



East Greenwich Town Council

Special Meeting

Monday, May 06, 2024 at 6:00 PM

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Town Hall, 125 Main Street, East Greenwich, RI 02818

Agenda

(Any matter listed on this agenda is subject to discussion and a vote by the Town Council. Full agenda packet with active links and videos available on Agendas & Minutes page on the Town website at www.eastgreenwichri.com .)

Click the link below to join the webinar:

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Webinar ID: 865 8387 3195

1. Call to Order and Pledge of Allegiance

2. New Business

(Any items that have not been previously discussed or acted upon.)

- 2.a Presentation from Town Manager and discussion by Councilors on the proposed Operating Budget for Fiscal Year 2025.

[FINAL 2024-2025 Budget Document.pdf](#)

[Presentation Brief for May 6.pdf](#)

[Town Manager Presentation Budget FY 2025 Program May 6, 2024.pdf](#)

3. Adjournment

Pursuant to RIGL 42- 46-6, notice of this meeting was posted on May 2, 2024 on the Secretary of State's website, Town Hall, EG Free Library and Swift Community Center and on the internet at www.eastgreenwichri.com. Individuals requesting interpreter services for the hearing impaired must notify the Town Clerk's office at (401) 886-8604 via RI Relay #711 (800-745-5555 TTY) or in writing, at least seventy-two (72) hours in advance of the hearing date.
RE-POSTED MAY 6, 2024 WITH ADDITIONAL BACKUP ONLY.



Town of East Greenwich, RI

TOWN COUNCIL AGENDA TRANSMITTAL FORM

Town Council Meeting Date: **May 6, 2024**

1. Agenda Item (List as it should appear on the agenda)
Presentation from Town Manager and discussion by Councilors on the proposed Operating Budget for Fiscal Year 2025.
2. Submitted by (List department and individual, if necessary)
Leigh Carney, Town Clerk
3. Provide a brief description of the item and why it is on the agenda
Presentation from Town Manager on the proposed Operating Budget for Fiscal Year 2025.

Town Manager Proposed Budget Message FY 2025

Community Engagement Site - FY25 Budget
4. Provide a suggested Action
Town Manager presentation, followed by Council comments and discussion.
5. Contact person and phone number for questions.
Andrew E Nota, 401-886-8676

ATTACHMENTS:

[FINAL 2024-2025 Budget Document.pdf](#)

[Presentation Brief for May 6.pdf](#)

[Town Manager Presentation Budget FY 2025 Program May 6, 2024.pdf](#)

Town of East Greenwich, RI



**2024-2025 Fiscal Year
Town Manager Proposed Budget
All Budgeted Funds**

FISCAL YEAR 2024-2025

PROPOSED

MUNICIPAL BUDGET PROGRAM



MAY 2024

TOWN COUNCIL

Mark Schwager, President
Michael Donegan, Vice President
Caryn Corenthal
Renu Englehart
Michael Zarrella

TOWN MANAGER

Andrew E. Nota

www.eastgreenwichri.com



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FISCAL YEAR 2024-2025 PROPOSED

MUNICIPAL BUDGET PROGRAM

TOWN OF EAST GREENWICH, RHODE ISLAND

Town Council Members & Department Directors and Managers



Provided below is a list of the Town Council members, and the Town's department directors and division managers, current through April 2024.

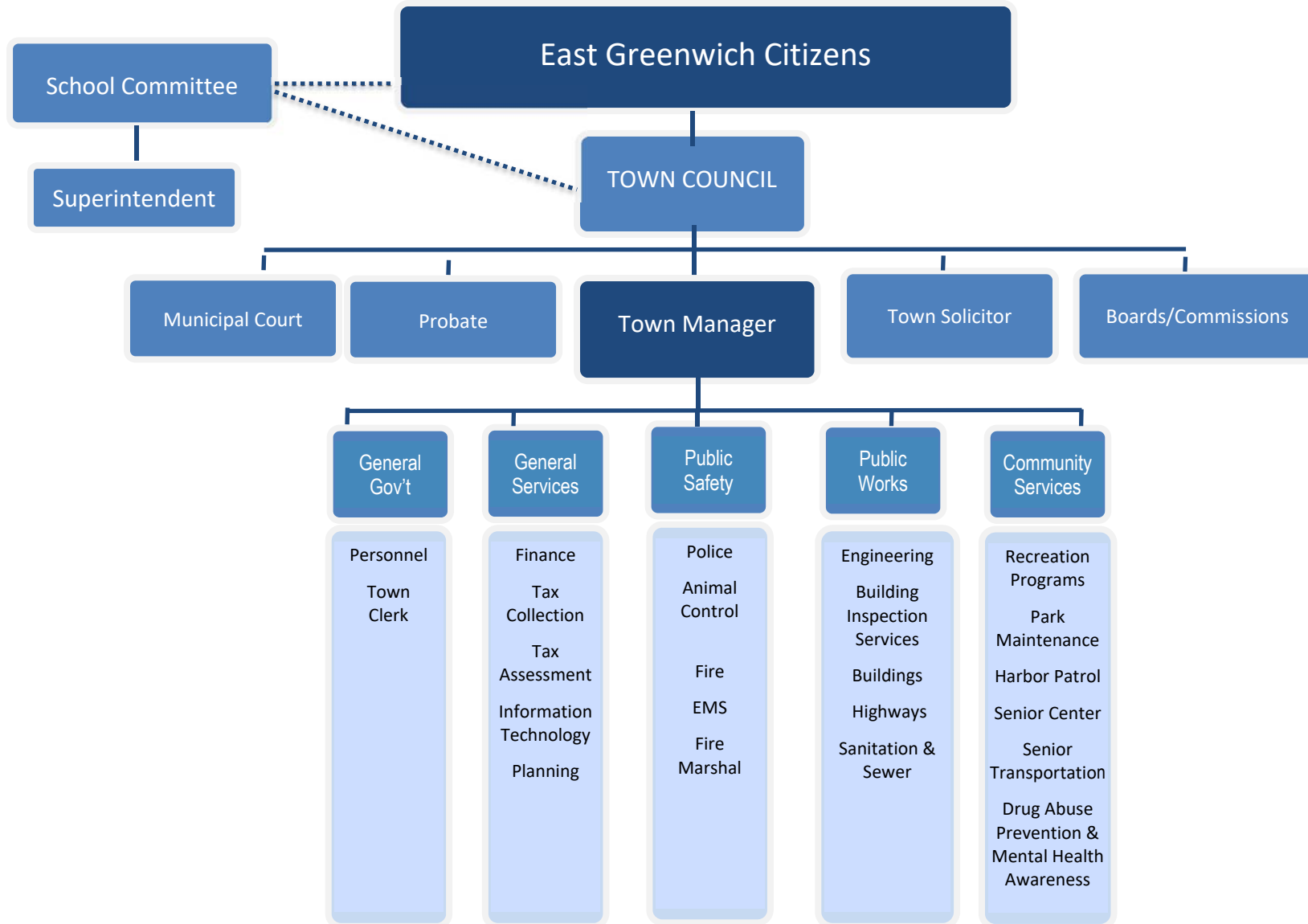
East Greenwich Town Council

Town Council President	Mark Schwager
Town Council Vice President	Michael Donegan
Council Member	Caryn Corenthall
Council Member	Renu Englehart
Council Member	Michael Zarrella

Municipal Department Directors and Managers

Town Manager	Andrew E. Nota
Town Solicitor	Andrew M. Teitz
Town Solicitor	Peter Skwirz
Administrative Services Manager	Rose M. Emilio
Town Clerk	Leigh A. Carney
Deputy Town Clerk	Elaine Vespia
Finance Director	Patricia A. Sunderland
Finance Manager	Jeanna Krukowski
Town Assessor	Chelsea Romano
Director of Community Services	Andrew J. Wade
Recreation Manager	Rachel Arbige
Senior Center Manager	Erin McAndrew
Superintendent of Parks & Grounds	William Pagliarini
Substance Abuse Prevention & Mental Health Services	VACANT
Information Technology Director	Timothy Wheeler
Director of Planning	Albert Ranaldi
Town Planner	John Studley
Chief of Police	Stephen J. Brown
Deputy Police Chief	Robert Siple
Fire Chief	Bernard L. Patenaude
Fire Marshal	Steven Hughes
Director of Public Works	Anthony Vaccaro
Deputy Director of Public Works.	Fred Gomes
Highway Superintendent	Michael DiCicco
Wastewater Superintendent	Shawn O'Neill
Building Official	Brad Ward
Assistant Town Engineer	Ernesto Polo

Municipal Organizational Chart





INTRODUCTION

TO:	THE HONORABLE TOWN COUNCIL
FROM:	ANDREW E. NOTA, TOWN MANAGER
SUBJECT:	MUNICIPAL BUDGET PROGRAM FISCAL YEAR 2024-2025
DATE:	MAY 2024

INTRODUCTION

The FY 2025 Town Manager’s budget proposal has been crafted with a strategic focus on addressing economic and social challenges, enhancing public education, investing in municipal infrastructure and effectively managing debt and taxes in a sustainable manner. By prioritizing the allocation of resources in using a balanced and efficient approach, this budget is designed to target these specific areas in improving the management and delivery of services for all residents, and in turn the community can move toward and experience an improved quality of life in their community. It is imperative to prioritize these key areas to ensure the well-being and advancement of the community as a whole, without leaving various population segments behind in avoiding or lessening the quality and type of services being provided in the municipal program.

This budget proposal was developed during a period of a stabilizing economy, still reacting to inflationary pressures although appearing as if we have finally moved beyond the disruption of Covid, and the many other influences that came during and immediately following that disruptive period. The national and regional economies continue to transition leading up to the national election in 2024 and in some ways will undoubtedly impact us at the local level. The local economy has sustained various economic impacts, including workforce volatility, inflationary pressures, competing infrastructure investment decisions, substantial residential, commercial and tangible tax role growth as well other business and societal impacts. As we work through the 2025 fiscal program, it has become even more important to rethink budgeting practices an approach that traditionally doesn’t afford much opportunity for change in a municipal setting. In working through this process, the community will face an inconsistent economic environment that remains variable, influenced by differences in approach and goal setting, state policy, and other matters that has magnified certain local issues touching resource allocation, sustainability, equity, resiliency, public safety, service delivery and more, all requiring more resources and new solutions. However, municipalities seem to always find themselves facing resource limitations or at least the idea of competing priority interests, so this is not a new challenge for a Town to be facing. Our local focus is an effort to budget for the services that the community needs, the types of relief being requested and defending the need to shy away from funding initiatives based on emotion or the things various



advocates may want, in order to advance the whole community. To be annually successful in this community-based effort, is becoming increasingly challenging as the focus seems to be less on balance and more on advocacy wants, with less thought being placed on where and how the needed resources may be derived and on the short and long-term impacts.

The budget remains arguably the most important policy document a municipality produces. If we accept this premise, then the budget has a big influence on a community's ability to advance and in uniquely defining what "advance" means in each community. Municipalities are being asked to deal with issues of increasing complexity in an environment of declining trust in government in general. This change in environment means that traditional approaches to budgeting may no longer have the same value they once did or be as effective. Further, today with a proliferation of new technologies, a better understanding on how people make decisions, and a better appreciation of the importance of balance and equity in budgeting, there are opportunities to make positive change in the process. These are opportunities to facilitate cultural changes and embrace new approaches to budgeting at all levels.

In ongoing research coordinated through the International City/County Management Association, (ICMA) an organization founded on the Council/Manager form of government, and the Government Finance Officers Association (GFOA) these organizations have launched an initiative that is close to completion, called Rethinking Budgeting. The following four major elements will be the focus of this effort and are provided below in summary form, gleaned from an initial release of information and progress report of this ongoing joint effort of these two organizations. The Administration follows such projects to learn from these exercises, ways in which to improve our own local processes and to stay current in defending our actions.

Rethinking Budgeting

- 1. The primary reason a local government budget exists is to pool the community's resources to purchase goods and deliver services.**

A summary of the core budgeting issues reflected in Pooled Resources, an example of which is a local municipal budget, are often impeded by what is called a "collective action problem" or local competing interests. In simple terms, such a problem occurs when individuals, because of immediate self-interests, fail to achieve an outcome that would make everyone better off. To illustrate, a pooled resource often produces a zero-sum competition, where one person's or department's gains come from another person's losses. Zero-sum competition characterizes much of how the traditional budget process takes place. This can be seen, for example, where one department like a (School Department) is pitted against another (Public Safety, Community Services, or Senior Services, etc.) in competition for resources or in another form maybe one neighborhood (the Waterfront against West of Route 2). Rethinking Budgeting shows how to approach and mitigate some of these traditional competing interests.



- 2. This effort suggests that the budget officer (Town Manager/Finance Director) is responsible for structuring a budget process that creates an improved chance of producing the best or most well-balanced decisions for the community.**

As we all know, decision-making on a community-wide basis is not that simple as we see each year when we work through this local exercise. It is done by people with all different backgrounds, skill sets and experiences, so it comes with all the well-documented biases and inconsistencies of how a community processes such decisions. Budget officers or the key finance professionals and Managers working behind the scenes, can help government officials reduce the negative impact of bias and noise, including emotion in the decision-making process. Helping people avoid bias and noise has been characterized professionally as “decision architecture.” This study characterizes the budget office in the role of “decision architect” and outlines the core skill sets that those responsible for budget development should bring to budgeting in order to create a process that helps decision makers perform at their best and that builds trust in the process.

- 3. A budget process is the series of steps and actions that lead to a decision on how to allocate resources.**

One of the essential organizing ideas of this study is to assist local government budget officials in better understanding:

- The underlying challenges of budgeting.
- The principles for addressing those challenges.
- Ideas for how various budget principles can be applied under different circumstances.

This means that the goal of Rethinking Budgeting will not provide or develop a new set of hard-and-fast rules for how budgeting should be conducted. The process that will be presented at the end of this exercise taken on by the ICMA and GFOA, will not be a standardized budget process that provides detailed instructions for every step to the final budget. Rather, those working on this research remain confident that it will be able to describe principles that can be used to design a budget process that fits with local needs and addresses the fundamental reasons of why we budget and what it should mean to a community. The end product will be supplemented with links to detailed municipal examples about how to put the principles into action in various communities.

- 4. Rethinking the budget process can be said to be in competition with a local government’s current method of budgeting.**

This means that for a community to contemplate such a change in this important process, there must first be a compelling reason to make a change in the system. The researchers will eventually provide “A Guide for Changemakers” that will contain resources for those looking to make a change in the budget process. This guide is expected to include the following:

- Many governments follow a traditional budget because it offers certain strengths. The guide shows how Rethinking Budgeting can offer comparable advantages in modifying that process.



- One primary strategy for changing a system is to identify sources of dissatisfaction with the status quo. The guide shows how Rethinking Budgeting can address common difficult points or hurdles associated with budgeting.
- The guide will include an interactive needs assessment tool to help Towns identify the best opportunities for change.
- The guide will also address politics, power, and how those responsible for budgeting cannot just survive but excel in this changing environment.

At the time of this summary release, the Rethinking Budgeting documents were in the process of concluding a public review and comment period to be accompanied by a refined set of documents and much more community discussion.

Rethinking the budgeting process also highlights the power the local government budget has to enact social change in certain areas. The budget is one of the most influential policy documents a local government produces, as equity and balance are critically important considerations today in the budgeting process. Looking at the budget through an equity or balanced allocation lens can produce positive outcomes for each community member. By adopting and integrating some of these budget practices and variations, we can over time better align our local resources with strategic priorities and more effectively serve the community based on its service needs and desires, without just funding or showcasing the more well-known community-based needs or organized advocacy groups.

As East Greenwich plans for the future, it should be anticipated that local municipalities will fill important roles through their service offerings in support of community health, resident protection and overall quality of life. In an environment of limited and tightening public resources, increased community health needs, changing demographics, and an emphasis on interlocal collaboration, many communities have renewed their focus on the contributions their governments make or could make, to advance healthier communities, even if the main local public health responsibilities reside outside of their organization at the state level, like here in Rhode Island.

It was noted over this past year, that a healthy and vibrant community does not just happen, it is created mainly by a series of social, economic, environmental, behavioral and cultural factors. Municipalities and its leadership play a critical role in shaping community health, wellness and professional/community culture through the services they provide: drinking water, public safety, parks, planning, programs, counseling and others. Acknowledging this responsibility, local leaders continually review, analyze, and work to improve service delivery and communication with the public. In East Greenwich, a focus on the critical areas involving substance abuse impacts, as well as mental health support and the needs of local marginalized populations began several decades ago and is being further developed today to address the changing needs of the time. It has been found that this leadership role is critical in order for municipalities to address increasing public health needs with limited resources. Local government leaders are also recognizing that healthy communities have established a culture that is supportive of healthy choices. A major point of this research was that public health was not considered a department but rather a community value. Developing this value internally in the local government and



throughout the community requires leadership, resources, and patience. Reshaping a community's infrastructure so that it supports healthy living, such as improved and accessible pedestrian ways, increasing density, adding and improving our parks system, and expanding transportation opportunities, will occur only after a prolonged commitment over many years. As we all know, people will not change their habits overnight and will need continued education and support to embrace a new way of doing things. When this happens, the benefits are many: better quality of life for residents, improved overall health, and in some cases, higher property values and economic growth, some of which we have already started to realize.

