
53222 Web Based Supplemental Prog	\$21,203	\$4,862	\$5,546	\$4,832	\$4,566	\$18,239	\$16,852	\$11,041	\$0 \$0	\$87,13
53222 Web Based Sup Prog-Grant	\$21,203	\$4,802	\$3,340	\$4,632	\$4,300	\$18,239	\$10,832	\$11,041	\$1,600	\$1,60
53223 Instructional Teachers	\$0	\$0	\$0 \$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$1,60 \$
	\$0	\$0	\$0 \$0	\$0	\$0	\$0	\$0	\$28,387	\$0 \$0	
53223 Instructional Teachers-Grant										\$28,38
53224 Personal Care Attendants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$186,000	\$186,00
53225 Other Substitutes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53301 Professional Development	\$10,920	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$11,42
53301 Professional Dev-Grant	\$189,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$199,12
53302 Curriculum Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53302 Curriculum Dev-Grant	\$12,615	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,61
53303 Conferences/Workshops	\$7,000	\$0	\$0	\$0	\$0	\$2,000	\$1,000	\$0	\$0	\$10,00
53401 Auditing/Actuarial Services	\$23,449	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,44
53402 Legal Service	\$182,444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$182,44
53403 Health Service Prov-Students	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,00
53406 Other Services	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,00
53408 Board Elections	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53409 Negotiations/Arbitration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53410 Police and Fire Details	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53411 Physicians	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,00
53412 Dentist	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,50
53413 Crossing Guards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53414 Medicaid Claims Provider	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,000	\$24,00
53415 Optometrists	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53416 Sport Officials/Referees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,728	\$0	\$59,72
53417 Contracted Nursing Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53417 Contracted Nursing -Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$73,008	\$73,00
53501 Data Processing Services	\$90,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,06
53502 Other Technical Services	\$142,339	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$143,33
53503 Testing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$6,000	\$9,00
53701 Other Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53703 Accreditation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
53705 Postage	\$10,000	\$300	\$300	\$300	\$300	\$450	\$450	\$600	\$600	\$13,30
53706 Catering	\$10,000	\$0	\$0	\$0	\$0	\$100	\$100	\$290	\$0	\$49
Total Purch Professional/Technical Svs	\$721.129	\$5,162	\$11,496	\$5,132	\$4,866	\$35,749	\$33,862	\$167.868	\$530,732	\$1,515,99

	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Purchased Property Services							The state of the s		<u> </u>	
54201 Rubbish Disposal	\$6,000	\$5,500	\$5,500	\$5,500	\$5,500	\$6,500	\$6,000	\$7,500	\$0	\$48,000
54202 Snow Plowing/Removal Services	\$1,000	\$3,000	\$4,000	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$0	\$25,000
54203 Custodial Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$C
54204 Groundskeeping Services	\$100,750	\$1,000	\$1,500	\$1,000	\$750	\$2,500	\$2,500	\$2,500	\$0	\$112,500
54205 Rodent and Pest Control Services	\$800	\$450	\$500	\$450	\$450	\$500	\$500	\$500	\$0	\$4,150
54206 Cleaning Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$0	\$1,600
54207 Temporary Custodial Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	ŚC
54310 Non Tech Related Maint/Repair	\$4,435	\$1,000	\$4,938	\$1,000	\$1,000	\$5,938	\$5,938	\$5,938	\$0	\$30,185
54311 Maint & Repairs-Equip/Furniture	\$0	\$345	\$630	\$630	\$630	\$1,750	\$2,907	\$8,254	\$0	\$15,146
54311 Enterprise Fund Maint Equip/Furnitu	\$6,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,250
54312 Maint & Repairs-General Svs	\$29,111	\$585	\$5,335	\$285	\$285	\$2,511	\$3,011	\$5,011	\$0	\$46,133
54313 Maint & Repairs-Non Stud Transp	\$8,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,500
54314 Maint & Repairs-Stud Transport	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54320 Maint & Repairs-Tech Related	\$10,484	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,484
54321 Maint & Repairs- Electrical	\$1,522	\$2,382	\$3,632	\$2,750	\$2,800	\$2,382	\$3,632	\$4,132	\$0	\$23,232
54322 Maint & Repairs-HVAC	\$7,500	\$4,500	\$7,150	\$4,500	\$6,650	\$7,150	\$8,150	\$10,150	\$0	\$55,750
54323 Maint & Repairs-Glass	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
54324 Maint & Repairs-Plumbing	\$2,125	\$2,125	\$2,625	\$2,125	\$2,125	\$1,875	\$1,875	\$3,375	\$0	\$18,250
54325 Maint & Repairs-Vandalism	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
54402 Water	\$800	\$2,200	\$3.600	\$3,000	\$1,500	\$8,000	\$10,000	\$12,900	\$0	\$42,000
54403 Telephone	\$19,000	\$2,500	\$2,500	\$3,000	\$2,500	\$3,000	\$3,000	\$4,000	\$0	\$39,500
54404 Energy Management Svs	\$1,285	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,285
54405 Sewage	\$600	\$1,500	\$1,500	\$0	\$0	\$2,500	\$3,000	\$6,000	\$0	\$15,100
54406 Wireless Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54407 Internet Connectivity	\$34,470	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,470
54501 School/District Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54601 Rental of Land/Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,400	\$0	\$3,400
54602 Rental of Equipment	\$39,865	\$8,812	\$9,334	\$11,619	\$8,414	\$12,002	\$14,875	\$41,707	\$0	\$146,628
54603 CIP Rental of Computer & Related E	\$90,213	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,213
54604 Graduation Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,300	\$0	\$7,300
54605 Ice Rink Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54606 Pool Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,886	\$0	\$2,886
54607 Golf Course Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200	\$0	\$1,200
54608 Uniform Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54901 Other Purchase Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
54902 Alarm & Fire Services	\$1,811	\$2,640	\$2,490	\$2,390	\$2,390	\$2,740	\$2,740	\$3,390	\$0	\$20,590
54903 Moving and Rigging	\$2,030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,030
54904 Vehicle Registration/Non Student	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Purchased Property Services	\$378,552	\$38,539	\$55,233	\$41,249	\$37,994	\$62,347	\$72,127	\$135,742	\$0	\$821,783

	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Other Purchased Services			İ							
55110 Student Transp/Other Districts Trans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,933	\$0	\$20.93
55111 Student Transportation Contractors	\$3,255,187	\$0	\$0	\$0	\$0	\$0	\$0	\$130,397	\$1,419,596	\$4,805,18
55201 Property Insurance	\$227,802	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$227,80
55202 Theft Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55203 Fire Insurance	\$52,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,00
55204 Student Accident Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55205 Flood Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55206 Fleet/Vehicle Insurance	\$13,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,00
55207 Errors & Omissions Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55401 Advertising	\$6,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,25
55501 Printing	\$1,500	\$100	\$100	\$100	\$100	\$500	\$500	\$2,805	\$0	\$5,70
55502 Binding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55503 Document Copying	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55610 Tuition-Other Districts Within State	\$1,810,084	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,810,08
55630 Tuition-Private Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,823	\$1,350,82
55630 Tuition-Private Sources-Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$81,500	\$81,50
55640 Tuition-In State Edc Agency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$155,835	\$155,83
55650 Tuition-Out of State Agency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55660 Tuition-Charter School	\$1,598,347	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1.598.34
55680 Tuition-Other District Voucher	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55690 Tuition- Other	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,00
55701 Food Service Contractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55701 Food Service Contractors	\$0	\$48,000	\$177,520	\$54,300	\$107,100	\$176,700	\$149,700	\$235,200	\$0	\$948,52
55702 Soda Subsidy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55703 Armored Car Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55704 Food Storage Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55705 Inspection Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Š
55801 Board Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Ś
55802 Board Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
55803 Non-Teacher Travel	\$6,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,80
55806 Bus Driver Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55807 Student Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	9
55808 Parent Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
55809 Teacher Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,500	\$11,50
55810 Other Travel	\$2,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,80
55910 Purchased Services Other District	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
55920 Contracts Interagency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
55930 Other Contracts Interagency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
55950 Services Out of State Districts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Purchased Property Services	\$6.983.770	\$48,100	\$177.620	\$54,400	\$107.200	\$177.200	\$150,200	\$389.334	\$3.019.254	\$11.107.07

		OWN PUBLIC SCHO								
	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Supplies and Materials	. '	. '		. '		. '		. '		
56101 Supplies	\$2,050	\$13,654	\$12,363	\$12,860	\$13,090	\$21,070	\$21,459	\$39,615	\$6,300	\$142,46
56101 Supplies-Grants	\$218,950	\$0	\$0	\$2,100	\$0	\$0	\$0	\$0	\$808	\$221,85
56101 Supplies Private Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,509	\$4,765	\$9,27
56112 Uniforms/Wearing Apparel Supplies		\$200	\$400	\$200	\$200	\$400	\$400	\$1,000	\$0	\$3,20
56113 Graduation Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,821	\$0	\$6,82
56115 Medical Supplies	\$18,803	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,803
56116 Athletic Supplies	\$0	\$0	\$0	\$0	\$0	\$2,957	\$2,957	\$17,051	\$0	\$22,965
56117 Honors/Awards	\$0	\$0	\$0	\$0	\$0	\$0	\$350	\$350	\$700	\$1,400
56201 Natural Gas	\$4,000	\$18,000	\$26,000	\$0	\$0	\$53,000	\$38,000	\$103,000	\$0	\$242,000
56202 Gasoline	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000
56203 Diesel Fuel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56204 Propane	\$5,500	\$300	\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$6,000
56207 Vehicle Maintenance Supplies/Parts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56208 Bottled Gas	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56209 Fuel Oil	\$0	\$500	\$1,000	\$1,000	\$1,500	\$0	\$500	\$500	\$0	\$5,000
56210 Coal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56211 Other Supplies	\$22,600	\$300	\$300	\$450	\$300	\$450	\$450	\$450	\$0	\$25,300
56213 Glass	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300
56214 Paint	\$450	\$0	\$0	\$0	\$0	\$0	\$0	\$400	\$0	\$850
56215 Electricity	\$15.000	\$21.000	\$48.000	\$90,000	\$90,000	\$65.000	\$70.000	\$150,000	\$0	\$549.000
56216 Lumber and Hardware	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$725	\$0	\$1,325
56217 Plumbing and Heating Supplies	\$11,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,900
56218 Electrical Supplies	\$4,136	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,136
56219 Custodial Supplies	\$6,002	\$8.393	\$11,759	\$8,762	\$8,148	\$12,538	\$12,883	\$13,180	\$0	\$81,664
56220 Materials for Snow and Ice Removal		\$0,393	\$11,733	\$8,762	\$0	\$12,538	\$12,883	\$13,180	\$0	\$550
56221 Lamps and Lights	\$150	\$150	\$250	\$150	\$150	\$150	\$150	\$961	\$0	\$2,11
	\$130	\$130	\$230	\$130	\$130	\$130	\$130	\$0	\$0	\$2,11.
56301 Food - Food Service Program	\$0	\$0	\$0	\$0 \$0	\$0	\$0	\$0	\$0	\$0	\$(
56302 Non-Food - Food Service Program	\$0 \$0	\$0 \$0	\$0	\$0	\$0 \$0	\$0	\$0	\$0	\$0	\$(
56304 Uniform/Wearing Apparel - Food	\$0									
56305 Milk - Food Service Program		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56401 Textbooks	\$0	\$0	\$1,830	\$0	\$0	\$0	\$4,000	\$7,196	\$0	\$13,026
56402 Library Books	\$0	\$650	\$1,000	\$750	\$1,000	\$2,250	\$2,000	\$1,000	\$0	\$8,650
56403 Reference Books	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56404 Subscriptions and Periodicals	\$119	\$600	\$600	\$600	\$600	\$749	\$99	\$3,552	\$0	\$6,919
56405 Book Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
56406 Textbooks - Non-Public	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
56407 Web-based Software/Data/Library	\$0	\$550	\$550	\$550	\$550	\$1,900	\$1,920	\$7,821	\$0	\$13,84
56408 Other Textbooks - Adult Ed	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
56409 Electronic Textbooks	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
56410 Textbooks - Dual /Concurrent Enroll		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
56501 Technology Related Supplies	\$30,314	\$0	\$0	\$0	\$0	\$0	\$0	\$1,440	\$0	\$31,75
Total Supplies and Materials	\$361,824	\$64,297	\$104,052	\$117,422	\$115,538	\$160,464	\$155,168	\$359,772	\$12,573	\$1,451,109

	Districtwide	WES	PDES	WKES	MES	CCMS	BRMS	SKHS	SPEC ED	Total
Property/Capital Projects and Purchases		ĺ	ĺ	ĺ	ĺ	T T	ľ		T.	
57102 Land Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
57202 Building Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
57301 Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
57305 Equipment	\$197	\$0	\$0	\$0	\$0	\$1,420	\$1,290	\$6,962	\$0	\$9,86
57305 CIP Equipment	\$117,000	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$167,00
57305 Equipment-Grant	\$9,669	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,077	\$17,74
57305 Enterprise Equipment	\$7,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,25
57306 Furniture and Fixtures	\$0	\$250	\$250	\$250	\$250	\$500	\$500	\$1,500	\$0	\$3,50
57309 Technology-Related Hardware	\$30,600	\$0	\$0	\$0	\$0	\$2,000	\$1,760	\$1,665	\$0	\$36,02
57309 CIP Technology Related Hardware	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$280,00
57311 Technology Software	\$66,449	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,300	\$72,74
57311 Technology Software-Grant	\$0	\$0	\$0	\$0	\$0	\$6,265	\$0	\$56,733	\$3,400	\$66,39
57313 Environmental Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Total Property/Capital Proj/Purchases	\$511,165	\$250	\$250	\$250	\$250	\$10,185	\$53,550	\$66,860	\$17,777	\$660,53
Debt Service/Misc Expenditures										
58101 Professional Organization Fees	\$12,940	\$595	\$595	\$595	\$595	\$1,349	\$1,279	\$6,210	\$1,000	\$25,15
58101 Professional Organization Fees-Gran	. ,	\$0	\$0	\$160	\$0	\$0	\$0	\$0	\$0	\$16
58102 Other Dues and Fees	\$1,500	\$0	\$0	\$0	\$0	\$2,580	\$0	\$29,667	\$0	\$33,74
58103 Bank Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
58104 License & Permit Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
58201 Tax Liability/Penalty	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
58206 Claims and Settlements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
58901 Other Miscellaneous Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
58902 Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Total Debt Svs and Misc Expenditures	\$14,440	\$595	\$595	\$755	\$595	\$3,929	\$1,279	\$35,877	\$1,000	\$59,06
Other Items										
59101 Fund Transfer Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
59110 Interagency Fund Transfer Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Total Other Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$
Total	\$14,044,130	\$2,357,389	\$5,137,164	\$3,742,421	\$2,963,346	\$6,410,214	\$6,122,539	\$12,776,549	\$13,525,929	\$67,079,68

Uniform Chart of Account Definitions

51000-Personnel Services-Compensation_—Includes salary expenditures, substitute cost, and stipends for professional development. Also includes, stipends for athletic, extracurricular, and after school activities.

52000- Personnel Services-Employee Benefits – Cost for health, retirement, and other employee benefits. Also includes cost for unemployment, workers compensation, and retiree other postemployment benefits.

53000-Purchased Professional/Technical Services- Expenditures for professional educational contracted services such as speech therapist, social workers, and web based instructional programs. Also includes technical services such as data processing, testing, and other contracted services. **54000-Purchased Property Services** – Cleaning/maintenance services, rental of equipment, and maintenance/repair service contract agreements. Also includes utility and inspection costs. **55000-Other Purchased Services** – Cost for student transportation, property and liability insurance, travel/training cost. Also includes tuition cost for out of district, private sources, State and charter schools. Food service management expenditures are also reported in other purchased services. **56000-Supplies and Materials** – Includes general supplies and materials, textbooks, web based software, technology supplies, medical and athletic supplies, subscriptions, honors and awards. It also includes facilities supplies, electricity, natural gas, plumbing and heating, and general custodial supplies.

57000-Property – Capital costs including land, land improvement, building improvements, furniture and fixtures, and technology software/hardware.

58000-Miscellaneous – Other costs such as dues and fees, professional organization fees, bank fees and tax liabilities and penalties.

Glossary of Terms

RHODE ISLAND DEPARTMENT OF EDUCATION GLOSSARY OF TERMS

UCOA	UCOA Description	UCOA Code Definition
51110	Regular Salaries	Regular Salaries. Full-time, part-time, and prorated portions of the costs for work performed by permanent and temporary employees of the District. Also includes "extra class pay" for Teachers who teach an "extra class" during their free period. Also includes the regular salary costs for any employees placed on "Paid Administrative Leave" who are not obligated to work, but are retaining payment of their regular salary.
51111	Sick Leave	Sick Leave. Full-time, part-time, and prorated portions of the costs for sick leave by permanent and temporary employees of the District.
51112	Vacation	Vacation. Full-time, part-time, and prorated portions of the costs for vacation by permanent and temporary employees of the District.
51113	Professional Days	Professional Days. Full-time, part-time, and prorated portions of the costs for professional development days for applicable employees of the District.

51114	Holiday	Holiday. Full-time, part-time, and prorated portions of the costs for holiday leave by permanent and temporary employees of the District.
51115	Salaries - Substitutes	Salaries - Substitutes. Full-time, part-time, and prorated portions of the costs for work performed by permanent and temporary employees of the District that are classified as "substitutes".
51131	Differential Pay	Differential Pay. Shift differential pay for certain employees of the District such as Custodians and Maintenance personnel.
51132	Department Heads, House Leaders, and Systemwide Supervisors	Department Heads, House Leaders, and Systemwide Supervisors. Full-time, part-time, and prorated portions of additional compensation for functioning in the role of Department Head, House Leader, or System-wide Supervisor by permanent and temporary employees of the District.
51133	Longevity (Non-Certified Only)	Longevity (Non-Certified Only). Stipend earned by employees of a District after a number of years of service to the District.
51134	Sabbatical	Sabbatical. Full-time costs for activities designed to contribute to the professional competence of the instructional staff by permanent employees of the District.
51135	Retroactive Salary	Retroactive Salary. Retroactive salary payments required due to legal or other settlements stemming from events and transactions in current or prior fiscal years.
51140	Academic Fellowships	Academic Fellowships. Pay received by qualified staff in furtherance of their studies designed to contribute to the professional competence of the instructional staff within the District based on District initiatives, pursuant to an Academic Fellowship (in lieu of Sabbatical leave).
51201	Regular Overtime	Regular Overtime. Amounts paid to employees of the District in permanent or temporary positions for work performed in addition to the normal work period for which the employee is compensated under Regular Salaries.
51202	Snow Removal Overtime	Snow Removal Overtime. Amounts paid to employees of the District in permanent or temporary positions for work performed for snow removal activities in addition to the normal work period for which the employee is compensated under Regular Salaries.
51203	Event Coverage Overtime	Event Coverage Overtime. Amounts paid to employees of the District in permanent or temporary positions for work performed for event coverage activities in addition to the normal work period for which the employee is compensated under Regular Salaries.
51302	Professional Development - School	Professional Development - School. Amounts paid to District employees for professional development that is related to School-based (and budgeted at the School level) professional development.
51303	Professional Development - District	Professional Development - District. Amounts paid to District employees for professional development that is related to District-based (and budgeted at the District level) professional development.
51304	Trainer Expense	Trainer Expense. Amounts paid to District employees for performing training classes and activities such as teacher training that are in addition to standard compensation.