Organizational Culture

The Town Administration has been working to slowly change the professional culture of our local municipal workforce over the past 4+ years. Modifying and redirecting a municipal organizational culture can be a complex and challenging process. Municipal leaders can initiate a culture change in a City/Town by first clearly defining the desired cultural values and behaviors that align with the organization's goals and mission. In my experience, this can involve communicating the vision for the new culture to all employees, engaging them in the process, and providing training and resources to support the change. Additionally, management should lead by example, demonstrating the desired behaviors themselves and holding employees accountable for upholding the new culture and performance standards. Regular feedback, communication reinforcement of the new cultural norm is essential to ensure a successful and sustainable culture change within the organization.

Some added best practices recommend:

1. **Leadership Commitment:** It is important to ensure top leadership is fully committed to the cultural change and actively supports it throughout the organization. Alignment with the community's goals is necessary.
2. **Communication:** Clearly communicate the reasons for the cultural change, the desired outcomes, and the role of each individual in the process.
3. **Employee Involvement:** Involving employees at all levels in the change process, seeking their input and feedback to ensure buy-in and ownership.
4. **Training and Development:** Provide training and development opportunities to assist employees in understanding and adapting to the new culture and changes.
5. **Accountability:** Hold individuals accountable for their actions and behaviors in alignment with the desired culture and outcomes.
6. **Celebrate Successes:** Recognize and celebrate achievements and milestones in the cultural change process to maintain momentum and motivation.
7. **Continuous Improvement:** Encourage a culture of continuous learning and improvement, where feedback is valued and used to drive further change.



As the Town continually reassesses our existing services, our capacity to both offer and afford the services we wish to attain in our community either at the present level or an expanded level, we must better understand the value of Public Safety (Police/Fire/EMS) prevention services, Educational Services and notably Human Service prevention in the forms of Substance Abuse and Mental Health Services. The Town in recent years has broadly expanded our commitment to refining this service type and creating access to these services for all age populations and marginalized segments within our community. A separate budget program has been developed to focus on these services and various revenue sources from the State and at times Federal level have become available to support our efforts at the local level of government. It is the Town's intention to delve into these areas over the next several years in more closely assessing local needs and the best way for the community to approach the delivery of these types of critical support services to our residents.

BUDGET TRANSITION

The Town budget, similar to the state's budget, has been dramatically affected by the COVID-19 pandemic over the prior four fiscal years, although heading into FY25, we are moving past those positive and negative impacts. With having functioned during that period in a subsidized environment and higher-than-anticipated revenue projections at the state level with unprecedented levels of federal funds having been made available, we're transitioning past that environment while at the same time realizing both revenue and expenditure changes in our normal operations.

In the February 2024 edition of the Current Conditions Index, developed by Rhode Island, Economist Len Lardaro he noted a revised labor market data that painted a very different and more optimistic picture of Rhode Island's cyclical economic performance over the last year. He noted in this most recent release that the earlier data had led clearly to the conclusion that Rhode Island was in a recession. Based on the newly released data, he stated that it was his belief that Rhode Island never experienced either an actual or "statistical" recession in 2023. While he felt the RI never experienced a recession last year, he noted we appeared to have been stuck with a Current Conditions Index values remaining at 58 for most of the year. In February of 2024, the Current Conditions Index was 67, and in his estimation, he sees a signaling of a breakout from the State's prior range, as eight of the twelve CCI indicators had improved. He further notes, there were some very strong indicator performances reflecting a very favorable performance during this period.

One element showing great promise was that Rhode Island's Labor Force rose again in February, by 1.6 percent, its seventh consecutive annual increase, as the state's unemployed continued to re-enter the Labor Force. This is expected to go a long way toward continuing to ease labor shortages here. Lardaro, commented that, Rhode Island now appears to have a labor force that actually rises during recoveries, just as other states customarily do. Accompanying this rising labor force is a higher unemployment rate. He notes that this is fairly typical when an economy improves, as the Unemployment Rate rises before it begins falling, which makes it a lagging indicator. At this point, the official Unemployment Rate appears less influenced than with the previously released data, and that rate is much closer to his Participation-Adjusted Unemployment Rate, which was 4.8 percent in February.



While there is much to be encouraged about this month, there were still several areas of concern. New Claims, reflective of layoffs, and a leading labor market indicator, has only improved for two of the last thirteen months. Employment Service Jobs, which include “temps”, and is a leading economic indicator of job gains, has fallen every month since September of 2022 on an annual basis. Finally, at the other end of the labor market spectrum, Benefit Exhaustions, which reflects longer-term unemployment, surged in April, and has risen every month since then. Lardaro, further noted that the behavior of these three indicators points to the existence of and some continuing future weakness in our state’s labor market. He concludes, by stating that while there are some potential concerns about our state’s ongoing labor market strength, we might have begun a “breakout” from this lagging period that had existed for most of last year.

RI Public Expenditure Council

The Rhode Island Public Expenditure Council (RIPEC) in a recent RI Key Performance Indicator (KPI) briefing, by Michael DiBiase, RIPEC President and CEO offered the following comments regarding the fourth quarter of 2023 and the FY2025 budget outlook:

He noted that Rhode Island’s economy experienced positive results across most key economic indicators in Q4 2023, according to the Rhode Island Key Performance Indicators (KPI) Briefing. The briefing, completed by The Center for Global and Regional Economic Studies at Bryant University and the Rhode Island Public Expenditure Council (RIPEC), showed fourth quarter growth in metrics including Rhode Island-based jobs, employed Rhode Islanders, the labor force participation rate, and net sales tax receipts, an indicator of aggregate demand. While the state’s unemployment rate slightly increased, up from 2.7 percent in Q3 to 2.9 percent in Q4, it remained at historically low levels, and was lower than in both the U.S. and the New England region (3.7 percent and 3.0 percent, respectively). The number of non-farm jobs based in Rhode Island increased quarter-over-quarter, but remained below pre-pandemic levels, with the state having recovered 91.2 percent of jobs lost during the pandemic. In contrast, both the New England region and the U.S. have surpassed pre-pandemic jobs levels. In Q3 2023, the Ocean State realized:

- GDP growth of 3.9 percent over Q2 2023 (*annualized*), compared to 4.7 percent in New England and 4.9 percent in the U.S.
- Rhode Island has historically trailed the region and nation in GDP growth. “The fourth quarter data are largely positive.”
- Number of employed Rhode Islanders, grew by 1,400, and non-farm employment, expanded by 2,800 jobs.
- “While the number of employed Rhode Islanders exceeds pre-pandemic levels, there are still 7,800 fewer Rhode Island-based jobs than before the pandemic. This suggests some level of economic vulnerability, especially considering that New England and the U.S. regained all lost jobs several quarters ago. That Rhode Island’s GDP growth continues to lag the region and nation also points to underlying issues in the state’s economy.”



- Employment growth was split across major industry sectors in Q4 2023, with Rhode Island experiencing job gains in five sectors and losses in four.
- Construction experienced the steepest decline quarter-over-quarter of any major industry sector (2.0 percent decrease), but along with manufacturing, it remains one of only two sectors with greater employment than before the pandemic.
- Leisure and hospitality had the highest level of employment growth across sectors (2.6 percent increase), but there remain 2,800 fewer jobs in this sector than before the pandemic.

RIPEC FY2025 State Budget

The Rhode Island Public Expenditure Council released a report examining the state’s fiscal outlook ahead of the FY 2025 state budget process. RIPEC reported that over the past few years, Rhode Island’s state budgets have had unprecedented revenues expanded by significant federal pandemic relief funding and record state revenue surplus funding. The abundant allocations of federal funding are slowly ending, and the state’s general revenues are growing at a much slower rate.

“Rhode Island’s state budget stands at a major transition point, leaving a time of unprecedented revenues and entering a period of fiscal restraint,” said Michael DiBiase, President and CEO of RIPEC. **“The challenge for the governor and General Assembly will be managing spending expectations set when the state was flush with money, while also needing to tackle serious policy needs in vital areas which include healthcare, education, transportation, and housing. The needs and expectations in these areas versus the available resources are going to create budgetary pressures.”**

The FY 2024 enacted budget reflects the continuation of a level of total spending dramatically higher than before the pandemic:

- \$14.01 billion, total expenditures for FY 2024 are \$4.44 billion (46.3 percent) greater than for FY 2019, the last year unaffected by the pandemic.
- Largely due to pandemic relief funds, expenditures from federal sources jumped from \$3.21 billion in FY 2019 to \$5.64 billion in FY 2024.
- State general revenue spending of \$5.43 billion in the enacted FY 2024 budget represents a \$1.44 billion (37.4 percent) increase over FY 2019.
- With federal funds expiring and expected revenues shrinking, the state is moving toward a period requiring more **fiscal restraint and more closely resembling the pre-pandemic era of budgeting.**
- Based on state estimates, the average annual growth rate for general revenue for FY 2024 through FY 2028 is 3.0 percent—less than half the 7.4 percent annual average of the preceding four-year period (FY 2019-FY 2023) and slightly lower than the 3.5 percent annual average before the pandemic (FY 2014-FY 2018).



- “With Medicaid taking up approximately 30 percent of the entire general revenue budget for FY 2024, significant broad-based increases in Medicaid rates would not appear to be affordable absent major changes to the health delivery system.”
- Pushed by inflationary factors in the school funding formula and hold harmless policies protecting school districts from losses in state aid due to declining enrollments, state general revenue spending on K-12 education has increased by \$309.2 million (26 percent) since FY 2019. Driven largely by a massive infusion of federal ESSER funds, total spending on K-12 education increased at an even higher rate (40.8 percent) over the same five-year period, even while student enrollments declined (by 3.6 percent).
- **“Federal pandemic funding and hold harmless policies have insulated many school districts from difficult decisions related to their declining enrollments,”** said DiBiase. **“With federal ESSER funds set to expire in September 2024 and with the Assembly unlikely to continue to fully fund empty seats, many districts may have to reduce staff and classrooms to match the reality of their student populations.**
- Transportation finance in Rhode Island is challenged by declining revenues at a time when there is a need for greater state resources to match large projected federal funding increases. The largest source of revenue for transportation, the state gas tax, is producing declining revenues despite planned rate increases. The state’s truck toll program, which produced nearly \$40.0 million in annual revenue when fully implemented in FY 2022, was declared unconstitutional by the U.S. District Court and has been suspended pending the state’s appeal. If the ruling is sustained, this funding gap will need to be filled. Moreover, serious fiscal problems at RIPTA, which is forecasting a \$33 million deficit for FY 2025, places additional pressure on transportation finances.
- Finally, Rhode Island faces significant housing affordability challenges. With nearly one-third of all households statewide paying more than 30 percent of their income on rent or mortgage, it is estimated that Rhode Island needs 24,000 more affordable units to meet demand. The General Assembly has capitalized on federal pandemic relief aid by allocating \$422.1 million to affordable housing largely from one-time federal funds (\$361.2 million for production) over the past three years, but **once federal funds are expended, there are no current plans for additional state funding for affordable housing outside of a modest Housing Production Fund**, a new state low-income housing tax credit, and possible additional borrowing in the form of a \$100 million proposed bond issue requested by the Department of Housing.
- “Despite historic investments, the current rate of return on state investment will leave us far short of our affordable housing goals. The cost of developing one affordable unit of housing is approaching \$500,000, and RIPEC’s analysis shows that the state is picking up an increasing share of the burden. Our



projections show that the state’s recent and historically large allocation will produce only about 2,340 units, or roughly 10 percent of the state’s estimated need,” DiBiase added.

RIPEC makes the following FY 25 budget recommendations for consideration based on its findings:

- Given the constrained revenue outlook for FY 2025 and beyond, the state needs to **avoid spending commitments beyond available resources** and prepare to curtail spending growth.
- In this more constrained environment, policymakers should **focus not only on rejecting spending increases but also streamlining programs and improving returns on investments**.
- Policymakers should **be strategic in increasing provider Medicaid reimbursement rates**.
- Policymakers should **pursue comprehensive reform of the school funding formula** with the objective of targeting more aid to urban core districts. The funding formula needs reform to better support students in poverty and multilingual learners, and to assist urban core districts facing the most serious fiscal challenges.
- Policymakers should **develop a sustainable finance plan** for transportation.
- The state should develop a plan to **devote greater resources to affordable housing** but also explore more efficient models to produce new affordable units. Land use reform also should be pursued to increase supply and stabilize home prices and rents.

AMERICAN RESCUE PLAN ACT(ARPA)

The U.S. Department of the Treasury launch of the Coronavirus State and Local Fiscal Recovery Funds, established by the American Rescue Plan Act of 2021. The Act contains \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments. Of the \$350 billion, Rhode Island received \$1.8 billion.

The total allocation for the Town of East Greenwich is approximately \$3.92 Million. The funds have been distributed to the States and municipalities over the past next year. The amounts are broken down in two components, as follows:

- Non-entitlement Aid to Municipalities - \$1,373,251
- County-based Aid to Municipalities share - \$2,548,406

The Council has supported a well-balanced ARP investment Plan in both capital initiatives and need programmatic elements totaling \$3.92 million, as evaluated and prioritized by the EG-ARP Task Force. Many of these investments touch improvements associated with our local Covid health response, while others impact



critical public safety communication and infrastructure elements, resiliency and environmental protections, technology preparedness, emergency response infrastructure, education impacted learning loss, outdoor spaces, and administrative support, public health support in prevention and mental health services, and local economic development and community program enhancement. These funds will be integrated with the Town's annual and long-term capital programs as well as provide supports for various targeted programs eligible under this federal program.

PROGRESS and OUTLOOK

In today's work environment and in preparation for the 2025 Fiscal Year, the Town's professional team in providing this budget document, offers a balanced budget program with an expectation that operations will remain generally stable during this period, with some fluctuations in both expenditure and revenue categories. Some anticipated impacts will stem from continuing organizational changes, enhancement of staff positions in several departments, increased school transfer, a commitment to the annual capital program, expenditure adjustments, grant and reimbursement support, coupled with modest fee increases in select areas, integration of ARPA funding, ongoing assessment of impact fees and the use of unassigned fund balance. Some of these proposed actions will involve:

- Proposed utilization of \$500,000 in unrestricted fund balance for temporary revenue loss and one-time expenditures. FY2024 thus far has revealed some variable signs of economic movement and labor climate, although with the inflationary pressures, high borrowing rates, upcoming national election and international influences it is felt that we should not lose sight of these potential impacts and that it will be beneficial to maintain a more conservative approach until we realize further stability.
 - As we proceed with investing the ARPA funding, it is anticipated that the Town will work to begin reducing fund balance use in the coming years, as we approach the deadline for federal funding commitment as of December 31, 2025 and program spending as of December 31, 2026;
 - The Town's Unassigned Fund Balance is projected to approach 12.97% of FY2024 expenditures, (down from 13.25% for FY23) including General Fund, School Tax Transfer and Debt as we close out FY 2024. It is anticipated that the significant growth we have been able to realize in this reserve will slow in the coming years, although still maintain some level of minimal growth on an annual basis, until our goals are reached. The GFOA general standard is to achieve a 10% - 17% threshold depending on the unique aspects of a community and its overall risk profile. The administration will continue to work in bolstering the fund balance in working toward a 17% total in the coming years. This total is for the entire community and all Town Departments inclusive of the School Department. The advancement of the reserve will be even more important in maintaining our present bond rating, should the community take on significant debt associated with the School Master Planning process.



- Budgeting for generally stable and slightly gaining revenue projections as the economy undergoes a transition in certain sectors. The Administration is continuing to monitor economic and inflationary pressures that could negatively impact collection rates.
- Planning and implementing new technology to support an expansion of on-line public services and an upgrading of internal technology to support increased efficiencies for the Town and School Administrations (i.e. Munis – financial Management System, Town Clerks office services, internal Public Works software, Fleet Maintenance and Utility Billing and Public Portal, Public Engagement Platform, Updated Website Platform, Community Services and Senior Services Program software);
- Implementing over (\$1,401,934) million in municipal operating and capital reductions during budget development while also looking toward increased efficiencies in our service delivery and in stabilizing and restructuring the overall workforce size and makeup;
- Engaging in continued research and implementation of energy aggregation, street light replacement program and renewable energy initiatives are all anticipated in FY25 as a long-term cost savings and environmental improvement measures;
- Engaging community research and public engagement on major community issues, including: Waterfront Study, Parking Study, Public Safety (EGPD/FIRE/EMS) - Facility, Equipment, Staffing, Needs Assessment, Community Comprehensive 10-year Plan Update, growth management and affordable housing, Community Services Facility and Programmatic Master Plan Assessment and the School Districts Infrastructure Master Plan development;
- Focusing on community priorities as articulated in the Town Council's Goals and Objectives. These priorities focus on goals relating to: Fiscal Policies and Practices, Communication and Education, Core Services and Facilities, Land Use, Housing and Growth Strategies, Sustainability, Environmental and Natural Resources, Cultural and Historic Resources, Economic Development, Circulation and Traffic, Special Needs Populations, New England Institute of Technology, and Public Safety/Fire & EMS services;
- Providing continued support of the School operating and Capital programs, in concert with increased State Aid, use of available Unassigned Reserve funding and a reduction in certain expenditure line items. The use of reserves should be coordinated in a phase-out approach, depending on the available balance in the coming years, as any federal supplement or surplus accumulation, begins to reduce the overall total into an appropriate range within the School District. The district has chosen to rely heavily on their reserve over a 3-year period in creating a structural deficit in the Districts funding.
- The School District will need to address the need for a balancing of a) operating program need, b) maintenance of an unassigned reserves and c) significant investment in infrastructure, requiring debt in the next few years, when debt is issued for the School Construction Project. These initiatives cannot be



sustained simultaneously, without significant financial pressure being placed on the local tax base and directly on local residents and businesses.

In spite of a more reliable and stabilizing short-term economic outlook, this budget seeks to make progress in the following ways:

- Preserving funding in all operating programs to provide for necessary service delivery;
- Creating a flexible environment, utilizing town funds and alternate revenue sources to address changing community needs, in anticipation of a reduction in available State and Federal resources in the coming years. This anticipated change will involve a reduction in year-end surplus balances on the municipal side causing a lessening of the potential future use of Capital project transfers at year-end to supplement the CIP program, placing greater pressure on the annual Pay-Go CIP program;
- The School Department has created a structural deficit in their use of their reserve funds or fund balance. The balances being used are too great at this stage and should be reduced and placed at a level where any anticipated surplus should come within reasonable limits of covering that use on an annual basis or at least slow the reliance on deficit spending that has existed for the past several years. This is an unsustainable practice and the District can use reserves in a managed way, preserving and prolonging its strategic use in subsequent budgets.
- Better understanding the changes that may be needed in positioning the Town to address its debt requirements in advance of major infrastructure improvements that will require debt issuance in the next 2-4 years.
- Address staffing needs as they arise and be opportunistic in filling needed positions in the area of 1) Planning and DPW Administration, 2) Parks and Highway Operator positions, 2) Purchasing and Risk Management, and in keeping vacancies to a minimum in Public Safety (Police/Fire/EMS).
- Planned focus on our Community Services Program inclusive Park, Recreation and Senior Services programming in enhancing service levels in this area; also consider progress with improvements to the swift community center and possible future integration of the Eldredge School into a town-wide community and education center for all population segments.
- Continue with an assessment and investment in Public Safety/Fire & EMS equipment, training, services and staffing to ensure we have an adequate workforce in place to address community needs;
- Maintain a commitment to program Sustainability and necessary Hazard Mitigation planning;



- Improve and redefine the local EMA program to ensure sustainability in preparation for future emergencies;
- Maintain a commitment to addressing a need to update internal policies including new human resource policy development that is presently lacking in select areas of municipal government;
- Continue to enhance and expand collaboration directly with community groups, agencies and advocates, in addressing underrepresented populations, equity and disparities that may institutionally exist in local government while supporting an open and supportive community dialogue on these and all related diversity matters of importance to the community.

In terms of other influencing factors, as noted earlier, economic activity and legislative changes within the State will most certainly have an impact on municipalities in the form of state/federal aid and various mandates over the next year. As we have seen more recently, the support of federal funding and program support relating to ARPA funding, various state initiatives, unemployment, health and job programs, and other related stimulus-based programs, can directly have an impact on Rhode Island's workforce and on our future local investments.

Although we do not anticipate any revenue shortfalls or adjustments of any magnitude, state and federal funding is slowly lessening and becoming more competitive for this budget cycle. This matter becomes more paramount should programming be expanded and/or diversified in any large-scale program without a sustainable long-term funding plan in place. In East Greenwich, the loss of state aid in general or specifically in education aid or reformulation of how education aid will be distributed which is presently being discussed, would have a material impact in all aspects of our operation, including but not limited to infrastructure, equipment, programs, services, staffing levels, public education and ultimately resulting in a direct impact on residents. The State aid to the community in FY2024 was significant as the Governor and ultimately the Legislature supported a strong budget allocation for East Greenwich.

In FY 2024 the Town received an increase of \$220,176 in State Aid and Pass through Aid and in FY2025 is projected to realize a nominal increase of \$64,917. In prior years, aid in certain categories was supported with added federal funding, although that is starting to change in how the full extent of the projected \$6.88 million in education aid and over \$5.5 million in appropriated and pass-through municipal aid is estimated. At this stage in the process, the projected Governor's FY 2025 totals reflect an increase in a number of aid categories amounting to a total Shared and Pass Through Aid to Cities and Towns \$7,997,228 million, including a first time MV Excise Tax total reimbursement of \$2,417,332, so in a prior year comparison you minus out the MV Tax and you are left with a balance of \$5,579,896. The Governor's proposed FY 25 Education Aid totals \$6,879,232. This total includes \$6,731,190 in Education Aid, \$133,871 in Non-Public Transportation off-set and \$14,171 in Multilingual Learner Categorical.

Since 1981, Rhode Island's Cities/Towns have been required to maintain balanced operating budgets. In 1993, the General Assembly established state authority to form a budget and review commission in the event a



municipality's bond rating fell below investment grade with a threat of default, empowering such commissions to impose taxes and make appropriations to prevent a deficit and restore financial stability. In 2003, the General Assembly enhanced the state's control over municipal finances to allow for more continuous monitoring and response to municipal budgeting. This new process requires municipalities to submit annual budget reports to the state office of municipal affairs; if these reports show a deficit, the municipality is required to submit a corrective action plan for approval by the municipal affairs office. If the plan is deemed insufficient or is not submitted in a timely manner, the state can ask the superior court for mandatory injunctive relief, implement a budget review commission, or withhold state aid. During the Great Recession, cities and towns in Rhode Island and across the United States found themselves in fiscal straits as a simultaneous drop in home values and state aid meant that the two largest sources of municipal revenue were cut dramatically for the first time in 30 years. In addition to large unfunded pension liabilities, these forces brought several municipalities close to financial insolvency. In response, the Rhode Island General Assembly elected to strengthen its control over municipal finances, enacting the Fiscal Stability Act in 2010. There remain many questions as to whether this is still necessary or even appropriate, as municipalities have been required to work in a balanced budget environment, while the state has continued to function with a significant structural deficit, drawing into question the sustainability of the state supported program, and the reliability of annual municipal and education aid.

As noted in recent years, the Town is now beyond the Covid environment, and is prepared to improve and adapt to delivering public services in a different and more accessible format. We have proceeded with the implementation of major internal changes by instituting modified collections systems changes, internal financial management systems, auditing practices, investments, financial advisor services, management of health benefits, general liability programs, purchasing and procurement practices, personnel and payroll management services, pending public portal access and many other internal approaches to achieving a higher level of efficiency. This work continues today and will continue each year as the community advances.

In consideration of these factors, the 2025 fiscal year Town Manager's proposed budget presented here to the Town Council requires an **overall Tax Levy increase of 4.00%**. This proposal requires a **residential tax rate reduction of (\$6.85) cents, to \$15.00, which represents a -31.35% decrease in the rate**, from the previous year's rate of \$21.85. This program also allows for an increase in the **Commercial Tax Rate to \$25.00, or an increase of \$0.07 cents from \$24.93**, and the **Personal Property Tax Rate is proposed to remain the same at \$45.50** in the present year based on legislation passed in June 2023. This proposal also includes a **School Tax Transfer recommendation of \$41,246,446 or 3.83%, an increase of \$1,523,011 over FY24, that included a reduction of (\$617,330) from the School Committee proposed FY25 request of 5.39% or \$41,863,776.**

In presenting this budget program to the Town Council and the community, the decisions made are always challenging even at times during more stable economic periods, requiring significant compromise and planning. This emphasis cannot be more important than during period in which consideration is being made to large-scale future debt, in order to address and sustain all critical service needs within the various Town departments. These decisions can at times negatively impact a community's ability to fund other critical operating needs until



financial relief can be provided at a future date. These recommendations are not made lightly, and they are made with a full understanding of all of the community-wide influences and advocacy groups that can support and defend a dedication of resources in a specific area or initiative. I look forward to our future budget discussions and hope that they are both constructive and forward thinking as we seek to integrate creative approaches to delivering local government services and in positioning the town well to address our local needs and ability to fund those needs as a community.

As I get closer to completing my fifth year as Town Manager, I continue to be impressed by the community's residents and by our professional staff. The challenges and work may change over time, but it is always present when it comes to advancing a community. I have experienced many examples in recent years of people coming together to help each other through difficult periods of uncertainty, while facing some difficult personal and professional challenges. This is the mindset and spirit that is necessary to overcome this period with a stronger and more sustainable community-centric mindset. I am confident that in working together, we will have much to be proud of in accomplishing this end.

In closing, I would like to acknowledge the contributions provided to the budget development process by the entire professional staff, led by our senior team of Department Heads. The process involved in developing a broad-based, balanced and financially prudent program addressing all community priorities, is no small task, and the commitment and sensitivity expressed by the town's professional team in developing this program, should be commended. I need to express an added acknowledgment to the efforts of the Towns Finance Director, Patricia Sunderland and our Administrative Services Manager, Rose Emilio. In their high-level professional roles, they both continue to exhibit a true commitment to the community and a wealth of knowledge in the municipal finance and management fields as expressed through the respect of their counterparts in the field around the state. In offering that high level of professional insight, and in coordinating with the Towns many departments, as well as adding a heightened level of care for the workforce and community at-large, I would also like to acknowledge their direct efforts in the development of this budget document as it would not have been possible without their support. I am pleased to be able to deliver this FY2025 proposed budget document to the Town Council for your consideration.



East Greenwich Community, Labor/Economic Forces and Open Space

East Greenwich, the eighth-oldest town in the State, was named for the original Greenwich in Kent County, England. It makes up approximately 16 square miles of the central part of Rhode Island. The Town's eastern edge rests on the Narragansett Bay providing access to the shoreline. To the west, the land gracefully rises up sloping hills. For most of its 300 plus year history, East Greenwich was a fishing and farming community. Its protected harbor was a haven for shellfish, a source of income for local families living along the waterfront. The western part of town, made up of dairies and other farms, stretched to the West Greenwich border and beyond. Overlooking the harbor was the Hill District, where doctors, teachers, lawyers, mill owners and shop keepers lived in houses in modest grandeur.

In 1929, the year of the great stock market crash and beginning of the great depression, the local population was approximately 3,666 and the Greenwich Theatre, now the Greenwich Odeum, showed black and white movies. A short time later, local businesses were signing on to create new jobs in the community to try and kick start the economy. Clothing stores lined Main Street along with various restaurants of all types at affordable prices.

Growth in Town picked up in the 1950's following WWII from 1939-1945, with further commercial development along Main Street replacing some older mill housing that once lined the streets. Some of the original stores including Woolworths, Almac's Supermarket, Thorpe's Drug Store and Newport Creamery, have long since left, all having been replaced with similar but different modern business operations, but still providing many of the same services.

Over the next several decades, East Greenwich saw the return of Bostitch (established in 1904 at the corner of Division Street and Duke Street) on Route 2 and the completion of I-95 through Rhode Island in November 1969. Shortly thereafter, Route 4 merged with I-95 making East Greenwich easily accessible and attractive to executives looking to grow their businesses. Land development west of Route 2 resulted in the subdivision of expansive suburban lots with large homes. Housing development continued throughout the second half of the 20th century (both on large estate lots in the western part of Town and on smaller parcels closer to Main Street) as East Greenwich established a reputation for being a premier residential community. This reputation grew for a multitude of reasons including the Town's central location in the State and proximity to the transportation network, its quintessential and walkable downtown, easy access to the waterfront, and high achieving school system.

The Town waited until 1976 to pass historic district zoning, although a number of key sites and properties – like the Armory of the Kentish Guards and the "Windmill Cottage" - had already been accepted as landmarks and entered into the National Register of Historic Places years before. Interest in the preservation of the Town's character and heritage assets piqued around the time of the Town's Tercentenary Celebration in 1977, which provided momentum for regulatory changes like the creation of the Historic District overlay zones. The Town is rich with historic and cultural resources that are significant not only locally, but to the history of the State and Nation as well. The Town takes protection of these resources seriously, as reflected in current zoning codes and development regulations.



East Greenwich expanded its footprint in the 1990's when the State of Rhode Island experienced a boom in the restaurant industry. The Town's population grew by 9.1% (1,083 people). This was also the time when the State sold the Old Kent County Courthouse to the Town for \$1.00. Concerned citizens formed a group to seek money to renovate the historic building and were successful. The building was open to the public in 1996 and has served as the Town Hall, a central meeting place giving life and vibrancy to the Main Street corridor.

Since the turn of the millennium, the Town has become home to a wide-array of medical buildings and the New England Institute of Technology. The waterfront businesses and marinas are among the most prosperous in the State and the food and beverage district has continued to improve in its statewide notoriety with investment and interest continuing to build. Recreational opportunities are abundant with access to Scallop Town Park and the McHale Nature Trail, with new facility development being planned and a continuing reinvestment in recreational facilities to solidify and add to the quality of life impacting all residents.

This same level of growth as was seen in the late 1990's has been repeated between 2010 and 2020 with an 8.9% increase or approximately 1,166 achieving a new high of 14,312. With an increase in population of this amount in a more modern time, can require municipal adaptation of services and change in system delivery that many times is necessary in maintaining high-quality and responsive services for residents. These changes and redirection of priorities appear in the Town Council's Goals and Objectives.

The East Greenwich Public Schools has consistently remained a large part of the growth discussion and has been recognized for their achievements and innovations. The School District continues to excel at certain educational levels as High Performing by the Rhode Island Department of Education and is presently undergoing a district-wide master planning review to support transformational improvements and a reconfiguration of the district's schools. Access to this type of high quality of public education remains to be one of the notable factors attracting new families to East Greenwich, in concert with statewide centralization and a favorable commercial investment, all of which have supported added growth and diversity in the community.



EAST GREENWICH

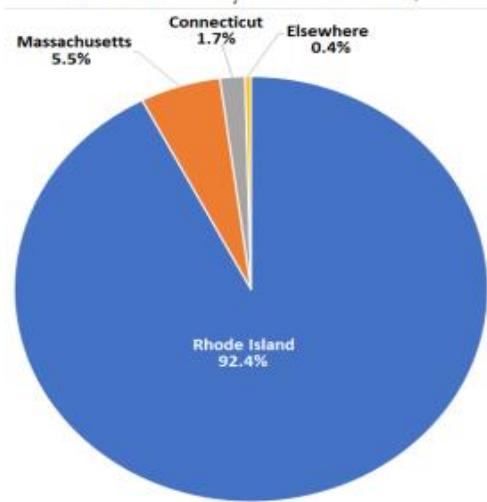
Population	1990	2000	2021
Total Population	11,865	12,948	13,970
Male	5,734	6,267	6,755
Female	6,131	6,681	7,215
16 years +	9,307	9,818	10,814
21 years +	8,519	9,087	10,287
65 years +	1,448	1,756	2,431
White	11,628	12,383	12,031
Black/African American	49	89	125
American Indian & Alaskan Native	22	8	143
Asian & Pacific Islander	159	325	1,171
Some other race	7	37	148
Two or more races	-	106	352
Hispanic or Latino (of any race)	77	117	595
Educational Attainment	1990	2000	2021
Population (Age 25+)	8,024	8,733	9,810
Less than 9th grade	2.8%	1.4%	0.8%
9th-12th, no diploma	7.4%	6.0%	2.5%
High School Graduate / GED	21.7%	15.2%	13.7%
Some College, no degree	16.4%	14.0%	15.4%
Associate Degree	7.6%	6.9%	4.2%
Bachelor Degree	26.9%	31.7%	33.6%
Graduate/Professional Degree	17.3%	24.8%	29.7%
Median Household Income	1990	2000	2021
	\$50,896	\$70,063	\$133,373
Annual Average Labor Force Estimates	2006	2009	2022
Labor Force	7,065	6,985	7,053
Employment	6,757	6,289	6,867
Unemployment	308	696	186
Unemployment Rate	4.4%	10.0%	2.6%

- East Greenwich's total population grew by 9.1 percent during the 1990's, with the addition of 1,083 people. Between 2000 and 2021, East Greenwich added another 1,022 (+7.9%) residents.
- 67.5 percent of East Greenwich residents 25 years and older had a college degree (Associate or higher) in 2021. The share of local residents without a high school diploma or GED decreased between 2000 and 2019, falling from 7.4 percent to 3.3 percent.
- Between 2021 and 2022, employment in East Greenwich increased by 773 (+9.7%) jobs. Private sector employers reported a gain of 755 (+10.4%) jobs, while Accommodation & Food Services sector employment grew by 270 (+21.2%) jobs. In comparison, statewide total employment grew by 16,541 (+4.1%) jobs.
- East Greenwich's unemployment rate averaged 2.6 percent in 2022, tied for the 7th lowest in RI and below the state average of 3.2 percent.