51306	Vacation Payoff	Vacation Payoff. Amounts paid for annual payouts of unused vacation pay. Also includes payouts of unused vacation pay that is paid upon termination.
51307	Injured Employees	Injured Employees. Amounts paid to injured employees in addition to normal compensation amounts. The amount represents that amount needed to make the employee "whole" for differences in pay while injured prior to the start of a disability compensation period.
51308	After School Programs	After School Programs. Amounts paid to full and part-time staff for services related to after-school programs irrespective of other duties performed subject to compensation amounts in other compensation-related accounts.
51309	Tutoring	Tutoring. Amounts paid to full and part-time staff for services related to tutoring students that are in addition to normal compensation amounts.
51311	Curriculum Work	Curriculum Work. Amounts paid to employees of the District for work performed for curriculum development for which the employee's base compensation is reported in the 51100 series (Salaries Expenses) of accounts.
51322	Severance	Severance. Amounts paid to employees of the District in permanent positions for reduction-in-work-force plans and for normal severance upon separation from the District.
51323	Detention Coverage	Detention Coverage. Amounts paid to employees of the District for work performed as detention coverage.
51324	AM/PM Supervision	AM/PM Supervision. Amounts paid to employees of the District for work performed prior to and after school for supervision of students.
51325	Breakfast Supervision	Breakfast Supervision. Amounts paid to employees of the District for work performed during the serving of breakfast to students.
51326	Teacher Support Team Payments	Teacher Support Team Payments. Amounts paid to employees of the District for work performed related to Teacher Support Team activities.
51327	Other Additional Compensation	Other Additional Compensation. Amounts paid to employees of the District for additional compensation not otherwise associated with other accounts in the 51300 series.
51328	Early Retirement Incentive Payments	Early Retirement Incentive Payments. Amounts paid to employees of the District to incentivize an early retirement.
51331	Sick Leave Bonus	Sick Leave Bonus. A bonus paid to District employees for not using their earned sick leave time. Amount to be determined by each District, if applicable.
51332	Sick Payoff - Non Severance	Sick Payoff - Non Severance. Payment made to terminating District employees for payout of eligible unused sick leave. Terminating refers to employees who are retiring and those that are leaving their positions prior to retirement.
51335	Performance Based Compensation	Performance Based Compensation. Additional compensation paid to District employees based on meeting performance-based measures and metrics. Amount to be determined by each District if applicable.

51336	Class Overage/Weighting	Class Overage/Weighting. Additional pay for Teachers with class sizes larger than the District's class size maximum, where applicable by contract.
51338	Summer Pay	Summer Pay. Amounts paid to employees of the District for work performed during the summertime period irrespective of other duties performed subject to compensation amounts in other compensation-related accounts.
51339	Class Coverage	Class Coverage. Additional pay received by Certified staff or Non-Certified staff that covers a class or portion of a class due to absence where no substitute is available, where applicable by contract.
51401	Stipend - Other	Stipend - Other. Amounts paid as stipends to District employees that are paid on a regular or irregular basis for services not otherwise associated with other accounts in the 51400 series.
51403	Stipend - Athletic Directors/Extracurricular Directors	Stipend - Athletic Directors/Extracurricular Directors. Amounts paid to District employees that are paid on a regular or irregular basis for serving as an Athletic Director or Extracurricular Director that is in addition to standard compensation.
51404	Stipend - Athletic Coaches/Extracurricular Advisors	Stipend - Athletic Coaches/Extracurricular Advisors. Amounts paid to District employees that are paid on a regular or irregular basis for serving as an Athletic Coach or Extracurricular Advisor.
51405	Stipend - Instructional Coaches	Stipend - Instructional Coaches. Amounts paid to District employees that are paid on a regular or irregular basis for serving as an Instructional Coach for other teachers that is in addition to standard compensation.
51406	Stipend - Athletic Event Officials/Personnel	Stipend - Athletic Event Officials/Personnel. Amounts paid to District employees that are paid on a regular or irregular basis for serving as an Athletic Event Official that is in addition to standard compensation. Also includes personnel for Time Clock Keepers, Gate Receipt Takers, Chain Holders, Game Supervisors, and Penalty Officials, etc.
51407	Stipend - Mentors	Stipend - Mentors. Amounts paid to District employees that are paid on a regular or irregular basis serving as a Mentor for Teachers that are in addition to standard compensation.
52101	Health and Medical Premiums	Health and Medical Premiums. Employer's share of health and medical premiums. Use of this account is limited to active employees only.
52102	Life	Life. Employer's share of life insurance premiums.
52103	Dental	Dental. Employer's share of dental insurance premiums. Use of this account is limited to active employees only.
52104	Vision	Vision. Employer's share of vision insurance premiums.
52105	Disability	Disability. Employer's share of disability insurance premiums.
52106	Other Insurance	Other Insurance. Employer's share of insurance benefits not previously identified.
52107	Death Benefit	Death Benefit. Employer's share of death benefit premiums.
52108	Wellness Program	Wellness Program. Employer's share of wellness program premiums.

52109	Medical Buyback Payments	Medical Buyback Payments. Payments made to District employees and retirees in lieu of receiving medical benefits.
52111	Legal Benefits	Legal Benefits. Employer's share of legal benefits paid on behalf of District employees.
52112	Uniform Allowance	Uniform Allowance. Employer's share of uniform allowance.
52121	Health and Medical - Self Insured/Active	Health and Medical - Self Insured/Active. Charges related to the payment of medical claims for health and medical self-insurance programs for active employees.
52122	Health and Medical - Retirees	Health and Medical - Retirees. Charges related to the payment of medical claims for health and medical self-insurance programs for retired employees and for future retirement benefits for which current contributions are required. Also includes amounts paid to Retirees as a subsidy for health and medical insurance obtained elsewhere.
52123	Dental Buyback Payments	Dental Buyback Payments. Payments made to District employees and retirees in lieu of receiving dental benefits.
52124	Dental - Self Insured/Active	Dental - Self Insured/Active. Charges related to the payment of medical claims for dental self-insurance programs for active employees.
52125	Dental - Retirees	Dental - Retirees. Charges related to the payment of medical claims for dental self-insurance programs for retired employees. Also includes amounts paid to Retirees as a subsidy for dental insurance obtained elsewhere.
52201	Current Benefits	Current Benefits. Employer's share of any current benefits paid or incurred by the District, including the amount paid for employees assigned to federal programs.
52202	Future Benefits	Future Benefits. Employer's share of any future benefits paid or incurred by the District, including the amount paid for employees assigned to federal programs.
52203	Teacher/Administrative Pension - ERSRI (Defined Benefit)	Teacher/Administrative Pension - ERSRI (Defined Benefit). Employer's share of teacher/administrative pension - ERSRI system paid by the District.
52204	Private Pension Payment - Defined Benefit	Private Pension Payment - Defined Benefit. Employer's share of any private pension payment for Defined Benefit plans paid by the District, including the amount paid for employees assigned to federal programs.
52205	Certified Contributions - State Schools Only	Certified Contributions - State Schools Only. Pension payments made on behalf of certified employees employed in State-run schools only.
52206	Non-Certified Contributions - State Schools Only	Non-Certified Contributions - State Schools Only. Pension payments made on behalf of non-certified employees employed in State-run schools only.
52207	Survivor Benefits - ERSRI	Survivor Benefits - ERSRI. Employer's share of survivor benefits - ERSRI paid by the District.
52208	MERS Pension (Defined Benefit)	MERS Pension (Defined Benefit). Employer's share of Municipal Employees Retirement Systems (MERS) paid by the District.
52213	Teacher/Administrative Pension - ERSRI (Defined Contribution)	Teacher/Administrative Pension - ERSRI (Defined Contribution). Employer's share of teacher/administrative pension - ERSRI system paid by the District.

52214	Private Pension Payment - Defined Contribution	Private Pension Payment - Defined Contribution. Employer's share of any private pension payment for Defined Contribution plans paid by the District, including the amount paid for employees assigned to federal programs.
52218	MERS Pension (Defined Contribution)	MERS Pension (Defined Contribution). Employer's share of Municipal Employees Retirement Systems (MERS) paid by the District.
52301	FICA	FICA. Employer's share of Social Security FICA taxes.
52302	Medicare	Medicare. Employer's share of Social Security Medicare taxes.
52401	403b Contributions	403b Contributions. Payments made by employer on behalf of employees for the matching of voluntary savings contributions to a 403b Plan.
52402	401k Contributions	401k Contributions. Payments made by employer on behalf of employees for the matching of voluntary savings contributions to a 401k Plan. Accordingly, this account should only be used by Charter Schools and Educational Service Agencies.
52501	Unemployment Insurance	Unemployment Insurance. Unemployment insurance related to District personnel.
52710	Workers Compensation Premium	Workers Compensation Premium. Workers compensation for school employed personnel.
52720	Workers Compensation (Self Insured)	Workers Compensation (Self Insured). Workers compensation payments to employees from self-funded programs.
52730	Workers Compensation Medical (Self Insured)	Workers Compensation Medical (Self Insured). Workers compensation payments related to medical expenses to employees from self-funded programs.
52901	Cafeteria Plan Fees	Cafeteria Plan Fees. Payments assessed by insurance agent for administering the cafeteria plan (IRS section 125).
52902	Employee Assistance Programs	Employee Assistance Programs. Employer's share of employee assistance programs.
52903	Tuition Reimbursement - Taxable	Tuition Reimbursement - Taxable. Amounts reimbursed by the District to any employee qualifying for tuition reimbursement on the basis of District policy that are considered taxable pursuant to Federal or local tax regulations.
52910	Auto Allowance	Auto Allowance. Amounts paid by the District to any employee qualifying for auto allowance on the basis of District policy. Payments for auto allowances are generally treated as a taxable event. Payment for mileage that is not a taxable event is to be recorded in the appropriate Object in the Object 55800 series (Travel and Training).
52915	Union Benefits and Pension	Union Benefits and Pension. Amounts reimbursed by the District to any employee qualifying for union benefits and pension on the basis of District policy.
52916	Housing Allowance	Housing Allowance. Amounts reimbursed by the District to any employee qualifying for housing allowance benefits on the basis of District policy. Also includes amounts paid to employees for relocation expenses.

52917	Tuition Reimbursement - Non- Taxable	Tuition Reimbursement - Non-Taxable. Amounts reimbursed by the District to any employee qualifying for tuition reimbursement on the basis of District policy that are considered Non-Taxable pursuant to Federal or local tax regulations. Includes reimbursement for Certification tests if non-taxable.
53101	Administrative Support	Administrative Support. Administrative Support services in support of the various policymaking and managerial activities of the District.
53102	Temporary Clerical Support	Temporary Clerical Support. Temporary Clerical support services in support of the various policymaking and managerial activities of the District.
53201	Diagnosticians	Diagnosticians. Contracted diagnostic services.
53202	Speech Therapists	Speech Therapists. Contracted speech therapist services.
53203	Occupational Therapists	Occupational Therapists. Contracted occupational therapist services.
53204	Therapists	Therapists. Contracted recreational and other therapist services, other than physical therapists. For Physical Therapists, use Object 53211 (Physical Therapists).
53205	Psychologists	Psychologists. Contracted psychologist services.
53206	Audiologists	Audiologists. Contracted audiologist services.
53207	Interpreters and Translators	Interpreters and Translators. Contracted interpreter or translator services. Includes costs of interpreters for Parent contacts and outreach programs as for those assigned to a student as part of their education program. Also includes costs for the translation other District documents such as curriculum documents, etc.
53208	Orientation and Mobility Specialists	Orientation and Mobility Specialists. Contracted special education related, and orientation and mobility specialists.
53209	Bus Assistants/Monitors	Bus Assistants/Monitors. Contracted Bus Assistants and Monitors.
53210	Performing Arts	Performing Arts. Contracted specialists in Performing Arts.
53211	Physical Therapists	Physical Therapists. Contracted Physical Therapists services.
53212	Payment for Services - Volunteers	Payment for Services - Volunteers. Payments made to volunteers for specified services not otherwise provided in the Object 53200 series (Professional Educational Services).
53213	Evaluations	Evaluations. Contracted evaluations services for students, teachers, staff, Superintendents and Executive Directors.
53214	Mentoring	Mentoring. Contracted Mentoring services for teachers.
53215	GED Testing	GED Testing. Contracted GED Testing services.
53216	Tutoring Services	Tutoring Services. Contracted Tutoring Services.
53217	Parents as Teachers	Parents as Teachers. Payments made to parents functioning in the role of a teacher, not as an employee. If the Parent is also an employee, compensation and benefit costs should be recorded in the appropriate accounts in the Object 51000 Series (Personnel Services – Compensation) and Object 52000 Series (Personnel Services – Employee Benefits), respectively and using the appropriate Job Classification account for the position held.

53218	Student Assistance	Student Assistance. Contracted Student Assistance services and Scholarships awards paid to students. Services may include Program Management for Transition services for Special Education student and may include training students for jobs, readiness and placement skills.
53219	Social Workers	Social Workers. Contracted Social Worker services.
53220	Other Purchased Professional Educational Services	Other Purchased Professional Educational Services. Contracted services not otherwise associated with other accounts in the Object 53200 Series (Professional Educational Services). Includes tuition paid to colleges for students taking classes in colleges, provided however, if the classed being taken are pursuant to Dual Enrollment policies, tuition costs are to be charged to Object 55690 (Tuition – Other).
53221	Virtual Classrooms	Virtual Classrooms. Fees paid to third party vendors for "Virtual Classrooms" that provide instructional programs via the Internet. Includes instruction provided via the Internet in lieu of face-to-face instruction time. For web-based programs that are a supplement to instruction (not in lieu), use Object 53222 (Web-based Supplemental Instructional Programs).
53222	Web-based Supplemental Instructional Programs	Web-based Supplemental Instructional Programs. Fees paid to third party vendors for web-based programs that are a supplement to instruction (not in lieu). Fees paid to third party vendors for "Virtual Classrooms" that provide instructional programs via the Internet. Includes instruction provided via the Internet in lieu of face-to-face instruction time are recorded in Object 53221 (Virtual Classrooms).
53223	Instructional Teachers	Instructional Teachers. Fees paid to third-party instructional teacher consultants for providing face to face teaching and other teacher related roles such as Substitute Teachers.
53224	Personal-Care Attendants	Personal-Care Attendants. Fees paid to third-party personal-care attendants for providing such services to Students.
53225	Other Substitutes	Other Substitutes. Fees paid to third-party substitutes engaged to provide substitute services. Includes all Substitutes except those engaged for Instructional Teaching, Substitute Teaching or Non-Certified Substitutes or Paraprofessionals engaged to provide face to face teaching and other teacher related roles. For those third-party substitutes, use Object 53223 (Instructional Teachers). For Substitute Nurses engaged through a third-party agency, use Object 53225 (Other Substitutes). For Nurses engaged through a third-party agency to fulfill the duties of the School Nurse on a full-time or part time basis, use Object 53417 (Contracted Nursing Services).
53301	Professional Development and Training Services	Professional Development and Training Services. Services supporting the professional development and training of District personnel, including instructional and administrative employees. Also applies to fees paid to consultants to attend training sessions provided by the District.

53302	Curriculum Development	Curriculum Development. Activities designed to aid in developing curriculum, preparing and utilizing special curriculum materials, and understanding and appreciating the various techniques which stimulate and motivate pupils.
53303	Conferences/Workshops	Conferences/Workshops. Activities designed to aid and to contribute to the professional competence of employees while attending conferences or workshops. Also applicable to costs for non-employees for which the District is paying for attendance at a conference or workshop. Includes costs associated with off-site meetings such as food, audio visual rentals, room rentals, registration fees.
53401	Auditing/Actuarial Services	Auditing/Actuarial Services. Auditor or public examiner for services rendered in examining and reporting on the financial affairs of a District.
53402	Legal Services	Legal Services. Legal professionals under contract.
53403	Health Services Providers - For Students	Health Services Providers - For Students. Health care providers under contract for provision of services to students. Also includes payment made directly to athletic trainers, doctors and/or health providers related to interscholastic athletic competitions.
53404	Compliance	Compliance. Professionals under contract to determine compliance with regulations, laws, etc.
53405	Private Pension Advisors	Private Pension Advisors. Professional consulting services provided by third-party companies related specifically to private pension plans maintained by the District on behalf of employees.
53406	Other Services	Other Services. Professional services such as architectural, engineering, medical, financial advisory, bank services, management consultants, insurance/casualty consultants, educational consultants, and related services. Costs for development of professional advertising or public relations services are recorded in this account.
53407	Bond Raising Contractors	Bond Raising Contractors. Fees paid in connection with the sale and issuance of bonds (i.e., Financial Advisory Fees). Fees paid for professional services in bond elections. Include the cost of printing the ballots, election instructions, advertising, posting of notices, postage, rental payment of voting machines, technical services, informational brochures or flyers, (excluding those which advocate a position on the referendum or one which instructs the voters to accept or reject the question), and other related expenses of an election.
53408	Board Elections	Board Elections. Fees paid for professional services in conducting school elections such as school boards and bond elections. Include the cost of printing the ballots, election instructions, advertising, posting of notices, postage, rental payment of voting machines, technical services, informational brochures or flyers, (excluding those which advocate a position on the referendum or one which instructs the voters to accept or reject the question), and other related expenses of an election.

53409	Negotiations/Arbitration	Negotiations/Arbitration. Legal negotiations and arbitration services rendered to support the operation of the District. Also includes charges for stenographer services and similar services related to negotiations and arbitrations.
53410	Police and Fire Details	Police and Fire Details. Activities concerned with maintaining order and safety at all times in school buildings, and on school grounds and their vicinity. Included are police activities for school function and traffic control on school grounds and their vicinity.
53411	Physicians	Physicians. Professional medical doctor services that support the operation of the District.
53412	Dentists	Dentists. Professional dentistry services that support the operation of the District.
53413	Crossing Guards	Crossing Guards. Crossing guard services and activities concerned with maintaining order and safety at all times including traffic control on school grounds and their vicinity.
53414	Medicaid Claims Provider	Medicaid Claims Provider. Administrative services that support the operation of the District's Medicaid claims functions.
53415	Optometrists	Optometrists. Professional optometrist services that support the operation of the District.
53416	Officials/Referees	Officials/Referees. Professional officials and referee services that support the operation of the District.
53417	Contracted Nursing Services	Contracted Nursing Services. Professional nursing services that support the operation of the District. For Nurses engaged through a third-party agency to fulfill the duties of the School Nurse on a full-time or part time basis, use Object 53417 (Contracted Nursing Services). For Substitute Nurses engaged through a third-party agency, use Object 53225 (Other Substitutes).
53501	Data Processing Services	Data Processing Services. Services for data entry, formatting, and processing services other than software programming. Includes processing payroll services such as ADP or Ceridian. Costs of programming for purchased or licensed software should be recorded in Object 57311 (Technology Software). Costs of web-based or network based software used in the operations of the Data Processing activities, and software programs to enable remote access, and telephone notification systems should be recorded in Object 53502 (Other Technical Services).