Establishment Employment	2020	2021	2022
Total Private & Government	7,324	7,948	8,721
Total Private Only	6,688	7,284	8,039
Health Care & Social Assistance	1,478	1,543	1,663
Accommodation & Food Services	1,170	1,275	1,545
Professional & Technical Services	667	691	751
Retail Trade	775	764	709
Administrative Support & Waste Mngmnt.	327	464	691
Government	637	664	681
Educational Services	563	602	611
Management of Companies & Enterprises	306	284	381
Other services,	281	302	342
Manufacturing	268	269	285
Wholesale Trade	172	219	221
Finance & Insurance	223	341	217
Construction	182	200	203
Information	77	87	105
Transportation & Warehousing	63	85	104
Arts, Entertainment, & Recreation	66	80	95
Real Estate & Rental & Leasing	54	61	77
Agriculture, Forestry, Fishing & Hunting	13	13	*
Utilities	*	*	*
Mining	*	*	0

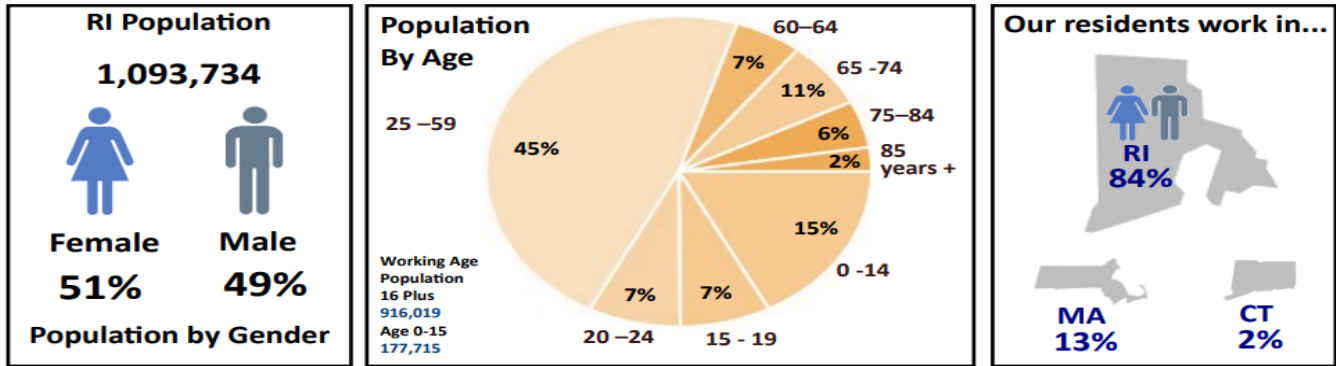
Language Population Age 18-64, 2021	
Percent of population that speak only English or another language & English either 'well' or 'very well'	99.5%
Percent of Population that Speak English 'not well' or 'not at all'	0.5%
Language Spoken:	
Speak Spanish	0.1%
Speak Other Indo-European	0.0%
Speak Asian/Pacific Islander	0.4%
Speak Other Languages	0.0%

Where Kent County Residents Work, 2022





RI LABOR MARKET INFORMATION



Source: US Census Bureau, 2022 ACS 1-Year Estimates Table DP05

Source: 2016-2020 American Community Survey

Workers in Rhode Island

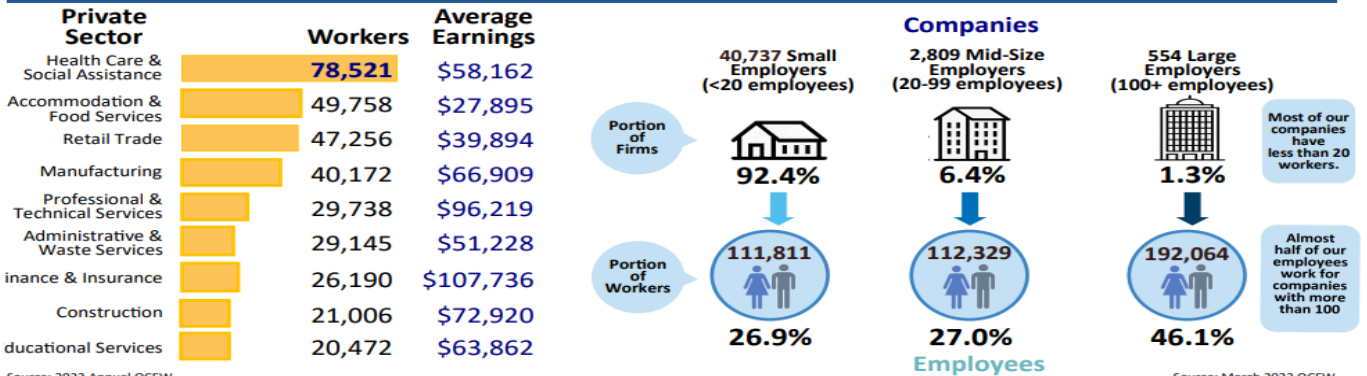


Source: 2016-2020 American Community Survey

Source: 2023 2nd Quarter QCEW Private & Government

Source: Source: 2023 2nd Quarter QCEW

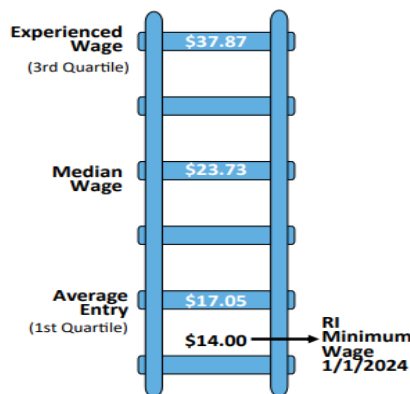
Where do they work?



Source: 2022 Annual QCEW

Source: March 2023 QCEW

What do they earn?



Source: RI LMI May 2022 OEWS

Visit our website <http://www.dlt.ri.gov/lmi/>

Occupational Group	Lower	Upper	Median	Experienced
All Occupations	\$13.62	\$17.05	\$23.73	\$37.87
Management	\$31.04	\$44.77	\$61.15	\$80.85
Business & Financial Operations	\$22.89	\$29.96	\$38.57	\$49.95
Computer & Mathematical	\$24.48	\$36.37	\$48.77	\$64.72
Architecture & Engineering	\$27.87	\$36.30	\$46.89	\$62.32
Life, Physical, & Social Science	\$21.32	\$28.37	\$38.93	\$50.46
Community & Social Service	\$15.78	\$18.54	\$24.59	\$35.71
Legal	\$26.06	\$37.43	\$49.09	\$77.18
Education, Training, & Library	\$14.59	\$22.14	\$30.93	\$41.35
Arts, Design, Entertainment, Sports, & Media	\$16.34	\$23.00	\$31.23	\$42.81
Healthcare Practitioners & Technical	\$22.08	\$30.72	\$39.58	\$50.38
Healthcare Support	\$14.73	\$15.91	\$17.77	\$21.16
Protective Service	\$14.41	\$17.53	\$28.82	\$36.03
Food Preparation & Serving Related	\$12.61	\$13.12	\$13.94	\$17.60
Building & Grounds Cleaning & Maintenance	\$13.97	\$15.18	\$18.06	\$22.23
Personal Care & Service	\$12.45	\$13.60	\$15.41	\$20.00
Sales & Related	\$13.09	\$13.96	\$17.65	\$30.55
Office & Administrative Support	\$15.05	\$18.06	\$22.24	\$26.72
Construction & Extraction	\$18.51	\$22.34	\$28.53	\$36.44
Installation, Maintenance, & Repair	\$17.30	\$21.30	\$27.21	\$34.52
Production	\$13.63	\$15.65	\$20.52	\$28.05
Transportation & Material Moving	\$12.91	\$15.02	\$18.42	\$24.14

Published January 2024



STATE OF RHODE ISLAND

Population	1990	2000	2021
Total Population	1,003,464	1,048,319	1,091,949
Male	481,496	503,635	534,283
Female	521,968	544,684	557,666
16 years +	801,625	827,797	906,304
21 years +	722,844	748,445	824,698
65 years +	150,547	152,402	188,586
White	917,375	891,191	841,181
Black/African American	38,861	46,908	69,398
American Indian & Alaskan Native	4,071	5,121	4,437
Asian & Pacific Islander	18,325	24,232	38,390
Some other race	24,832	52,616	66,575
Two or more races	-	28,251	71,968
Hispanic or Latino (of any race)	45,752	90,820	178,673
Educational Attainment	1990	2000	2021
Population (Age 25+)	658,956	694,573	766,615
Less than 9th grade	11.1%	8.1%	4.7%
9th-12th, no diploma	16.9%	13.9%	6.2%
High School Graduate / GED	29.5%	27.8%	27.9%
Some College, no degree	15.0%	17.6%	17.7%
Associate Degree	6.3%	7.0%	8.2%
Bachelor Degree	13.5%	15.9%	20.9%
Graduate/Professional Degree	7.8%	9.7%	14.4%
Median Household Income	1990	2000	2021
	\$32,181	\$42,090	\$74,489
Annual Average Labor Force Estimates	2006	2009	2022
Labor Force	572,601	567,280	569,455
Employment	544,357	504,951	551,220
Unemployment	28,244	62,329	18,235
Unemployment Rate	4.9%	11.0%	3.2%

Rhode Island (3.2%) was tied for the 22nd lowest annual average unemployment rate in the country in 2022. Nevada (5.4%), had the highest rate in the country. The annual average unemployment rate for the United States as a whole in 2022 was 3.6 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 2021, Rhode Island gained 43,630 (+4.2%) residents.

Over forty-three percent (43.5%) of Rhode Island residents 25 years and older had a college degree (Associate or higher) in 2021. The share of state residents without a high school diploma or GED decreased between 2000 and 2021, falling from 22.0 percent to 10.9 percent.

Between 2021 and 2022, employment in Rhode Island increased by 17,476 (+3.8%) jobs. Private sector employers reported a gain of 16,541 (+4.1%) jobs, while public sector employment rose by 936 (+1.6%) jobs.

Language Population Age 18-64, 2021

Percent of population that speak only English or another language & English either 'well' or 'very well' 95.9%

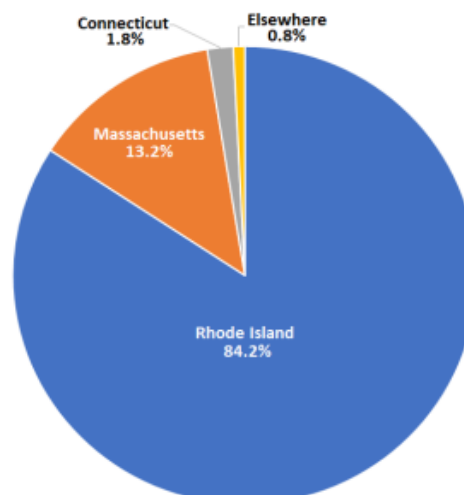
Percent of population that speak English 'not well' or 'not at all' 4.1%

Language Spoken

Speak Spanish	3.1%
Speak Other Indo-European	0.5%
Speak Asian/Pacific Islander	0.4%
Speak Other Languages	0.1%

Establishment Employment	2020	2021	2022
Total Private & Government	444,633	463,811	481,287
Total Private Only	385,120	404,374	420,915
Health Care & Social Assistance	75,452	76,861	78,521
Government	59,514	59,437	60,373
Accommodation & Food Services	38,939	44,859	49,758
Retail Trade	44,167	46,549	47,256
Manufacturing	37,414	39,059	40,172
Professional & Technical Services	25,606	27,946	29,738
Administrative Support & Waste Mngmnt.	26,988	28,251	29,145
Finance & Insurance	25,629	25,442	26,190
Construction	18,928	20,074	21,006
Educational Services	19,629	19,555	20,472
Other services,	15,205	16,213	17,176
Wholesale Trade	14,918	15,516	16,305
Transportation & Warehousing	10,693	11,425	11,655
Management of Companies & Enterprises	12,620	12,304	11,068
Arts, Entertainment, & Recreation	5,720	6,629	7,625
Real Estate & Rental & Leasing	5,675	5,897	6,428
Information	5,241	5,445	5,726
Utilities	1,101	1,105	1,362
Agriculture, Forestry, Fishing & Hunting	945	1,044	1,093
Mining	183	176	178

Where Rhode Island Residents Work, 2022





STATE OF RHODE ISLAND

The percentage of Rhode Islanders who spoke only English or spoke another language and English either well or very well increased from 94.7 percent in 2010 to 95.9 percent in 2021.

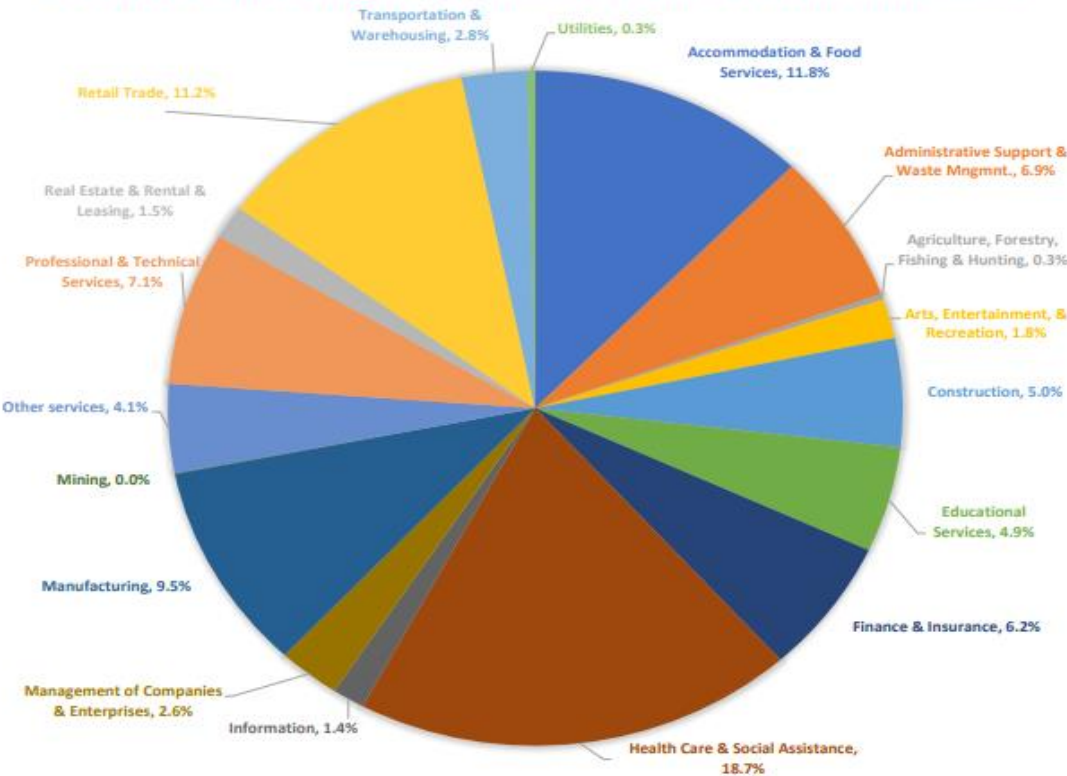
The percentage of total residents aged 18 to 64 that spoke Spanish while speaking English either not well or not at all decreased from 3.7 in 2010 to 3.6 in 2021, representing 25.8 percent of all Spanish-speaking Rhode Islanders.

The Health Care & Social Assistance (19.2%) industry sector employs the largest percentage of private Rhode Island workers, followed by Accommodation & Food Services (12.3%) and Retail Trade (11.3%).

In 2022, Providence (94,257) had the largest number of private sector workers in the state, followed by Warwick (42,761) and Cranston (28,922). Foster (399) and Little Compton (637) had the fewest number of workers.

Language Spoken at Home by Ability to Speak English, 2021			
18 to 64 years:		687,088	
Speak only English		525,251	
% of age group		76.4%	
Speak Spanish:		95,643	
% of age group		13.9%	
Speak English "very well"		51,775	54.1%
Speak English "well"		19,146	20.0%
Speak English "not well"		15,880	16.6%
Speak English "not at all"		8,842	9.2%
Speak other Indo-European languages:		42,189	
% of age group		6.1%	
Speak English "very well"		29,657	70.3%
Speak English "well"		8,196	19.4%
Speak English "not well"		3,840	9.1%
Speak English "not at all"		496	1.2%
Speak Asian & Pacific Island languages:		17,516	
% of age group		2.5%	
Speak English "very well"		12,513	71.4%
Speak English "well"		2,707	15.5%
Speak English "not well"		2,008	11.5%
Speak English "not at all"		288	1.6%
Speak other languages:		6,489	
% of age group		0.9%	
Speak English "very well"		3,181	49.0%
Speak English "well"		2,551	39.3%
Speak English "not well"		591	9.1%
Speak English "not at all"		166	2.6%

PRIVATE EMPLOYMENT IN RHODE ISLAND BY INDUSTRY, 2022





**Rhode Island-Based Jobs Grew by 2,200 from December;
January Unemployment Rate Rose to 3.6 Percent**

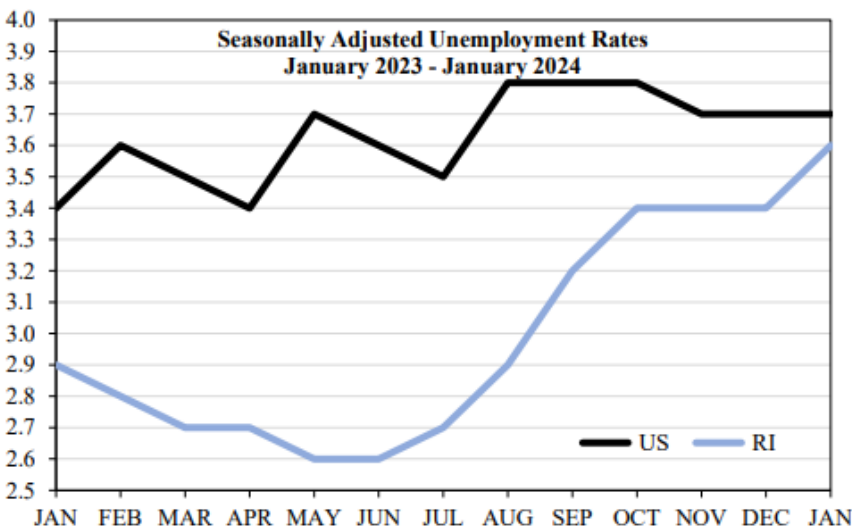
CRANSTON, R.I. – Rhode Island businesses added 2,200 jobs in January as the state’s unemployment rate rose to 3.6 percent. Over the year, jobs were up 9,900 from January 2023, and the unemployment rate was up seven-tenths of a percentage point. The revised December jobs data revealed that Rhode Island had recovered all the 108,700 jobs lost during the pandemic shutdown.

	Jan 24	Dec 23	Jan 23
R.I. Unemployment Rate	3.6%	3.4%	2.9%
U.S. Unemployment Rate	3.7%	3.7%	3.4%
R.I. Job Count (in thousands)	511.3	509.1	501.4

Rhode Island’s Labor Force

The January unemployment rate was 3.6 percent, up two-tenths of a percentage point from the December rate of 3.4 percent. Last year, the rate was 2.9 percent in January.

The U.S. unemployment rate was 3.7 percent in January, unchanged from December. The U.S. rate was 3.4 percent in January 2023.



The number of unemployed Rhode Island residents — those residents classified as available for and actively seeking employment — was 20,900, up 1,300 from December. The number of unemployed residents was up 4,300 over the year.

The number of employed Rhode Island residents was 557,600, up 1,100 over the month and up 3,700 over the year.

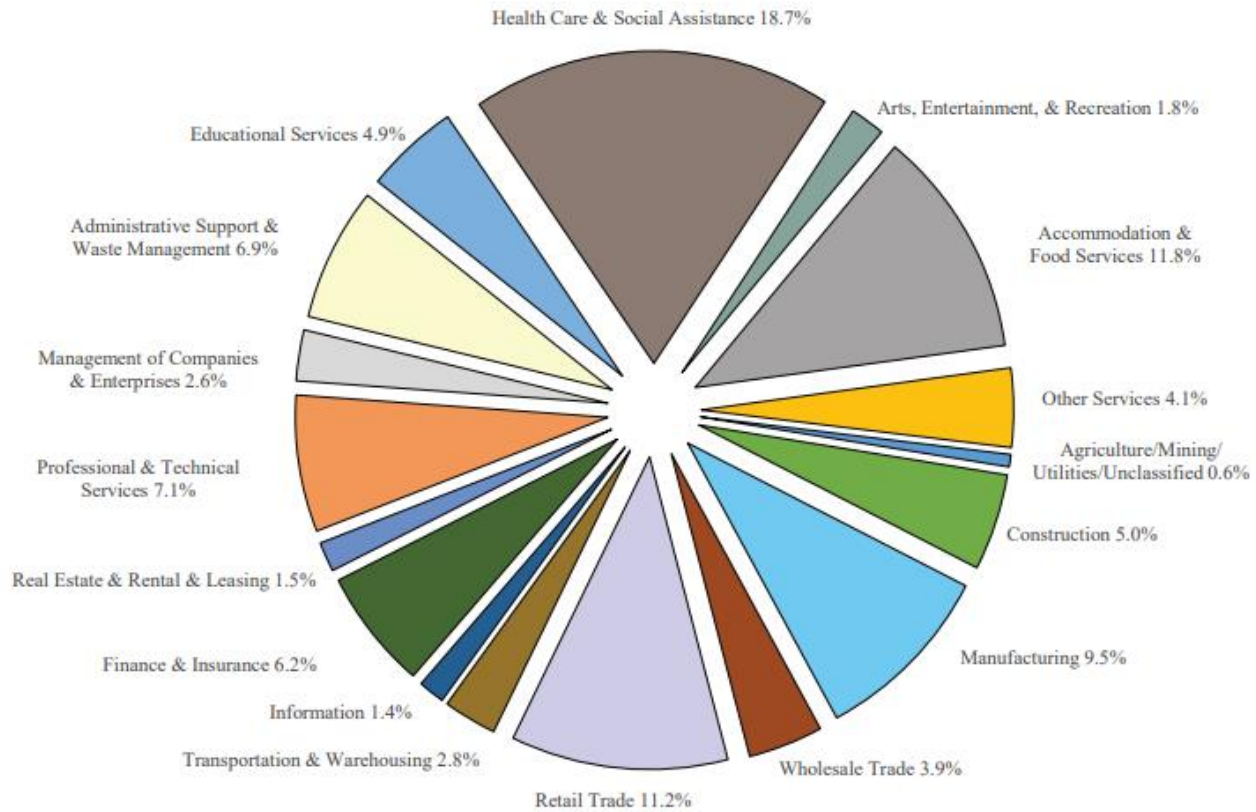
The Rhode Island labor force totaled 578,500 in January, up 2,300 over the month and up 8,000 from January 2023.

The labor force participation rate was 63.9 percent in January, up from 63.7 in December, and up from 63.4 in January 2023. Nationally, 62.5 percent of U.S. residents participated in the labor force.

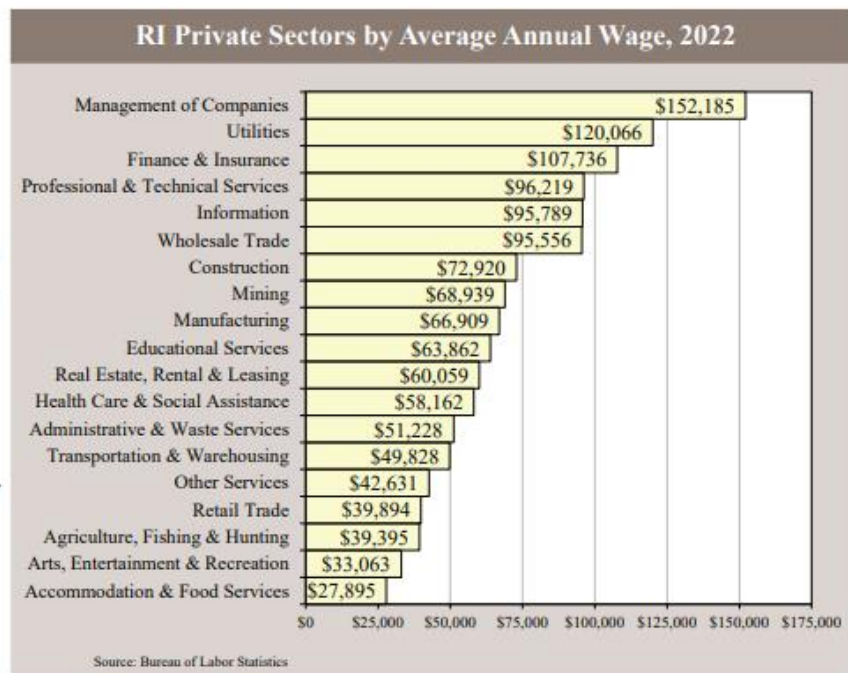
Unemployment Insurance claims* for first-time filers averaged 2,121 in January, up from 1,186 in December. Claims were up an average of 147 a week from January 2023 filings.



Rhode Island Private Employment, 2022



- The highest wages were paid in the Management of Companies (\$152,185), Utilities (\$120,066), and Finance & Insurance (\$107,736) sectors.
- In addition, seven sectors; Professional & Technical Services (\$96,219), Information (\$95,789), Wholesale Trade (\$95,556), Construction (\$72,920), Mining (\$68,939), Manufacturing (\$66,909) and Educational Services (\$63,862) paid over the 2022 average annual private sector wage of \$62,979.
- Within the public sector, federal employees working in Rhode Island earned the highest annual average wage (\$93,373), followed by state (\$79,667) and local (\$66,326) government segments.





Annual Labor Force Data

During 2023, Rhode Island's labor force continued to show improvement from the losses incurred during the height of the pandemic, yet the labor force level still trailed its pre-pandemic level of 2019.

- Rhode Island's unemployment rate is half of a percentage point below the 2019 pre-pandemic average. The number of employed residents is up 2,800 and the number of unemployed residents is down 3,000 from the 2019 levels. In 2023, the state's labor force is down 300 from 2019.
- The US annual average unemployment rate in 2019 was 3.7 percent, two-tenths of a percentage point higher than the Rhode Island rate of 3.5 percent. Rhode Island had the second highest annual rate in New England and tied for the twenty-second highest rate in the country in 2019.
- In 2020, the onset of the pandemic, the state lost 35,500 employed residents and had 32,300 more residents considered unemployed. The unemployment rate had increased by 5.7 percentage points, from the 3.5 percent average recorded in 2019 to 9.2 percent in 2020. The labor force in 2020 was down 3,400 from 2019.
- Rhode Island's annual average unemployment rate of 9.2 percent in 2020 was one and one-tenth higher than the US average of 8.1 percent. The state had the second highest rate in New England and was the ninth highest rate in the nation.
- Over the year, the number of employed residents is up 3,000 while the number of unemployed is down 1,000. The state's average unemployment rate is two-tenths of a percentage point down from the 2022 average. The labor force posted an increase of 2,000 more Rhode Islanders either with a job or looking for a job in 2023 than in the prior year.
- The US annual average unemployment rate in 2023 was 3.6 percent, six-tenths of a percentage point above the Rhode Island rate of 3.0 percent. Rhode Island had the third highest rate in New England and was tied for the thirtieth highest rate in the country. Connecticut (3.8%) had the highest rate in New England, followed by Massachusetts (3.4%).

Rhode Island Annual Average Labor Force Statistics

Year	Labor Force	Employment	Unemployment	Unemployment Rate	State Rank*
2019	574,100	553,800	20,200	3.5	22
2020	570,700	518,300	52,500	9.2	9
2021	572,500	540,900	31,600	5.5	14
2022	571,800	553,600	18,200	3.2	26
2023	573,800	556,600	17,200	3.0	30
Change					
2019-2020	-3,400	-35,500	32,300	5.7	---
2019-2023	-300	2,800	-3,000	-0.5	---
2022-2023	2,000	3,000	-1,000	-0.2	---

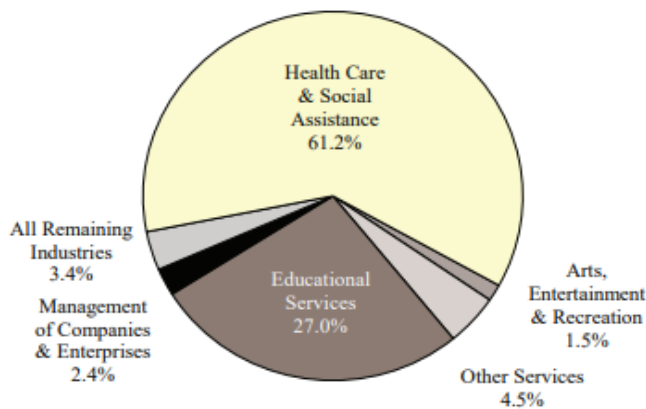
*Ranked highest annual average rate to lowest.



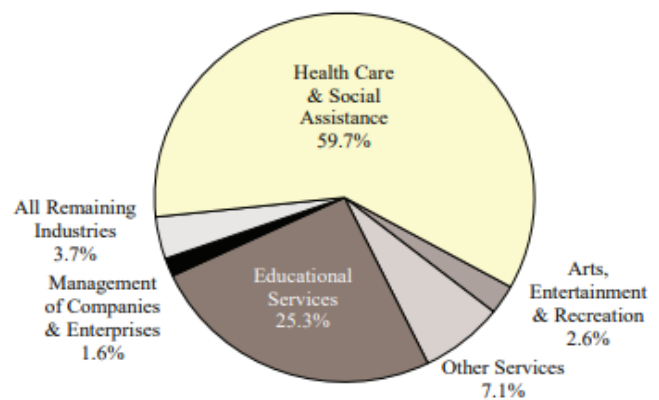
Non-Profit Employment in Rhode Island

The 1,355 non-profit employers registered in Rhode Island paid over \$4.3 billion in wages to their 69,683 workers accounting for 16.6 percent of the state's private sector employment and 16.3 percent of the total private sector wages paid in 2022. Wages in the non-profit sector average \$62,189 approximately 1.5 percent less than the for-profit average wage of \$63,136.

Non-Profit Wages by Industry



Non-Profit Employment by Industry



- In 2022, 85% of the state's non-profit employment was found in the Private Education and Healthcare & Social Assistance sectors, dominating the total private sector employment in both sectors.
- Non-profit wages in the Health Care & Social Assistance sector averaged \$63,679 compared to the \$51,938 average paid to the sector's for-profit workers.
- Non-profit wages in the Private Education sector averaged \$66,489; 39 percent more than the sector's for-profit average of \$47,766.
- Non-profit wages in the Other Services sector, which includes Religious, Grantmaking, Civic and Social Organizations industries, averaged \$39,542; 11 percent less than the average of the for-profit workers employed in this sector.

2022 Non-Profit Employment in Rhode Island

Industry Sector	Number of Employers	Average Employment	Total Wages
Health Care & Social Assistance	329	41,625	\$2,650,618,273
Educational Services	256	17,599	\$1,170,143,338
Other Services	469	4,971	\$196,563,914
Arts, Entertainment & Recreation	98	1,798	\$64,093,368
Management of Companies & Enterprises	6	1,116	\$104,632,626
All Remaining Industries	197	2,574	\$147,464,289



COVID-19 Pandemic Economic Recap

Rhode Island experienced record-breaking employment in February 2020, with an estimated 507,800 RI-based jobs, the highest job count on record. Several economic sectors were at all-time highs and the state's unemployment rate was at a thirty-year low. But, by March 2020, the COVID-19 crisis had come to Rhode Island and thousands of workers were suddenly unemployed as the state reported a total loss of 108,700 (-21.4%) jobs between February and April 2020.

On March 13th, Rhode Island casinos closed; a few days later, day care centers were ordered closed, restaurants were closed to take-out orders only, and social gatherings were limited to no more than ten people. As the month continued, fitness centers, hair & nail salons, recreation & entertainment facilities, and all non-essential retail were all ordered to close. Elective surgeries were cancelled, and medical appointments were limited to telephone and video interviews all to stop the spread of the COVID-19 virus. Rhode Island's "Stay at Home" order would continue until May 9, 2020.

Rhode Island-Based Jobs (in thousands)

Feb 20 - RI peak employment level

Apr 20 - The economic shutdown from the coronavirus resulted in the lowest employment level since February 1984

Dec 23 - Most recent data available for this publication

	Number of Jobs			Jobs Lost Feb-Apr 20			Total Jobs Recovered Apr 20 - Dec 23			Overall Change Feb 20 - Dec 23	
	Feb-20	Apr-20	Dec-23	Number	% of Total	% of Sector	Number	Total	% of Sector	Number	% of Sector
Total Nonfarm	507.8	399.1	509.1	-108.7	100%	-21.4%	110.0	100%	101.2%	1.3	0.3%
Total Private	442.4	336.7	443.8	-105.7	-97.2%	-23.9%	107.1	97.4%	101.3%	1.4	0.3%
Mining	0.2	0.2	0.2	0.0	0.0%	0.0%	0.0	0.0%	*	0.0	*
Construction	20.3	15.9	21.0	-4.4	4.0%	-21.7%	5.1	4.6%	115.9%	0.7	3.4%
Manufacturing	39.8	33.3	40.3	-6.5	6.0%	-16.3%	7.0	6.4%	107.7%	0.5	1.3%
Wholesale Trade	15.2	13.1	16.3	-2.1	1.9%	-13.8%	3.2	2.9%	152.4%	1.1	7.2%
Retail Trade	47.7	36.6	47.2	-11.1	10.2%	-23.3%	10.6	9.6%	95.5%	-0.5	-1.0%
Transportation & Utilities	13.4	9.9	13.8	-3.5	3.2%	-26.1%	3.9	3.5%	111.4%	0.4	3.0%
Information	5.8	5.0	5.6	-0.8	0.7%	-13.8%	0.6	0.5%	75.0%	-0.2	-3.4%
Finance & Insurance	29.1	28.6	28.4	-0.5	0.5%	-1.7%	-0.2	-0.2%	-40.0%	-0.7	-2.4%
Real Estate, Rental & Leasing	6.6	5.0	6.8	-1.6	1.5%	-24.2%	1.8	1.6%	112.5%	0.2	3.0%
Professional & Technical Services	26.3	23.9	30.2	-2.4	2.2%	-9.1%	6.3	5.7%	262.5%	3.9	14.8%
Management of Companies	13.7	13.1	10.8	-0.6	0.6%	-4.4%	-2.3	-2.1%	-383.3%	-2.9	-21.2%
Administrative & Waste Svcs.	29.1	22.9	28.7	-6.2	5.7%	-21.3%	5.8	5.3%	93.5%	-0.4	-1.4%
Health Care & Social Assistance	83.4	66.0	84.2	-17.4	16.0%	-20.9%	18.2	16.5%	104.6%	0.8	1.0%
Educational Services	27.2	24.5	26.4	-2.7	2.5%	-9.9%	1.9	1.7%	70.4%	-0.8	-2.9%
Arts, Entertainment & Recreation	8.3	3.4	8.8	-4.9	4.5%	-59.0%	5.4	4.9%	110.2%	0.5	6.0%
Accommodation & Food Services	53.2	20.3	52.8	-32.9	30.3%	-61.8%	32.5	29.5%	98.8%	-0.4	-0.8%
Other Services	23.1	15.0	22.3	-8.1	7.5%	-35.1%	7.3	6.6%	90.1%	-0.8	-3.5%
Government	65.4	62.4	65.3	-3.0	2.8%	-4.6%	2.9	2.6%	96.7%	-0.1	-0.2%

*did not lose jobs during the March and April 2020 shutdown

Source: RI Department Labor & Training, Current Employment Statistics (CES)



Industry Sector Job Losses

The Accommodation & Foods Services sector was the hardest hit sector in terms of job losses. In all, the sector lost 32,900 jobs, or nearly 62 percent of its workforce between February and April 2020. In addition, the Health Care & Social Assistance sector lost nearly 21 percent of its workforce or 17,400 jobs during this period, followed by the Retail Trade sector which was down 11,100 jobs (-23.3%). These three employment sectors combined to lose 61,400 of the 108,700 jobs, accounting for 56.5 percent of the total jobs lost.