53502	Other Technical Services	Other Technical Services. Technical services other than data processing related services. Includes services related to items such as firewalls, network, and technical support services from third parties. Also includes the costs of webbased services for administrative or operational purposes. Examples include items such as Schooldude, AESOP, SchoolMax, Aspen, Infinite Campus, Schoolspring, systems for tracking professional development, systems used by the Library, Microsoft Office (and similar type software) received via soft media, programs to enable remote access, and telephone notification systems. Excludes all web-based software that is related to Instruction purposes. For those
53503	Testing	purposes, refer to Object 53221 (Virtual Classrooms), Object 53222 (Web-based Supplemental Instructional Programs), or Object 56407 (Web-based Software and Databases - Library). Testing. Technical services provided in designing, creating,
		providing, evaluating, or grading tests.
53701	Other Charges	Other Charges. Includes charges such as court costs, filing fees, notary bonds, commissions, district memberships, non-employee stipends, allowance, royalties, drug and alcohol testing, immunizations for employees, and other related charges.
53703	Accreditation	Accreditation. Costs associated with purchased services related to obtaining and maintaining accreditation.
53705	Shipping and Postage	Shipping and Postage. Shipping charges such as FedEx, DHL, USPS, etc. and postage charges such for District activities.
53706	Catering/Food Reimbursement	Catering/Food Reimbursement. Includes catering fees, charges associated with District activities, and reimbursements to employees for food purchased for events. Also includes the costs of refreshment and food served at Conferences and Workshops.
54201	Rubbish Disposal Services	Rubbish Disposal Services. Contracted disposal services. Includes the costs of renting dumpsters, disposal of hazardous chemicals, and disposal of medical waste.
54202	Snow Plowing and Removal Services	Snow Plowing and Removal Services. Contracted snow plowing and removal services. Includes the removal of snow from roofs.
54203	Custodial Services	Custodial Services. Contracted janitorial and custodial services.
54204	Groundskeeping Services	Groundskeeping Services. Contracted services for cleaning, maintaining, and repairing grounds.
54205	Rodent and Pest Control Services	Rodent and Pest Control Services. Contracted services for rodent and pest control.
54206	Cleaning Services	Cleaning Services. Contracted services for cleaning services. Includes cleaning of band and sport uniforms.
54207	Temporary Custodial Support	Temporary Custodial Support. Temporary janitorial and custodial services.

54310	Non-Technology-Related Maintenance and Repairs	Non-Technology-Related Maintenance and Repairs. Costs for the upkeep of buildings and non-technology equipment. Does not include costs subject to Contracted Services and Service Agreements entered into with third-party contractors for scheduled and unscheduled maintenance. Includes costs such as hiring a carpenter to repair or replace damaged flooring, or a roofer to repair a leaky roof, which could be documented in a contract, but is more representative of a one-time effort, not an on-going obligation or commitment.
54311	Maintenance and Repairs - Fixtures and Equipment; Service Contracts and Agreements	Maintenance and Repairs - Fixtures and Equipment; Service Contracts and Agreements. Expenditures for maintenance, repair, recondition, or overhaul of all school-owned furniture, fixtures or general equipment, and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no ongoing obligations. Repairs and maintenance of Telephone Systems and School Alarm Systems are included in this account.
54312	Maintenance and Repairs - General; Service Contracts and Agreements	Maintenance and Repairs - General; Service Contracts and Agreements. Contracted Service and Service Agreements that authorize a Third-Party Contractor or Vendor to perform maintenance, repair, and custodial services. Also includes rental of equipment used by Third-Party Contractors in conjunction with Contracted Service and Service Agreements.
54313	Maintenance and Repairs - Non- Student Transportation Vehicles; Service Contracts and Agreements	Maintenance and Repairs - Non-Student Transportation Vehicles; Service Contracts and Agreements . Expenditures for repairs and maintenance services for non-student transportation vehicles and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no on-going obligations.
54314	Maintenance and Repairs - Student Transportation Vehicles; Service Contracts and Agreements	Maintenance and Repairs - Student Transportation Vehicles; Service Contracts and Agreements. Expenditures for repairs and maintenance services for student transportation vehicles and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no on-going obligations.
54320	Maintenance and Repairs - Technology-Related Hardware; Service Contracts and Agreements	Maintenance and Repairs - Technology-Related Hardware; Service Contracts and Agreements. Expenditures for repairs and maintenance services for technology hardware provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no ongoing obligations. This includes service agreements for technology hardware (e.g., personal computers and servers), for years subsequent to the first contract maintenance period.
54321	Maintenance and Repairs - Electrical; Service Contracts and Agreements	Maintenance and Repairs - Electrical; Service Contracts and Agreements. Expenditures for repairs and maintenance services for electrical devices and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no ongoing obligations.

54322	Maintenance and Repairs - HVAC; Service Contracts and Agreements	Maintenance and Repairs - HVAC; Service Contracts and Agreements. Expenditures for repairs and maintenance services for heating and air conditioning devices and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no on-going obligations.
54323	Maintenance and Repairs - Glass; Service Contracts and Agreements	Maintenance and Repairs - Glass; Service Contracts and Agreements. Expenditures for repairs and maintenance services for glass and glass supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no on-going obligations.
54324	Maintenance and Repairs - Plumbing; Service Contracts and Agreements	Maintenance and Repairs - Plumbing; Service Contracts and Agreements. Expenditures for repairs and maintenance services for plumbing services and supplies that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no ongoing obligations.
54325	Maintenance and Repairs - Vandalism; Service Contracts and Agreements	Maintenance and Repairs - Vandalism; Service Contracts and Agreements. Expenditures for repairs and maintenance services for vandalism of District property or assets that are provided by Third-Party Contractors pursuant to Contracted Services and Service Agreements, or one-time events with no on-going obligations.
54402	Water	Water. Expenditures to a utility company for water services.
54403	Telephone	Telephone. Services provided by persons or businesses to assist in transmitting and receiving messages or information. This category includes telephone and voice communication services, telephone, and voicemail; data communication services to establish or maintain computer-based communications, networking, and Internet services; video communications services to establish or maintain one-way or two-way video communications via satellite, cable, or other devices; two-way radio communications; postal communications services to establish or maintain postage machine rentals, postage, express delivery services, or couriers.
54404	Energy Management Services	Energy Management Services. Expenditures for management services rendered by an outside consultant to aid in conserving and managing energy.
54405	Sewage/Cesspool	Sewage/Cesspool. Expenditures to an outside company for sewage and cesspool services.
54406	Wireless Communications	Wireless Communications. Expenditures to an outside company for wireless communications.
54407	Internet Connectivity	Internet Connectivity. Expenditures to an outside company for internet connectivity throughout the District. Includes charges for RINET.
54501	School and District Construction	School and District Construction. Includes amounts for constructing, renovating, and remodeling buildings or infrastructure assets paid to contractors for school and other District locations.

54601	Renting Land and Buildings	Renting Land and Buildings. Expenditures for leasing or renting land and buildings for both temporary and long-term use by the District. Includes building or facilities rented for school activities such recitals, Proms, and other types of extracurricular activities. For graduation activities, use Object 54604 (Graduation Rentals) instead.
54602	Rental of Equipment and Vehicles	Rental of Equipment and Vehicles. Expenditures for leasing or renting equipment or vehicles for both temporary and long-term use by the District. This includes bus and other vehicle rental when operated by a local District, lease-purchase arrangements, copiers, postage machines, water dispensers, and similar rental agreements.
54603	Rentals of Computers and Related Equipment	Rentals of Computers and Related Equipment. Expenditures for leasing or renting computers and related equipment, such as printers and scanners, for both temporary and long-term use.
54604	Graduation Rentals	Graduation Rentals. Expenditures for leasing or renting supplies, buildings, and related equipment for graduation activities and ceremonies.
54605	Ice Rink Rental	Ice Rink Rental. Expenditures for leasing or renting ice rink and related supplies and equipment.
54606	Pool Rental	Pool Rental. Expenditures for leasing or renting swimming pool and related supplies and equipment.
54607	Golf Course Rental	Golf Course Rental. Expenditures for leasing or renting golf courses and related supplies and equipment.
54608	Uniform Rental	Uniform Rental. Expenditures for renting uniforms.
54901	Other Purchased Property Services	Other Purchased Property Services. Other services purchased related to property services not otherwise included in the Object 54900 series (Other Property Services Purchased). Includes such items as testing for air quality, Radon level analysis, asbestos, and other building testing services.
54902	Alarm and Fire Safety Services	Alarm and Fire Safety Services. Expenditures for alarm and fire safety services and related supplies and equipment.
54903	Moving and Rigging	Moving and Rigging. Expenditures for moving and rigging services and related supplies and equipment.
54904	Vehicle Registration (Non-Student transportation vehicles)	Vehicle Registration (Non-Student transportation vehicles). Expenditures for vehicle registration for non-student transportation vehicles. Include in this account the vehicle registration fees for Construction Vehicles that are used to transport materials and students to construction sites where the students, under the supervision of the teacher, perform various tasks.

55110	Student Transportation Purchased from another School District, Individuals, and Public Carriers within the State	Student Transportation Purchased from another School District, Individuals, and Public Carriers within the State. Amounts paid to other school districts within the state for transporting students to and from school and school-related events. These include payments to individuals who transport themselves or their own children or for reimbursement of transportation expenditure/expenses on public carriers. Expenditures for the rental of buses that are operated by personnel on the District payroll are recorded not here but under Object 54602 (Rental of Equipment and Vehicles).
55111	Transportation Contractors	Transportation Contractors. Third-party entities that, pursuant to a contract, transport students to and from school and other school-related activities such as athletic events, field trips, etc.
55120	Student Transportation Purchased from another School District outside the State	Student Transportation Purchased from another School District outside the State. Payments to other school districts outside the state for transporting students to and from school and school-related events.
55121	Vehicle Registration (Student transportation vehicles)	Vehicle Registration (Student transportation vehicles). Expenditures for vehicle registration for student transportation vehicles.
55201	Property and Liability Insurance	Property and Liability Insurance. Insurance coverage in accordance with requirements of statutes which include the following types: General liability, civil rights/personal injury, malpractice, property liability, auto and bus liability, and surety bonds.
55202	Theft Insurance	Theft Insurance. Insurance coverage in accordance District policy covering losses from theft.
55203	Fire Insurance	Fire Insurance. Insurance coverage in accordance with District policy covering losses from fire.
55204	Student Accident Insurance	Student Accident Insurance. Insurance coverage in accordance with District policy covering student accidents.
55205	Flood Insurance	Flood Insurance. Insurance coverage in accordance with District policy covering losses from floods.
55206	Fleet/Vehicle Insurance	Fleet/Vehicle Insurance. Insurance coverage in accordance with District policy covering fleet and vehicles.
55207	Errors & Omissions Insurance (Directors and Officers)	Errors & Omissions Insurance (Directors and Officers). Insurance coverage in accordance with District policy covering errors and omissions for directors and officers.
55401	Advertising Costs	Advertising Costs. Expenditures for announcements in professional publications, newspapers, or broadcasts over radio and television. These expenditures include advertising for such purposes as personnel recruitment, legal ads, new and used equipment, and sale of property. Costs for development of professional advertising or public relations services are not recorded in this account but are charged to Object 53406 (Other Services).
55501	Printing	Printing. Expenditures for job printing, usually according to specifications of the District. This includes designing and printing forms and posters, as well as District publications.

55502	Binding	Binding. Expenditures for binding, usually according to specifications of the District. This includes binding District publications.
55503	Document Copying	Document Copying. Expenditures for photocopying, usually according to specifications of the District. This includes office and classroom activities.
55610	Tuition to Other School Districts within the State	Tuition to Other School Districts within the State. Tuition paid to other school districts within the state.
55620	Tuition to Other School Districts outside the State	Tuition to Other School Districts outside the State. Tuition paid to other school districts outside the state. At this time, there are no School Districts identified that reside outside the state.
55630	Tuition to Private Sources	Tuition to Private Sources. Tuition paid to private schools. This Object applies to both In-State and Out-of-State locations. This account is applicable to a Non-Public and Private Schools that conduct classes in Schools that belong to the District. For those instances, the requirement to use Location Type 08 is still applicable despite the fact the physical location of the Schools used is part of the District.
55640	Tuition to Educational Service Agencies within the State	Tuition to Educational Service Agencies within the State. Tuition paid to agencies such as regional educational service centers (Collaboratives) for educational services to students.
55650	Tuition to Educational Service Agencies outside the State	Tuition to Educational Service Agencies outside the State. Tuition paid to agencies such as regional educational service centers (Collaboratives) for educational services to students. At this time, the Southcoast Educational Collaborative (Location 08 310) is the only Collaborative identified that resides outside the state.
55660	Tuition to Charter Schools	Tuition to Charter Schools. Tuition paid to Charter Schools for services provided in accordance with the established charter for that school.
55680	Tuition to School Districts or Charter Schools for Voucher Payments	Tuition to School Districts or Charter Schools for Voucher Payments. Tuition paid to School Districts or Charter Schools for students using a state or local voucher program. Districts should use this code for all payments made to Districts or Charter Schools for voucher programs. At present, there are no programs involving voucher payments.
55690	Tuition - Other	Tuition - Other. Tuition paid to the state and other governmental organizations as reimbursement for providing specialized instructional services to students residing within the boundaries of the paying District. At present, there is only one organization identified that meets this description. Refer to the Object Intersection Rules for Object 55690 for more information. Please check with RIDE for authorization to use for other purposes.

55701	Food Service Contractors	Food Service Contractors. Expenditures for the operation of a local food service facility by other than employees of the District. Included are contracted services, such as food preparation, associated with the food service operation. Direct expenditures by the District for food, supplies, labor, and equipment would be charged to the appropriate object codes.
55702	Soda Subsidy	Soda Subsidy. Subsidy for local schools due to the loss of funds arising from the removal of the soda vending machines.
55703	Armored Car Service	Armored Car Service. Expenditures for the operation of a local armored car service related to Food Service activities.
55704	Food Storage Fees	Food Storage Fees. Expenditures for costs associated with storing food and supplies for the operation of a local food service facility by employees of the District.
55705	Inspection Services	Inspection Services. Expenditures for costs associated with inspection services related to Food Service activities.
55801	Board Travel	Board Travel. Necessary and legal travel for local school boards in accordance with state and local policy and regulations.
55802	Board Training	Board Training. Expenses related to school board training pursuant to Rhode Island Educational Standards.
55803	Employee Travel - Non-Teachers	Employee Travel - Non-Teachers. Necessary and legal travel for District employees other than Teachers and direct instructional personnel in accordance with state and local policy and regulations.
55806	Bus Driver In-Service Training	Bus Driver In-Service Training. Cost of all required bus driver's training.
55807	Student Travel	Student Travel. Meals, lodging, and transportation costs for student travel other than to and from school. For purposes of clarity, costs charged to this Object do not include costs related to transportation provided via school buses. Those are recorded in the Object 55110 series.
55808	Parent Travel	Parent Travel. Meals, lodging, and transportation costs other than to and from school for parents of students.
55809	Employee Travel for TEACHERS Only	Employee Travel for TEACHERS Only. Necessary and legal travel for Teachers in accordance with state and local policy and regulations. Include travel-related costs including meals and hotels for teachers attending Conferences and Workshops.
55810	Travel - Other	Travel - Other. Necessary travel for personnel in accordance with state and local policy and regulations not otherwise classified above.
55910	Services Purchased from another School District or Educational Service Agency within the State	Services Purchased from another School District or Educational Service Agency within the State.
55920	Contracts - Interagency	Contracts - Interagency.
55930	Other Contract Services - Interagency	Other Contract Services - Interagency.
55950	Services Purchased from another School District or Educational Service Agency outside the State	Services Purchased from another School District or Educational Service Agency outside the State.

56101	General Supplies and Materials	General Supplies and Materials. Expenditures for supplies and materials for the operation of a District or classroom. Includes such items as Student Planners/Agendas provided by the District. Also included are supplies that meet the requirements of the UCOA Tangible Personal Property Policy.
56112	Uniform/Wearing Apparel Supplies	Uniform/Wearing Apparel Supplies. Expenditures for non- athletic uniforms and wearing apparel supplies for the operation of a District. Includes custodial uniforms and uniforms worn by Staff and Students.
56113	Graduation Supplies	Graduation Supplies. Expenditures for graduation ceremonies. Generally related to High School graduations, but is also applicable to other Schools.
56115	Medical Supplies	Medical Supplies. Expenditures for medical supplies for the operation of a District. Includes athletic medical supplies.
56116	Athletic Supplies	Athletic Supplies. Expenditures related specifically and only to Athletics as are defined in the Subject 2200 Series (Cocurricular Athletics). The accounts in Subject 2200 Series are based on the Interscholastic Athletic Competition Guidelines. Includes supplies for athletic activities including uniforms for athletics. For athletic supplies not associated with the competitive sports in Subject 2200, use Object 56101 (General Supplies and Materials). Does not include athletic-related medical supplies.
56117	Honors/Awards Supplies	Honors/Awards Supplies. Expenditures for honors and general awards for students, employees, and volunteers of the District.
56201	Natural Gas	Natural Gas. Expenditures for natural gas and utility services from a private or public utility company.
56202	Gasoline	Gasoline. Expenditures for gasoline purchase in bulk or periodically from a gasoline service station or supplier.
56203	Diesel Fuel	Diesel Fuel. Expenditures for diesel fuel from a private or public utility company, or service station or supplier.
56204	Propane	Propane. Expenditures for propane and utility services from a private or public utility company.
56207	Vehicle Maintenance Supplies/Parts	Vehicle Maintenance Supplies/Parts. Expenditures for maintenance supplies such as lubricants, anti-freeze, tires, tubes, batteries, and parts from a public company, service station, or supplier.
56208	Bottled Gas	Bottled Gas. Expenditures for bottled gas and services and supplies from a private or public utility company, or service station or supplier.
56209	Fuel Oil	Fuel Oil. Expenditures for fuel oil and services and supplies from a private or public utility company, or service station or supplier.
56210	Coal	Coal. Expenditures for coal and services and supplies from a private or public utility company or supplier.
56211	Other Supplies	Other Supplies. Expenditures for other services and supplies not included in other accounts in the Object 56200 series (Facilities, Energy, and Transportation Maintenance and Supplies).
56213	Glass	Glass. Expenditures for glass and services and supplies from a public company or supplier.