The Other Services sector reported a decline of 8,100 jobs between February and April 2020, followed by sizable job losses reported in the Manufacturing (-6,500), Administrative & Waste Services (-6,200), Arts, Entertainment & Recreation (-4,900), Construction (-4,400), Transportation & Utilities (-3,500) and Government (-3,000) sectors. Together, these sectors accounted for 36,600 (-33.7%) of the 108,700 jobs lost during the shutdown and restrictions period.

Finally, a total of 10,700 jobs were lost among the Educational Services (-2,700), Professional & Technical Services (-2,400), Wholesale Trade (-2,100), Real Estate, Rental & Leasing (-1,600), Information (-800), Management of Companies (-600) and Finance & Insurance (-500) sectors. Together, this cluster of job declines accounted for 9.8 percent of the 108,700 jobs lost between February 2020 and April 2020.

Rhode Island Job Recovery Period (February 2020 – December 2023)

In December 2023, RI-based jobs totaled 509,100, and the state recouped all the 108,700 jobs lost during the pandemic shutdown. Among the eighteen employment sectors in Rhode Island, eight sectors had surpassed their February 2020 employment levels, while nine sectors had yet to retrieve this mark. The Mining and Logging sector did not report any job losses during the shutdown.

The Professional & Technical Services sector is up 3,900 jobs since February 2020, while the Wholesale Trade sector is up 1,100 jobs. In addition, the Health Care & Social Assistance sector is up 800 jobs between February 2020 and December 2023, followed by the Construction (+700), Arts, Entertainment & Recreation (+500), Manufacturing (+500), Transportation & Utilities (+400) and Real Estate, Rental & Leasing (+200) sectors.

In December 2023, the Management of Companies sector was down 2,900 jobs from February 2020 employment level of 13,700. The Educational Services and Other Services sectors were each down 800 jobs since February 2020, followed by the Finance & Insurance (-700) sector.

Sectors Surpassing Pre-Pandemic Employment Levels			
	Feb 2020	Dec 2023	Change
Professional & Technical Services	26,300	30,200	+3,900
Wholesale Trade	15,200	16,300	+1,100
Health Care & Social Assistance	83,400	84,200	+800
Construction	20,300	21,000	+700
Arts, Entertainment & Recreation	8,300	8,800	+500
Manufacturing	39,800	40,300	+500
Transportation & Utilities	13,400	13,800	+400
Real Estate, Rental & Leasing	6,600	6,800	+200
Sectors Below Pre-Pandemic Employment Levels			
	Feb 2020	Dec 2023	Change
Management of Companies	13,700	10,800	-2,900
Educational Services	27,200	26,400	-800
Other Services	23,100	22,300	-800
Finance & Insurance	29,100	28,400	-700
Retail Trade	47,700	47,200	-500
Accommodation & Food Services	53,200	52,800	-400
Administrative & Waste Services	29,100	28,700	-400
Information	5,800	5,500	-200
Government	65,400	65,300	-100

The December 2023 employment levels in the Retail Trade, (-500), Accommodation & Food Services (-400) Administrative & Waste Services (-400) Information (-200) and Government (-100) sectors were also below their February 2020 employment levels.

A strong comeback! Despite shedding a combined 64,100 jobs and accounting for over half of the 108,700 jobs lost during the pandemic shutdown, the Health Care & Social Assistance sector has regained all of its lost jobs, while the Accommodation & Food Services sector is just 400 jobs shy of recouping all the lost jobs, while the Retail Trade sector is just 500 jobs short of that mark.



Pandemic Job Recovery by State

ST.	Feb 20-Apr 20 Change		Apr 20-Dec 23 Change		Feb 20-Dec 23 Change		% Jobs Recv'd From April '20
AL	-242.6	-11.6%	336.2	18.2%	93.6	4.5%	138.6%
AK	-45.4	-13.8%	50.0	17.6%	4.6	1.4%	110.1%
AZ	-342.2	-11.4%	574.1	21.6%	231.9	7.7%	167.8%
AR	-125.9	-9.7%	186.5	16.0%	60.6	4.7%	148.1%
CA	-2,743.5	-15.5%	3,015.4	20.2%	271.9	1.5%	109.9%
CO	-378.0	-13.4%	518.8	21.2%	140.8	5.0%	137.2%
CT	-291.1	-17.1%	288.3	20.5%	-2.8	-0.2%	99.0%
DE	-68.0	-14.5%	85.9	21.5%	17.9	3.8%	126.3%
FL	-1,285.3	-14.1%	2,064.0	26.5%	778.7	8.6%	160.6%
GA	-605.8	-13.0%	867.3	21.3%	261.5	5.6%	143.2%
HI	-152.7	-23.1%	122.9	24.1%	-29.8	-4.5%	80.5%
ID	-78.6	-10.2%	160.4	23.1%	81.8	10.6%	204.1%
IL	-810.4	-13.2%	773.9	14.5%	-36.5	-0.6%	95.5%
IN	-492.8	-15.6%	589.1	22.1%	96.3	3.0%	119.5%
IA	-175.3	-11.0%	186.1	13.2%	10.8	0.7%	106.2%
KS	-158.8	-11.1%	179.2	14.1%	20.4	1.4%	112.8%
KY	-290.3	-14.9%	358.9	21.6%	68.6	3.5%	123.6%
LA	-285.8	-14.3%	244.1	14.3%	-41.7	-2.1%	85.4%
ME	-93.7	-14.7%	109.8	20.2%	16.1	2.5%	117.2%
MD	-396.2	-14.2%	348.3	14.6%	-47.9	-1.7%	87.9%
MA	-682.6	-18.2%	657.6	21.5%	-25.0	-0.7%	96.3%
MI	-1,058.1	-23.8%	1,075.5	31.7%	17.4	0.4%	101.6%
MN	-414.5	-13.8%	421.6	16.3%	7.1	0.2%	101.7%
MS	-148.7	-12.8%	167.2	16.5%	18.5	1.6%	112.4%
MO	-354.1	-12.1%	429.5	16.7%	75.4	2.6%	121.3%
MT	-62.4	-12.8%	99.1	23.3%	36.7	7.5%	158.8%
NE	-98.1	-9.5%	124.6	13.4%	26.5	2.6%	127.0%
NV	-331.3	-22.9%	458.9	41.2%	127.6	8.8%	138.5%
NH	-117.8	-17.1%	132.5	23.2%	14.7	2.1%	112.5%
NJ	-726.3	-17.2%	874.9	25.1%	148.6	3.5%	120.5%
NM	-103.1	-12.0%	122.2	16.1%	19.1	2.2%	118.5%
NY	-1,982.8	-20.2%	1,909.4	24.3%	-73.4	-0.7%	96.3%
NC	-567.1	-12.2%	887.0	21.7%	319.9	6.9%	156.4%
ND	-53.6	-12.2%	53.8	13.9%	0.2	0.0%	100.4%
OH	-881.1	-15.7%	901.8	19.1%	20.7	0.4%	102.3%
OK	-166.9	-9.8%	235.3	15.3%	68.4	4.0%	141.0%
OR	-279.1	-14.2%	285.8	16.9%	6.7	0.3%	102.4%
PA	-1,125.5	-18.5%	1,154.4	23.3%	28.9	0.5%	102.6%
RI	-108.7	-21.4%	110.0	27.6%	1.3	0.3%	101.2%
SC	-300.7	-13.7%	444.1	23.5%	143.4	6.5%	147.7%
SD	-44.8	-10.1%	71.3	17.9%	26.5	6.0%	159.2%
TN	-374.5	-11.9%	515.1	18.5%	140.6	4.5%	137.5%
TX	-1,445.8	-11.2%	2,517.2	21.9%	1,071.4	8.3%	174.1%
UT	-142.7	-9.1%	308.4	21.6%	165.7	10.5%	216.1%
VT	-67.2	-21.3%	61.0	24.5%	-6.2	-2.0%	90.8%
VA	-475.7	-11.6%	579.3	16.0%	103.6	2.5%	121.8%
WA	-412.9	-11.8%	534.1	17.2%	121.2	3.5%	129.4%
WV	-103.2	-14.5%	110.0	18.0%	6.8	1.0%	106.6%
WI	-406.0	-13.6%	435.1	16.8%	29.1	1.0%	107.2%
WY	-27.4	-9.5%	29.9	11.4%	2.5	0.9%	109.1%

COVID-19 Impact on the Nation

All fifty states reported large job declines stemming from the pandemic shutdown in March 2020. In all, 22.2 million (-14.7%) jobs were lost between February and April 2020. Rhode Island (-21.4%) was among the top five states in terms of the percentage of jobs lost during this period. Michigan reported the largest percentage loss, shedding 23.8 percent of its total employment, followed by Hawaii (-23.1%), Nevada (-22.9%). Rhode Island and Vermont (-21.3%).

By December 2023, forty-two states, including Rhode Island, had surpassed their February 2020 employment levels. In all, the nation is up 4.6 million jobs from the pre-covid employment level of 152.1 million. Those states that are still below pre-pandemic employment levels include, Connecticut, Illinois, Hawaii, Louisiana, Maryland, Massachusetts, New York, and Vermont. In addition, the District of Columbia is below their February 2020 employment level.

Regionally, New England states lost 1.3 million (-17.9%) jobs between February and April 2020 with Rhode Island being the top decliner, shedding 21.4 percent of its total employment. As mentioned, Vermont employment fell by 21.3 percent, followed by Massachusetts (-18.2%), Connecticut (-17.1%), New Hampshire (-17.1%) and Maine (-14.7%).

Regional Job Change February 2020 - December 2023

ME	+16,100	MA	-25,000
NH	+14,700	VT	-6,200
RI	+1,300	CT	-2,800

As of December 2023, the New England Region was just 1,900 jobs short of the February 2020 employment level of 7,596,300. Rhode Island, along with Maine and New Hampshire had fully recovered from the effects of the pandemic-related shutdowns. As mentioned, Connecticut (-2,800), Massachusetts (-25,000) and Vermont (-6,200) were the regional states that had yet to recover all its lost jobs.



Occupational Outlook 2030

Rhode Island employment is projected to reach 547,130 in 2030, an increase of 56,130 (11.4%) from its 2020 pandemic employment level.

The occupational groups projected to grow at the fastest rates include Food Preparation & Serving Related occupations (29.6%), Personal Care & Service occupations (22.1%), Transportation & Material Moving occupations (19.0%), Computer & Mathematical occupations (16.1%), Construction & Extraction occupations (15.5%) Healthcare Support occupations (15.3%), and Management occupations (13.9%). These occupational groups are expected to generate nearly 32,000 new jobs during the 2020 – 2030 Projection Period.

The 2020–2030 projections are developed using models based on historical data, which in this set of projections cover the time period through 2020; all input data therefore includes the pandemic.

Employment by Major Occupational Group

	Employment 2020	Employment 2030	Percent Change	Projected Employment			
				Exits	Transfers	Growth	Total
Statewide, All Occupations	491,000	547,130	11.4%	222,641	335,114	56,130	613,885
Management	22,776	25,949	13.9%	5,925	13,153	3,173	22,251
Business & Financial Operations	35,061	39,041	11.4%	9,882	21,477	3,980	35,339
Computer & Mathematical	16,244	18,864	16.1%	3,603	8,666	2,620	14,889
Architecture & Engineering	8,461	9,295	9.9%	2,034	4,128	834	6,996
Life, Physical, & Social Science	3,956	4,359	10.2%	841	2,595	403	3,839
Community & Social Service	9,387	10,534	12.2%	3,335	6,581	1,147	11,063
Legal	6,047	6,728	11.3%	1,727	2,411	681	4,819
Education, Training, & Library	31,400	33,804	7.7%	13,825	15,072	2,404	31,301
Arts, Design, Entertainment, Sports & Media	9,522	10,822	13.7%	3,722	6,391	1,300	11,413
Healthcare Practitioners & Technical	37,057	39,446	6.5%	9,431	10,598	2,389	22,418
Healthcare Support	24,460	28,206	15.3%	15,503	16,121	3,746	35,370
Protective Service	11,724	13,317	13.6%	6,728	8,244	1,593	16,565
Food Preparation & Serving Related	38,214	49,509	29.6%	31,832	44,149	11,295	87,276
Building & Grounds Cleaning & Maintenance	19,781	22,182	12.1%	11,546	15,448	2,401	29,395
Personal Care & Service	13,255	16,178	22.1%	9,052	11,296	2,923	23,271
Sales & Related	45,953	49,584	7.9%	24,945	37,801	3,631	66,377
Office & Administrative Support	61,475	61,262	-0.4%	29,606	37,710	-213	67,103
Farming, Fishing & Forestry	778	867	11.4%	352	915	89	1,356
Construction & Extraction	20,716	23,930	15.5%	6,601	14,897	3,214	24,712
Installation, Maintenance & Repair	16,787	18,771	11.8%	5,630	11,356	1,984	18,970
Production	27,993	28,828	3.0%	11,174	20,287	835	32,296
Transportation & Material Moving	29,953	35,654	19.0%	15,347	25,818	5,701	46,866



25 Occupations with the Largest Number of Openings

The occupations with the most total openings will be the ones most in demand over the projection period. The 25 occupations listed are projected to have over 247,000 job openings and account for forty percent of the total openings through 2030. For most of the occupations listed, the need to replace workers leaving an occupation is projected to create more openings than openings created by new/expanding businesses.

Occupation	Total Openings
Cashiers	22,916
Fast Food & Counter Workers	18,941
Waiters & Waitresses	17,662
Retail Salespersons	17,565
Nursing Assistants	12,579
Home Health & Personal Care Aides	12,203
Laborers & Freight, Stock, & Material Movers, Hand	12,155
Office Clerks, General	11,073
Customer Service Representatives	11,072
Janitors & Cleaners, Except Maids & Housekeeping Cleaners	9,910
Cooks, Restaurant	9,219
Stockers & Order Fillers	8,992
Maids & Housekeeping Cleaners	8,099
Landscaping & Groundskeeping Workers	7,894
Registered Nurses	7,411
Bartenders	6,850
Bookkeeping, Accounting, & Auditing Clerks	6,698
Cooks, Fast Food	6,495
Food Preparation Workers	6,100
Sales Representatives, Wholesale & Manufacturing	5,834
Accountants & Auditors	5,737
General & Operations Managers	5,616
First-Line Supervisors of Food Preparation & Serving Workers	5,582
Receptionists & Information Clerks	5,555
Secretaries & Administrative Assistants	5,488

Top 25 Occupations with the Most Job Openings Due to Growth

The top 25 occupations with the greatest number of openings due to growth represent openings created by new or expanding businesses during the projection period.