56214	Paint	Paint. Expenditures for paint and services and supplies from a public company or supplier.
56215	Electricity	Electricity. Expenditures for electric utility services for lighting, power, and heat, including fees for rented or contracted lighting from a private or public utility company.
56216	Lumber and Hardware	Lumber and Hardware. Expenditures for lumber and hardware services and supplies from a public company or supplier.
56217	Plumbing and Heating Supplies	Plumbing and Heating Supplies. Expenditures for plumbing and heating services and supplies from a public company or supplier.
56218	Electrical Supplies	Electrical Supplies. Expenditures for electrical supplies from a public company or supplier.
56219	Custodial Supplies	Custodial Supplies. Expenditures for custodial supplies from a public company or supplier.
56220	Materials for Snow and Ice Removal	Materials for Snow and Ice Removal. Expenditures for materials for snow and ice removal from a public company or supplier.
56221	Lamps and Lights	Lamps and Lights. Expenditures for lamps, lights, services and supplies from a public company or supplier.
56301	Food - Food Service Program	Food - Food Service Program. Food supply items used in conjunction with an in-house (not out-sourced) school food service program.
56302	Non-Food - Food Service Program	Non-Food - Food Service Program. Non-food supply items used in conjunction with a school food service program.
56304	Uniform/Wearing Apparel - Food	Uniform/Wearing Apparel - Food. Uniform and wearing apparel supply items used in conjunction with a school food service program.
56305	Milk - Food Service Program	Milk - Food Service Program. Costs associated with Milk for Districts that self-operate a food service program.
56401	Textbooks	Textbooks. Expenditures for textbooks and workbooks for District students in grades PK-12. Also includes textbooks used for Summer School and other types of books maintained in classroom libraries for use by students. For Non-Public students of the District, use Object 56406 (Textbooks - Non-Public) and Location 08902 and for Adult Education students use Object 56408 (Other Textbooks - Adult Education and Location 14906.
56402	Library Books	Library Books. Expenditures for library books.
56403	Reference Books	Reference Books. Expenditures for reference books.
56404	Subscriptions and Periodicals	Subscriptions and Periodicals. Expenditures for periodicals and subscriptions. Includes printed and hard media materials only that are purchased. Excludes Web-based software used by Libraries - use Object 56407 (Web-based Software and Databases - Library) for those costs.
56405	Book Repairs	Book Repairs. Expenditures for book repairs.
56406	Textbooks - Non-Public	Textbooks - Non-Public. Costs associated with textbooks that are required to be purchased by a District and provided to students and others outside of the District. For regular PK-12 students, use Object 56401 (Textbooks) and for Adult Education students, use Object 56408 (Other Textbooks - Adult Education).

56407	Web-based Software and Databases - Library	Web-based Software and Databases - Library. Expenditures for web-based software and databases for use in or through the library related to Student or Teacher use. This account does not include software used to perform the basic functions of managing a library. For those types of items, use Object 57311 (Technology Software) or Object 53502 (Other Technical Services) as appropriate.
56408	Other Textbooks - Adult Ed	Other Textbooks - Adult Education. Costs for textbooks that are required to be purchased by a District and provided for Adult Education students. For regular PK-12 students use Object 56401 (Textbooks) and for Non-Public students of the District, use Object 56406 (Textbooks - Non-Public).
56409	Electronic Textbooks	Electronic Textbooks. Expenditures for electronic textbooks and workbooks for District students in grades PK-12.
56410	Textbooks – Dual and Concurrent Enrollment	Textbooks – Dual and Concurrent Enrollment. Expenditures for textbooks, electronic textbooks, and workbooks for students enrolled in Dual and Concurrent Enrollment classes.
56500	Supplies - Technology Related	Supplies - Technology Related. Technology-related supplies include supplies that are typically used in conjunction with technology-related hardware or software. Some examples are diskettes, parallel cables, and monitor stands.
56501	Technology-Related Supplies	Technology-Related Supplies. Expenditures for computer hardware and software supplies for the operation of a District. Supplies would include small storage devices such as diskettes and memory sticks, cables, keyboards, mouse or pointing devices, monitor stands, mouse pads, etc. Also included is tangible software (hard media, non-web-based), that meet the requirements of the UCOA Tangible Personal Property Policy. The software recorded in this account may be related to Instructional or Operational purposes.
57101	Land	Land. Purchase of land. Includes expenses for drawings, specifications, and other professional service fees directly related to the acquisition of sites, such as appraisal fees, search and title insurance, site surveys, and condemnation proceedings.
57102	Land Improvements	Land Improvements. Expenses for original improvement or total replacement of surface improvements. This may include grading, landscaping, seeding, planting of trees and shrubs, sidewalks, roadways, resurfacing parking lots, retaining walls, sewers, storm drains, hydrants, surfacing and soil treatment of athletic fields, tennis courts, fixed playground apparatus, flagpoles, gateways, fences, underground storage tanks which are not part of building service systems, digging of wells, and demolition work. This can include expenditures for special assessments against the District for capital improvements, such as streets, curbs, sidewalks, sewers, and drains. Do not include general maintenance and repairs.

57201	Buildings Purchase	Buildings Purchase. Expenses for the original acquisition or total replacement of a facility. This may include related costs such as drawings, specifications, engineering, legal fees, and advertisement for contracts. Includes the cost of Greenhouses, Office Trailers, and other similar free standing structures. Also included are expenditures for installment or lease payments (except interest) that have a terminal date and result in the acquisition of buildings, except payments to public school housing authorities or similar agencies.
57202	Building Improvements	Building Improvements. Cost of major remodeling and related costs including complete replacement of roofs, heating and ventilation systems, electrical systems, plumbing, fire protection, solar panels, and other service systems for existing buildings.
57301	Vehicles	Vehicles. Expenditures for the initial costs, additional, and replacement costs associated with District vehicles.
57303	Buses	Buses. Expenditures for the initial cost and additional costs for buses. Includes the costs to reimburse Bus Contractors for the cost of inspecting buses and other vehicles.
57305	Equipment	Equipment. Expenditures for the initial, additional, and replacement costs associated with District machinery and equipment, including equipment used in kitchens. Telephone systems and telephone lines are recorded in Object 57305 as they are considered to be equipment and not Technology-Related Hardware. Include equipment and tools that meet the requirements of the UCOA Tangible Personal Property Policy for inclusion in Object 57305 (Equipment). The UCOA Tangible Personal Property Policy requires that non-expendable, personal property that has a useful life of more than one year be recorded in the Object 57300 series (Property) and that tangible, expendable, personal property, irrespective of the economic life is recorded in the Object 56000 series (Supplies).
57306	Furniture and Fixtures	Furniture and Fixtures. Expenditures for the initial, additional, and replacement cost associated with District office furniture and fixtures used in the Central Office and in Classrooms. Include furniture and fixtures that meet the requirements of the UCOA Tangible Personal Property Policy for inclusion in Object 57306 (Furniture and Fixtures).

57309	Technology-Related Hardware	Technology-Related Hardware. Expenditures for the initial, additional, and replacement costs associated with District technology-related hardware. Include equipment and tools that meet the requirements of the UCOA Tangible Personal Property Policy, such as computers, servers, printers, copiers, scanners, e-readers, etc. Includes the cost of maintenance contracts obtained or purchased with the initial purchase. Telephone systems and telephone lines are considered to be equipment and not Technology-Related Hardware and are recorded in Object 57305 (Equipment).
57311	Technology Software	Technology Software. Expenditures for the initial costs, additional costs for new modules, replacement, maintenance and/or support agreements, and modification costs associated with District purchased tangible software (not web delivered), that meet the requirements of the UCOA Tangible Personal Property Policy for inclusion in the Object 57300 series (Vehicles, Equipment, and Technology Software). Tangible software that does not meet such criteria must be recorded in Object 56501 (Technology-Related Supplies). Examples include, but are not limited to, accounting software, software used in classrooms, software used by the library (for managing a library, student information systems, learning management systems), Microsoft Office (and similar type software) received via hard media format, and office-type software used in administrative duties. Tangible software that does not meet such criteria must be recorded in Object 56501 (Technology-Related Supplies). Excludes Web-based software. Web-based software is recorded, depending on the purposes, in the following Objects: 53502 (Other Technical Services), 53221 (Virtual Classrooms), 53222 (Web-based Supplemental Instructional Programs), or 56407 (Web-based Software and Databases - Library).
57313	Environmental Equipment	Environmental Equipment. Expenditures for the initial, additional, and replacement costs associated with equipment used to clean up, maintain, or monitor the environment. Include environmental equipment and tools that meet the requirements of the UCOA Tangible Personal Property Policy.
57401	Water Systems	Water Systems. Expenditures for purchased infrastructure related to water systems.
57402	Sewer Systems	Sewer Systems. Expenditures for purchased infrastructure related to sewer systems.
57403	Roads	Roads. Expenditures for purchased infrastructure related to roads.
57404	Bridges	Bridges. Expenditures for purchased infrastructure related to bridges.
57405	Other Long-term Infrastructure Assets	Other Long-term Infrastructure Assets. Expenditures for purchased infrastructure related to other types of infrastructure.
58101	Professional Organization Fees	Professional Organization Fees. Fees associated with professional organizations.

58102	Other Dues and Fees	Other Dues and Fees. Other dues and fees paid by the District. Includes non-professional membership dues, interscholastic league fees, entry fees for athletic events, music contests, field trip admission fees, etc.
58103	Bank Fees	Bank Fees. Charges and fees from Banks used by the District for District operations.
58104	License & Permit Fees	License & Permit Fees. Charges and fees for licenses and permits used by the District for District operations. Includes items such Business Licenses, Building Permits, Variance Fees, Fire Codes, asbestos abatement fees, and fees related to Capital Projects.
58105	PCORI Fees	PCORI Fees. Fess for the Patient Centered Outcome Research Fee (PCORI) payable pursuant to the Affordable Care Act.
58201	Tax Liability/Penalty	Tax Liability/Penalty. Liabilities, penalties, or fines for late or underpayment of taxes and other government assessments.
58206	Claims and Settlements	Claims and Settlements. Claims and settlements awarded to legal opponents, claimants, and settlees, etc. Includes legal fees awarded.
58310	Redemption of Principal	Redemption of Principal. Expenditures to retire bonds (including current and advance refundings) and long-term loans.
58311	Bond Principal Payment	Bond Principal Payment. Payment of bond principal.
58313	Special Revenue Bond Principal Payment	Special Revenue Bond Principal Payment. Payment of special revenue bond principal.
58315	Redemption of Principal - Non Debt Service Funds	Redemption of Principal - Non Debt Service Funds. Payment of principal not associated with the Debt Service Fund. Related to the General Fund or Capital Project Funds only.
58320	Interest	Interest. Expenditures for interest on debt, notes, and other financial instruments, but excludes interest on Bonds. Interest on Bonds should be recorded in Object 58322 (Bond Interest Payment).
58322	Bond Interest Payment	Bond Interest Payment. Payment of bond interest.
58324	Special Revenue Bond Interest Payment	Special Revenue Bond Interest Payment. Payment of special revenue bond interest.
58325	Interest Payment - Non Debt Service Funds	Interest Payment - Non Debt Service Funds. Payment of Interest not associated with the Debt Service Fund. Related to the General Fund or Capital Project Funds only.
58330	Amortization of Bond Issuance and Other Debt-Related Costs	Amortization of Bond Issuance and Other Debt-Related Costs. Expenses in connection with the amortization of bond and other debt issuance costs, including lease-purchase debt issuance costs. Included are amortized deferred gain and loss amounts in connection with the defeasance of bonds.
58340	Amortization of Premium and Discount on Issuance of Bonds	Amortization of Premium and Discount on Issuance of Bonds. Expenses amortized as debt premium and/or discount in connection with the issuance of debt.
58341	Bond Fees	Bond Fees. Fees and expenses related to the issuance of bonds.
58401	Real and Personal Property Tax Payment	Real and Personal Property Tax Payment. Payments for real and personal property tax expenditures.
58901	Other Miscellaneous Expenses	Other Miscellaneous Expenses. Costs not properly captured in other accounts. This account would include donations or contributions of funds such as a memoriam, etc.

58902	Bad Debt Expense	Bad Debt Expense. Write-off of uncollectable receivables owing to the District.
59101	Fund Transfers Out - No. 1	Fund Transfers Out - No. 1. For specific use by each District to track interfund transfers unique to each District.
59110	Interagency Fund Transfers Out	Interagency Fund Transfers Out. Funds Transfers paid to other Agencies such as a Town or Municipality.
59201	Debt Defeasance	Debt Defeasance. Expenditures for defeasance of debt.
59401	Loss on Sale	Loss on Sale. Record losses on the sale of capital assets.
59998	Budget Savings to be Determined	Budget Savings to be Determined. For use with budgetary accounts and for budgetary purposes only. No active transactions are to be included with this account.
59999	Employee Turnover Allowance	Employee Turnover Allowance. For use with budgetary accounts and for budgetary purposes only. No active transactions are to be included with this account.

Exhibit 4

Schedule and Cash Flow



	SOUTH KINGSTOWN PUBLIC SCHOOLS TENTATIVE SCHEDULE AND PRELIMINARY CASH FLOW ANALYSIS																																														
	PRELIMINAR'	RELIMINARY 2024																		2025											2026											2027					
	FUNDING	J	F	M	Α	N	И	J	J	Α	S	0	N D	J	F	N	Λ		М	J	J	Α	S	0 1	N C	D J	F	М	Α	M	J	J	A S	0	N	D	J	F	М	Α	М	J	J	Α	S O	N	
urtis Corner Middle School Demolition	\$ 2,500,0	00 \$ 25,	,000 \$ 25,	000 \$ 3	37,500 \$	37,500 \$	62,500 \$	62,500			\$	200,000 \$	400,000 \$	00,000 \$ 60	00,000 \$	400,000 \$	50,000																														
w South Kingstown High School Stadium	\$ 8,595,8	15 \$ 85,	,958 \$ 85,	958 \$ 12	28,938 \$ 12	28,938 \$	214,896 \$	214,896								\$	687,668 \$	343,834 \$	1,031,501 \$	1,203,418 \$	1,719,169 \$	1,203,418 \$	1,031,501 \$	343,834 \$	171,917																						
/ South Kingstown High School	\$ 108,004,1	55 \$ 648,	,025 \$ 864,	033 \$ 64	48,025 \$ 64	18,025 \$	972,037 \$	972,037 \$	648,025 \$	810,031 \$	1,350,052 \$	1,350,052 \$	1,080,042 \$	10,031		\$ 4	,320,166 \$	320,166 \$	864,033 \$	1,296,050 \$	1,728,066 \$	2,160,083 \$	2,592,100 \$	3,456,133 \$ 3	3,888,150 \$ 4	1,320,166 \$ 5,18	4,199 \$ 6,480,249	\$ 7,344,283	\$ 7,776,299	\$ 7,344,283 \$	6,480,249 \$	5,184,199 \$,320,166 \$ 3,888	,150 \$ 3,456	133 \$ 2,592,1	00 \$ 2,160,083	\$ 1,728,066	\$ 1,296,050 \$	864,033 \$	540,021 \$	1,080,042 \$	540,021					
uth Kingston High School Demolition/Sitework	\$ 5,900,0	00																																								\$	442,500 \$	1,032,500 \$	1,475,000 \$ 1,475	,000 \$ 1,032, 5	2,500 \$
w South Kingstown High School uth Kingston High School Demolition/Sitework HS Hazard Building Renovation	\$ 4,622,1	26 \$ 46,	,221 \$ 46,	221 \$ 6	69,332 \$	\$9,332 \$	115,553 \$	115,553 \$	184,885 \$	184,885 \$	73,954 \$	147,908 \$	277,328 \$	69,770 \$ 40	62,213 \$	517,678 \$	517,678 \$	462,213 \$	369,770 \$	277,328 \$	147,908 \$	73,954 \$	46,221 \$	46,221																							
oad Rock Middle School Renovation	\$ 8,048,4	20								, i														·		\$ 8	0,484 \$ 80,484	\$ 120,726	\$ 120,726	\$ 201,211 \$	201,211 \$	321,937 \$	321,937 \$ 128	3,775 \$ 257	549 \$ 482,9	05 \$ 643,874	\$ 804,842	\$ 901,423 \$	901,423 \$	804,842 \$	643,874 \$	482,905 \$	257,549 \$	128,775 \$	80,484 \$ 80	484	
tunuck Elementary School Renovation	\$ 2,818,6)2												\$	28,186 \$	28,186 \$	42,279 \$	42,279 \$	70,465 \$	70,465 \$	112,744 \$	112,744 \$	45,098 \$	90,195 \$	169,116 \$	225,488 \$ 28	1,860 \$ 315,683	\$ 315,683	\$ 281,860	\$ 225,488 \$	169,116 \$	90,195 \$	45,098 \$ 28	,186 \$ 28	186												
eace Dale Elementary School Renovation	\$ 6,775,1	50												\$	67,752 \$	67,752 \$	101,627 \$	101,627 \$	169,379 \$	169,379 \$	271,006 \$	271,006 \$	108,402 \$	216,805 \$	406,509 \$	542,012 \$ 67	7,515 \$ 758,817	\$ 758,817	\$ 677,515	\$ 542,012 \$	406,509 \$	216,805 \$	108,402 \$ 67	7,752 \$ 67	752												
est Kingston Elementary School Renovation	\$ 2,735,7	27,	,357 \$ 27,	357 \$ 4	41,036 \$	11,036 \$	68,393 \$	68,393 \$	109,428 \$	109,428 \$	43,771 \$	87,542 \$	164,142 \$	18,856 \$ 27	73,570 \$	306,399 \$	306,399 \$	273,570 \$	218,856 \$	164,142 \$	87,542 \$	43,771 \$	27,357 \$	27,357																							
CASH OUTFLOW PER MON	ITH	\$ 832.	,562 \$ 1.048.	570 \$ 92	24,830 \$ 92	24,830 \$ 1.	1,433,379 \$	1,433,379 \$	942,338 \$	1,104,344 \$	1,467,777 \$	1,785,502 \$	1,921,511 \$ 1,	98,657 \$ 1,43	31,720 \$ 1,3	320,014 \$ 6	,025,817 \$	543,689 \$	2,724,005 \$	3,180,782 \$	4,066,436 \$	3,864,977 \$	3,850,679 \$	4,180,545 \$ 4	4,635,692 \$ 5	5,087,666 \$ 6,22	4,059 \$ 7,635,234	\$ 8,539,509	\$ 8,856,401	\$ 8,312,993 \$	7,257,085 \$	5,813,136 \$,795,603 \$ 4,112	3,862 \$ 3,809	620 \$ 3,075.0	05 \$ 2,803.957	\$ 2,532,908	\$ 2,197,473 \$	1,765,456 \$	1,344,863 \$	1,723,915 \$	1,022,926 \$	700,049 \$	1,161,275 \$	1,555,484 \$ 1,555,4	,484 \$ 1,032, <i>F</i>	∠,500 \$
TOTAL CASH OUTFLOW TO DA	TE	\$ 832.	.562 \$ 1.881.	132 \$ 2.80	05.962 \$ 3.73	30.792 \$ 5.	5.164.171 \$	6.597.550 \$	7.539.888 \$	8.644.232 \$	10.112.010 \$	11.897.512 \$	3.819.023 \$ 15.	17.681 \$ 17.24	49.401 \$ 18.	569.415 \$ 24	.595.232 \$ 30	138.921 \$ 3	32.862.926 \$	36.043.707 \$	40.110.144 \$	43.975.120 \$	47.825.800 \$	52.006.345 \$ 56	6.642.036 \$ 61	1.729.703 \$ 67.95	3.762 \$ 75.588.995	\$ 84.128.504	\$ 92,984,905	\$ 101,297,898 \$	108.554.983 \$	114.368.119 \$ 119	.163.723 \$ 123.276	5.584 \$ 127.086	204 \$ 130,161.2	9 \$ 132,965,166	\$ 135,498,074	\$ 137.695.547 \$	139.461.004 \$	140.805.866 \$	142,529,781 \$	143.552.707 \$ 1	44.252.757 \$	145.414.032 \$ 14	46.969.516 \$ 148.525.0	.000 \$ 149.557.50	/. 500 \$