Occupation	Growth
Cooks, Restaurant	2,320
Waiters & Waitresses	2,226
Home Health & Personal Care Aides	2,037
Fast Food & Counter Workers	1,884
Retail Salespersons	1,720
Bartenders	1,239
Laborers & Freight, Stock, & Material Movers, Hand	1,200
Maids & Housekeeping Cleaners	1,136
Software Developers & Software Quality Assurance Analysts & Testers	1,052
Passenger Vehicle Drivers, Except Bus Drivers, Transit & Intercity	1,006
First-Line Supervisors of Food Preparation & Serving Workers	908
Nursing Assistants	886
Stockers & Order Fillers	865
General & Operations Managers	825
Construction Laborers	793
Management Analysts	761
Market Research Analysts & Marketing Specialists	703
Dining Room & Cafeteria Attendants & Bartender Helpers	668
Registered Nurses	667
Accountants & Auditors	661
Light Truck or Delivery Services Drivers	630
Driver/Sales Workers	558
Maintenance & Repair Workers, General	549
Security Guards	530



2030 Projected Outlook & Educational Requirements for Available Jobs

Employment in Rhode Island is projected to grow at all education and skill levels, from jobs requiring less than a high school diploma to those requiring advanced degrees. During the 2020-2030 projection period, it is estimated that employers will need to find workers to fill over 56,000 jobs and to replace over 557,000 workers who will leave their jobs for various reasons.

Parallel to the national distribution, jobs requiring a high school diploma for entry into an occupation represent the largest portion of the Rhode Island labor market. Thirty six percent of Rhode Island jobs typically require a high school education; slightly lower than the national percentage (38.4%). Between 2020 and 2030, there are over 217,000 openings projected for occupations at this educational level.

Jobs requiring college degrees (Associate, Bachelor's, Master's or Doctoral) represent nearly a third (32.8%) of the current occupational distribution in Rhode Island, slightly higher than the national average (30.1%). During the projection period it is estimated that there will be more than 144,000 openings for occupations requiring a minimum of an Associate degree in Rhode Island.

Employment by Education, Work Experience and Training Requirements

	Employment		Openings Due to			Total
	2020	2030	Exits	Transfers	Growth	Openings
Typical Education Needed for Entry	491,000	547,130	222,641	335,114	56,130	613,885
Doctoral or professional degree	19,612	20,800	5,250	5,492	1,188	11,930
Master's degree	11,330	12,424	3,528	5,426	1,094	10,048
Bachelor's degree	118,822	131,959	34,277	63,662	13,137	111,076
Associate's degree	11,071	12,361	3,805	6,483	1,290	11,578
Postsecondary non-degree award	35,084	38,704	16,320	22,226	3,620	42,166
Some college, no degree	12,254	12,946	5,898	6,443	692	13,033
High school diploma or equivalent	175,684	190,974	78,789	123,590	15,290	217,669
No formal educational credential	107,143	126,962	74,774	101,792	19,819	196,385
Typical Work Experience	491,000	547,130	222,641	335,114	56,130	613,885
5 years or more	18,191	20,525	4,893	10,807	2,334	18,034
Less than 5 years	46,436	54,091	18,025	32,417	7,655	58,097
None	426,373	472,514	199,723	291,890	46,141	537,754
Typical Training Requirements	491,000	547,130	222,641	335,114	56,130	613,885
Internship/residency	8,474	8,834	1,836	2,389	360	4,585
Apprenticeship	9,118	10,434	2,834	6,621	1,316	10,771
Long-term on-the-job training	17,764	19,527	6,515	11,178	1,763	19,456
Moderate-term on-the-job training	79,297	86,241	30,295	53,246	6,944	90,485
Short-term on-the-job training	181,165	205,385	114,573	154,213	24,220	293,006
None	195,182	216,709	66,588	107,467	21,527	195,582



Prior work experience in a related occupation is the typical method of entry for thirteen percent of the occupations in our workforce. The majority of occupations in this category are retail sales supervisors, first-line supervisors of office and administrative support workers, restaurant cooks and some production occupations. Although work experience in a related occupation is beneficial for all occupations, this category is meant to identify work experience that is commonly considered necessary by employers, or is a commonly accepted substitute for other, more formal types of training or education.

- For 47 percent of the occupations which require previous work experience, a high school diploma or equivalent is sufficient. Occupations that fall into this category include Construction Trade Supervisors, First-Line Supervisors of Production and Operating Workers, Detectives & Criminal Investigators, and Chefs & Head Cooks.
- Sixty-seven percent of the jobs which require at least five years of work experience also require higher levels of education (bachelor's degree or higher). Occupations that fall into this category include Financial Managers, Computer & Information Systems Managers and Human Resource Managers.

The "Training Requirements" category is meant to identify occupations for which individuals typically need additional training or preparation, once employed, to attain competency in the skills needed for that occupation. Training is occupation-specific rather than job-specific; skills learned can be transferred to another job in the same occupation. Assignments for this category include internship/residency; apprenticeship; long-term, moderate-term, or short-term on-the-job training; or none.

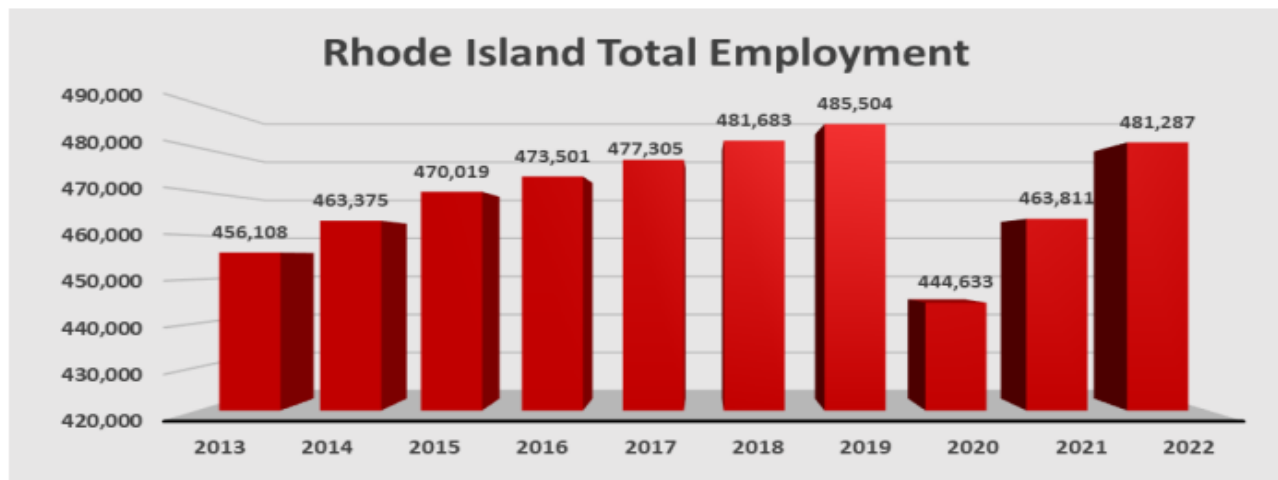
- **Internship/residency** - training that involves preparation in a field such as medicine or teaching, generally under supervision in a professional setting, such as a hospital or classroom. This type of training may occur before employment and is commonly required for state licensure or certification in fields including medicine, counseling, architecture or teaching. Examples of occupations in the internship/residency category include physicians & surgeons and marriage & family therapists.
- **Apprenticeship** - a formal relationship between a worker and sponsor that consists of a combination of on-the-job training and related occupation-specific technical instruction in which the worker learns the practical and theoretical aspects of an occupation. Apprenticeship programs are sponsored by individual employers, joint employer-and-labor groups and employer associations. The typical apprenticeship program provides a least 144 hours of occupation-specific technical instruction and 2,000 hours of on-the-job training per year over a 3-to-5 year period. Examples of occupations in the apprenticeship category include electricians and structural iron & steel workers.
- **Long-term on-the-job training** - more than 12 months of on-the-job training or, alternatively, combined work experience and formal classroom instruction needed for workers to develop the skills to attain competency. This on-the-job training category also includes employer-sponsored training programs. Such programs include those offered by fire and police academies and schools for air traffic controllers and flight attendants. Examples of occupations in the long-term on-the-job training category include automotive service technicians and mechanics.
- **Moderate-term on-the-job training** - requires 1 to 12 months of combined on-the-job experience and informal training. Examples of occupations in the moderate-term category include school bus drivers and advertising sales agents.
- **Short-term on-the-job training** - requires one month or less of on-the-job experience and informal training. Examples of occupations in the short-term category include retail salespersons and maids and housekeeping cleaners.
- **None** - no additional occupation-specific training or preparation is typically required to attain competency in the occupation. Examples of occupations that do not require occupation-specific on the job training include pharmacists, accountants, computer programmers.



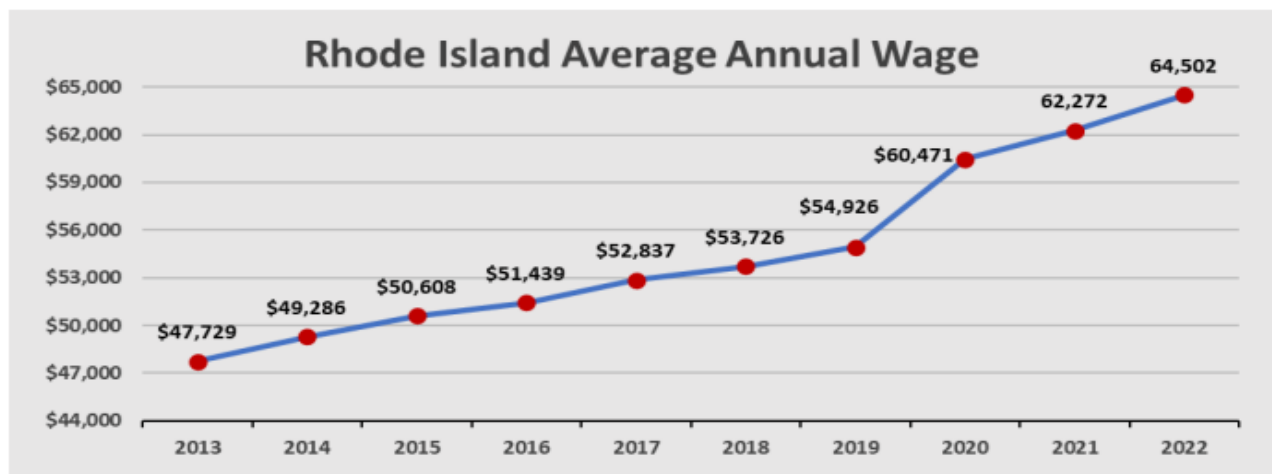
State of Rhode Island Ten Year Profile 2013-2022

Ten Year Profile, provides an economic snapshot of changes in Rhode Island over the ten year period of 2013-2022. Economic categories profiled include: Rhode Island total employment, wages, labor force and unemployment insurance statistics.

Employment: In 2022, total covered employment in Rhode Island totaled 481,287, an increase of 25,179 (+5.5%) from the 2013 covered employment level of 456,108.



Wages: Annual wages in Rhode Island averaged \$64,502 in 2022. Overall, the annual wage in RI is up \$16,773 or 35.1 percent since the 2013 annual average wage of \$47,729.



Source: RI Department of Labor and Training; Quarterly Census of Employment and Wages program

June 2021

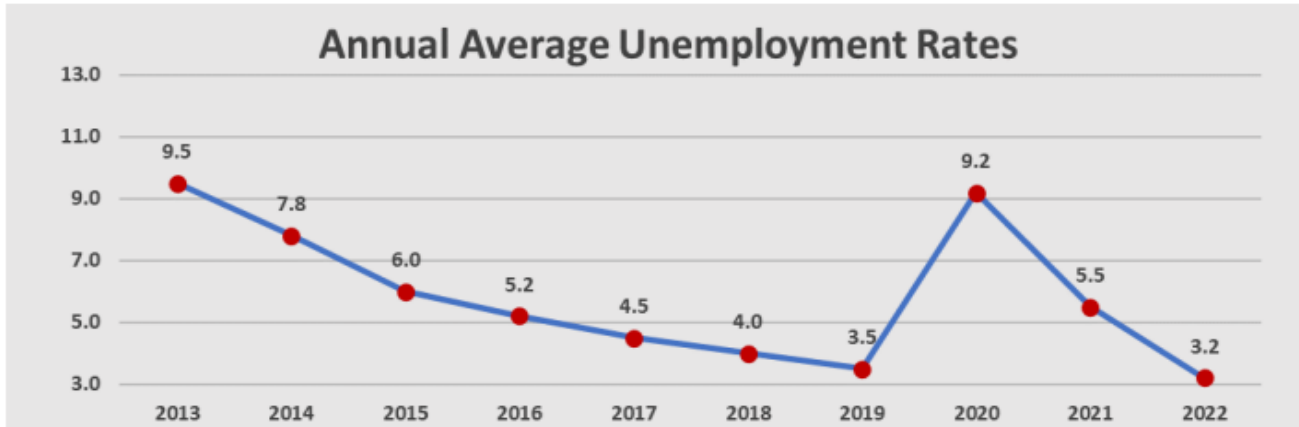


A publication of the Labor Market Information Division
RI Department of Labor and Training, 1511 Pontiac Ave., Cranston, RI 02920 www.dlt.ri.gov TTY via RI Relay 711
Equal Opportunity Employer. Auxiliary aids and services are available upon request to individuals with disabilities.



Labor Force:

In 2022, the civilian labor force, a count of people 16 years of age and older that live in Rhode Island and are either working or looking for work, averaged 569,455. The 2022 labor force, combined with the RI resident unemployment average of 18,235 generated an unemployment rate average of 3.2.

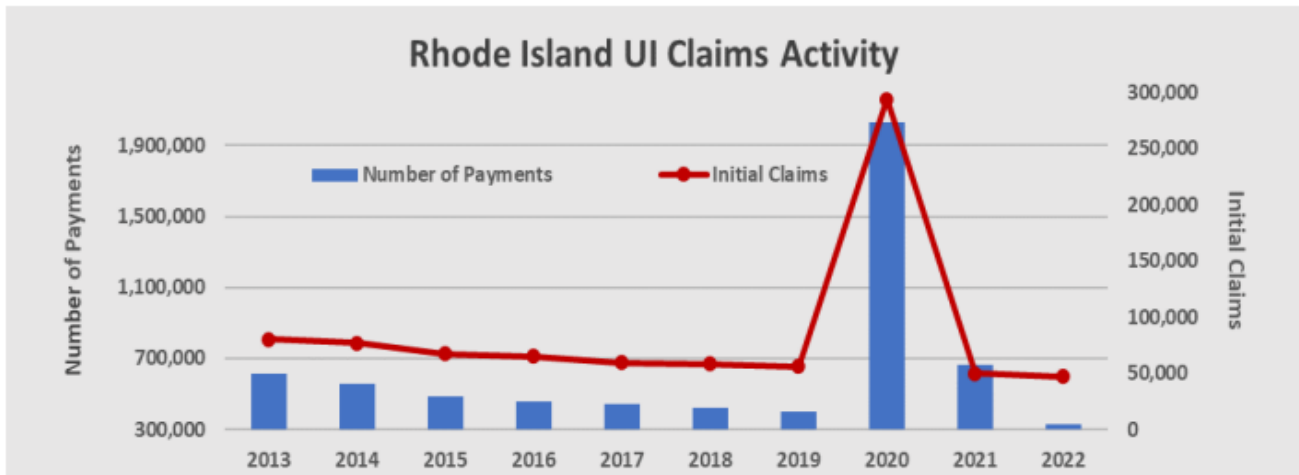


Rhode Island Labor Force*	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RI Civilian Labor Force	558,747	556,635	555,272	553,231	568,144	572,663	574,346	570,185	571,698	569,455
RI Resident Employment	505,776	513,406	521,767	524,438	542,552	549,529	554,076	517,949	540,182	551,220
RI Resident Unemployment	52,971	43,229	33,505	28,793	25,592	23,134	20,270	52,236	31,516	18,235
RI Unemployment Rate	9.5	7.8	6.0	5.2	4.5	4.0	3.5	9.2	5.5	3.2

*All labor force indicators are not seasonally adjusted

UI Claims:

Workers who become unemployed (through no fault of their own) file initial claims, which serve as a notice that they are beginning a period of unemployment. In 2022, the number of initial claims filed in Rhode Island was 47,058, a sizeable decrease from the 2020 pandemic-related initial claim level of 294,070.



UI Claims Activity	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Initial Claims	79,864	76,712	67,234	64,825	59,443	58,036	55,962	294,070	49,889	47,058
Number of Payments	611,257	559,852	486,166	456,594	439,143	422,342	402,961	2,030,082	665,412	330,849
Amount of Payments (millions)	\$207.7	\$184.2	\$158.3	\$153.0	\$152.2	\$147.5	\$145.2	\$644.3	\$246.3	\$136.4
Exhaustions (Final Payments)	16,329	13,803	10,081	8,907	8,453	7,758	7,494	41,285	15,334	5,849

Source: RI Department of Labor and Training; Local Area Unemployment Statistics program, Unemployment Statistics program



GEOGRAPHY & OPEN SPACE AND CONSERVATION PARCELS

East Greenwich is a coastal town with a total area of 16.71 square miles, 16.58 square miles is land and 0.14 square miles is water. Twenty percent of the land in East Greenwich consists of undeveloped woods and farmland, although development continues to bring this proportion down. Various roads form approximate borders with some of its neighboring towns. Division Street sits between East Greenwich and Warwick, to the north and west until Route 2. South and east is North Kingstown which is roughly separated from East Greenwich by Frenchtown Road.

The preservation of open space contributes, in large part, to the quality of life of East Greenwich residents. East Greenwich's open space areas enhance the Town's character and provide for the passive and active recreational needs of its residents. The Town's dedication to open space preservation has led to the ownership of lands, conservation easements, and the development rights of various parcels, totaling 506.01 acres. These properties have provided East Greenwich residents with improved opportunities for passive recreation and general enjoyment of the natural environment by making trails and property accessible to the public. In addition, the Town also supports approximately 279 acres of active recreational areas throughout the community for a total of more than 785 acres of public and private lands.

Inventory of Open Space and Conservation Parcels 2020 (Update of Comprehensive Community Plan Table 4A)					
Parcel Name	Owner	Assessor's Map	Plat	Lot	Acres
Scalloptown Park	Town of East Greenwich	65	5	227	12.69
Briggs-Boesche Farm	Town of East Greenwich	10	19	46	74
Frenchtown Park	Town of East Greenwich	35	16	53	72.43
Laurel Wood	Town of East Greenwich	35	16	29	9.53
Fry Family Nature Preserve	Town of East Greenwich	42	16	12	43.7
Hunt River Preserve	Town of East Greenwich	18	17	16	11.59
Bleachery Woods	Town of East Greenwich	64	6	1	5.65
Westwoods Farms	Town of East Greenwich	58	14	128	11.54
Folger's Woods	Town of East Greenwich	69	12	472	15.05
Dark Entry Brook	Town of East Greenwich	84	9	22	3.32
Mystic Woods	Town of East Greenwich	8	19	246	20.88
Merriam Field	Merriam Trust	28	18	1	16.08
Briggs Farm Development Rights	Michael C Kent Revocable Trust	22	18	13 & 91	64.02
Reynolds Farm Dev. Rights	Michael Durand Revocable Trust	2	19	215	17.76
Tanner-Clark Preserve	Town of East Greenwich	15	19	30	127.77
Pine Farm	Town of East Greenwich	16	18	15	39.86
Total					545.87



SCHOOL DISTRICT

The School District today is made up of a PK – 12 configuration that in FY 2024 is housed in a total of six separate facilities, with separate Administration Offices, in a breakdown by grade of PK-2, 3-5, 6-8 and 9-12 with total enrollment in the range of 2,550 students. A grade realignment has been under review by the School Committee and is expected to change as part of the broader School Master Planning Process in the coming years. Once the district building improvements as part of the Mater plan are completed, a grade realignment may result in a shift to a (PK) – K at Meadowbrook Elementary, and a Grade 1-5 model at both Frenchtown and Hanaford Elementary Schools, with an increase in enrollment to 450-550 per school, stemming from the decommissioning of Eldredge Elementary School. Here I provide a few comments and thoughts regarding major initiatives that are ongoing within the District as well as the Districts proposed FY25 Budget program.

School Construction Initiative:

School Construction Committee (SCC) Effective March 2024

The School Building Committee is now transitioning to a School Construction Committee as approved by the Town Council, by ordinance, in compliance with Town Charter, and legislatively approved Bond Act. This is a twelve (12) member committee made up of the following individuals, that will guide this project in an advisory capacity for the Town Council and School Committee as the Town Council makes numerous financial decisions associated with the construction of the noted improvements, and in meeting the educational priorities as established by the School Building Committee.

1. Mark Schwager - Town Council President
2. Michael Donegan - V.P Town Council
3. Andrew E. Nota, Town Manager
4. Patricia Sunderland - Town Finance Director
5. Albert Ranaldi - Town Planning Director
6. Alyson Powell - School Committee Chairperson
7. Kevin Murphy - School Committee Member
8. Brian Ricca - School Superintendent
9. Bob Wilmarth - Director School Facilities
10. Dan Seger - School Principal
11. TBD - Public Member
12. TBD - Public Member

******This SCC structure will remain in place through the completion of this project in 2029, although most likely with many committee member changes through the duration of this long-term project.

Through the initial facility assessment phase, it became very clear to School and Municipal Officials, that many of the school buildings were in need of immediate attention of varying degrees, in order for the District to be able to continue providing appropriate educational space to support the quality of educational programs offered to our student population. The District makeup today presently consists of buildings built in 1927 Eldredge, 1958 Hanaford, 1964 Frenchtown, 1969 High School, 1969 Meadowbrook and 2011 Cole Middle School.



At the time this process began, the Facilities Committee advertised for a consultant to assist with this process, including the review of building space programs and the development of conceptual alternatives for the various projects under consideration. The integration of this information formed the basis of the master planning process to guide future capital investments in the district. The Facilities Conditions Assessment (FCA) represented an important element of this study, in evaluating all East Greenwich Schools. It was designed to identify deferred maintenance exposures across all school buildings and grounds. This comprehensive study continued in using a methodology that ranked all deferred maintenance into a series of Priority Rankings, including, Priority 1 - High, Priority 2 - Important and Priority 3 - Deferrable. This assessment was used to provide a detailed listing of the Districts immediate needs, although was not initially designed to address capacity and space utilization challenges, adherence and compliance with RIDE education standards, or the buildings functional capacity limitations.

Since this initial assessment, several significant steps have been taken in placing the District and Town in a position to prepare for the submittal of a Stage II - School Construction Application to the Rhode Island Department of Education (RIDE) on or before February 15, 2024. During this time, the School Department in compliance with RIDE requirements for the Necessity of Construction Program, formed a School Building Committee (SBC), made up of various School and Town officials, professional staff, as well as select members of the community to lead and guide the next phase of this structured process. The process and the SBC represent the aspects of the initiative that the community has heard most about, as this process has provided for structured discussion on grade realignment, the conditions assessment, present and long-term district needs, educational requirements, enrollment projections, contemplation of new construction as well as consolidation including school closures, as well as other aspects of community impact like local real estate housing influences, debt and tax impact. As noted above, there has now been a transition from the School Building Committee (SBC) to a School Construction Committee (SCC) to address the specific oversight responsibilities for the project during the upcoming construction phase and to address the projects fiscal requirements of the project as noted in the Bond Act language and as authorized by the Town Council.

The project will soon be concluding the Stage II process and moving into Stage III. The hiring of an Owner's Project Manager (OPM) and CM-Design Builder will soon be completed in May/June 2024 as the engineering plans for numerous large-scale projects are completed for the construction phase. Debt Issuance is projected to include several steps between 2025 and 2027 and this debt will then be reflected in the annual debt schedule presented in the annual operating budget program.

The Town secured voter authorization to issue General Obligation Bonds and/or Notes in a Principal Amount not to exceed \$150,000,000 for the purpose of Financing the Acquisition, Construction, Improvement, Renovation, Alteration, Furnishing and Equipping of Public Schools and School Facilities in the Town and all Attendant Expenses Including, but Not Limited to, Costs of Design, Demolition, Athletic Fields, Landscaping, Parking, and Costs of Financing which Schools shall include but not Limited to: a New Build Replacement for the Frenchtown Elementary School, Additions and Renovations or a New Build Replacement for the Hanaford Elementary School,



Renovations and Improvements to the Meadowbrook Elementary School, and Additions and Renovations to the East Greenwich High School.

The preliminary building construction schedule is expected to begin with the Frenchtown Elementary School followed by the Hanaford Elementary School, as other rehabilitation and smaller add/reno work is performed at Meadowbrook Elementary, the High school, Cole Middle School and Eldredge Elementary. This work is expected to begin in 2025/2026 with the full scope of work scheduled to be completed in 2029.

SCHOOL DISTRICT VISION

Our Vision of a Graduate

The Vision of a Graduate, developed in 2019-2020, defines our goals for each student to prepare for life.



KNOWLEDGEABLE

Students learn factual, conceptual, and content-based understandings across a variety of academic disciplines.



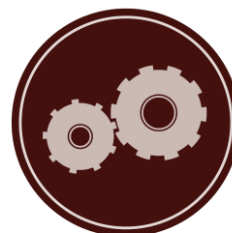
REFLECTIVE

Students routinely think about their knowledge, skills, emotions, connections to others, and personal histories and apply their insights to future situations, endeavors and learning.



CONNECTED

Students understand and value connecting with a diversity of people, environments and perspectives.



COMPETENT

Students demonstrate diverse capabilities enabling them to communicate effectively, solve problems, think critically and creatively, and collaborate meaningfully with others.

SCHOOL DISTRICT STRATEGIC PLAN

The District is today actively functioning under the strategic 2021-2024 initiative that was established to guide the districts work at all levels with the establishment of four main priorities: 1) **Excellence in Learning**: Advancing Educational excellence and expanding opportunities for all learners, 2) **Distinguished Teaching and Talented Staff**: Empowering our educators in their total commitment to student success, 3) **Efficient and Innovative Systems**: Enhancing operating systems to facilitate great teaching and learning, 4) **Engaged Community**: Collaborating actively with the community to enrich student experience.

Each of the four priorities are accompanied by a series of initiatives that come with timeline requirements and budget supports, some of which are included in the Districts FY2023 budget program. The process was facilitated by a design team that includes experienced facilitators and lead by an EGSD Steering Committee, consisting of district and school staff, students, school committee members, community leaders and parents. Steering Committee members analyzed data and research about best educational practices; ensuring that all voices were heard in the process; and created an overarching Vision, Mission and Values that will guide the formulation of strategic goals, objectives, strategies and essential actions, culminating in this final product as the district's Strategic Plan 2025. The School Administration notes that the 2021-2024 EGSD Strategic Plan will be implemented in three phases, with annual re-planning to ensure steady progress against the four priorities.



East Greenwich
Public Schools
Strategic Plan 2021-24
All Means All

A Total Commitment
to Every Student

Building on a Tradition of Excellence



OUR MISSION

The Mission of the East Greenwich Public Schools is **to genuinely know, support and celebrate all students in meeting their full potential**. We are committed to meaningful collaboration among faculty, staff, students, families and the community, recognizing our collective responsibility **to continue to deliver a high-quality education system for all**.

OUR VISION OF A GRADUATE

Our Vision of a Graduate of the East Greenwich Public Schools is that each student is
Knowledgeable, Skilled, Connected and Reflective

OUR THEORY OF ACTION

If we genuinely know, support and celebrate each student...
If we share a collective responsibility to educate all children in the community...
If we ensure a high-quality education system that provides continuous access to opportunities...
Then, all students will be prepared to successfully pursue academics, work and life after graduation.

OUR GUIDING PRINCIPLES

Academic Excellence | Student-Centered Learning | Partnership | Transparency | Results

DIVERSITY, EQUITY AND INCLUSION

Diversity is a shared understanding that our differences make us stronger as a community.
Equity is a commitment to provide all students with what they need to grow and thrive.
Inclusion is a promise to help each student experience a sense of belonging and support.

STRATEGIC PRIORITIES


**Priority 1
LEARNING**
Advancing educational
excellence and
expanding opportunities
for all learners


**Priority 2
TEACHING**
Empowering our
educators in their
total commitment
to student success


**Priority 3
SYSTEMS**
Enhancing operating
systems to facilitate
great teaching
and learning


**Priority 4
COMMUNITY**
Collaborating actively
with the community
to enrich the
student experience

**3-YEAR
PLANNING
PROCESS**

PLAN IMPLEMENTATION



Continuous Improvement with Annual Refinement

EGPS-wide Plan
developed by Superintendent
and Leadership Team

School Plans
developed by
Principals and SiTs



EGPS
Priorities and Initiatives 2021-24



Priority 1 ~ EXCELLENCE IN LEARNING

High-Quality Curriculum: Roll out High-Quality Curriculum and materials to all students and grades to meet/exceed national and state standards in ELA and Math by 2023, Science by 2025 and other curricula aligned to academic standards and curriculum frameworks
Deeper Learning: Utilize deeper learning methods to develop the talents of diverse learners and to enhance student success via analytic reasoning, complex problem solving and teamwork
College, Career and Technical Pathways: Develop new pathways to expand future opportunities for all learners
Performance Assessment Systems: Align K-12 performance assessment systems to support our Vision of a Graduate
Standards-Based Grading: Extend Standards-Based Grading across K-12 to enhance student mastery of specific learning targets



Priority 2 ~ DISTINGUISHED TEACHING AND TALENTED STAFF

Multi-Tiered System of Supports (MTSS): Deploy MTSS system to provide early intervention and enrichment to students with more intensive academic or behavioral needs
Professional Development: Enhance targeted professional development opportunities for teachers and staff to broaden current professional talent and support the development of new skills
Professional Learning Community: Formalize a peer-to-peer learning community for teachers to support each other with shared knowledge, exposure to new methods and new collaboration opportunities
Complementary Curricula: Develop a long-term complementary curricula plan, building on the success of programs in arts, athletics and enrichment, to expand offerings and opportunities
Leadership Development and Succession: Expand leadership development and succession planning to enhance skill set of current EGPS leaders and to identify the next generation of talent



Priority 3 ~ EFFICIENT AND INNOVATIVE SYSTEMS

Data-Informed Decision-Making: Develop a data-informed decision-making capability to provide administrators and educators with the data and knowledge to make optimal choices
Facilities Master Plan: Develop a facilities master plan to define both the vision and specific requirements for the next generation of EGPS buildings and grounds
Financial Sustainability: Expand 3-year forecast into a 5-year financial sustainability plan to ensure the safety and stability of our financial position
Technology Ecosystem: Enhance technology infrastructure via continuous improvement to replace aging hardware, improve network security and back-up and enable the next generation of software and services
Integrated Social and Emotional Well-Being Plan: Develop an integrated social and emotional well-being plan for all educators to help all students achieve greater self-awareness, self-management and relationship skills



Priority 4 ~ ENGAGED COMMUNITY

EGPS Portal: Develop a new EGPS web portal to integrate communications from schools and to facilitate meaningful engagement and dialogue with the community
Global Sister Schools: Create sister school partnerships at local, national and global levels to provide student with unique opportunities for cross-cultural learning, collaboration and understanding
Post-Secondary Partnerships: Create a post-secondary partnerships program to provide new and meaningful academic, industry, public sector and socially responsible opportunities for students in RI and beyond
Alumni Network: Build an alumni network of EGHS/EGPS graduates to provide new professional opportunities, networking and financial support

KEY PERFORMANCE INDICATORS

EGPS Dashboard - Superintendent & Leadership Team





FY 2025 PROPOSED SCHOOL BUDGET

In Rhode Island, cost drivers for public school budgets can vary amongst the individual municipalities, although typically include factors such as student enrollment, personnel contractual obligations, special education services, facility maintenance and improvements, technology investments, transportation, outsourcing of services and curriculum development. These cost drivers in some cases are essential for providing a quality education to students, although added efficiencies and management of the system needs to be in place and considered a priority to ensure the smooth operation of the School District.

Achieving a balancing of interests of the public-school budget with other community priorities can be a challenging task. Community priorities may include funding for public safety, infrastructure projects, Human and Social services, Parks and Recreation, Commercial Development Support, Land Preservation and other targeted Economic Development initiatives. It is important for policymakers and stakeholders to consider the needs of the community as a whole when making such budget decisions.

In a municipality, finding a balance between funding for public schools and community priorities often will involve and require careful short/long-term planning, collaboration, strategic decision-making, resource allocation scheduling and communication amongst the various stakeholders. All such processes will require trade-offs and prioritization of certain initiatives over others based on the available resources and the needs of the broader community.

Ultimately achieving a balance between the goals of a public-school budget and other community priorities requires thoughtful consideration of the impact of budget decisions on the overall well-being and quality of life within the community. Collaboration, open dialogue, planning, preparation and a professional process are all important and represent key elements of the process in finding solutions that meet the diverse needs of the community.

This year's budget recommendation as proposed by the Superintendent (that was not ultimately adopted by the School Committee), was originally developed based on a 4% overall increase as the School Administration prepared for the final School Committee review and proposed budget adoption. That proposal as presented by the Superintendent to the School Committee, included a maximum 4% tax transfer of \$41,312,372 or an increase of \$1,588,937 over FY24 and a total School Budget increase of 4.94% or \$2,343,502, totaling \$49,773,562. This overall proposal also included a \$762,216 increase in unrestricted state aid or an increase of 12.77%.

The budget category supporting this request included the following:

Personnel Services: \$28,513,814 – an increase of \$974,575 or 3.54%

- Included 5.40 FTE new positions at a total cost of \$583,910 and presented another 5.0 FTE unfilled/unbudgeted in that request totaling \$585,032.

Personnel Services – Benefits: \$9,810,467 an increase of \$147,716 or 1.53%

Purchase Professional /Tech Svcs.: \$2,893,671 – an increase of 339,671 or 13.3%



Purchased Property Svcs.: \$1,259,602 - an increase of \$211,800 or 20.2%

Other Purchased Services: \$5,027,740 - an increase of \$514,762 or 11.4%

Supplies, Materials, Textbooks: \$1,611,672 – a reduction of (\$80,134)

Property, Bldg., Equip., Vehicles: \$443,210 – an increase of \$132,346 or 42.6%

Dues and Fees: \$213,386 – an increase of \$102,766 or 93%

The Superintendents proposal resulted in a total budget request of \$49,773,562 or 4.94% increase in the presented amount over the FY24 Town Councils Adopted budget for the District. I will not provide any additional detail on this budget proposal, as thus maximum request was not approved or adopted by the School Committee in their adoption process. Below is the School Committee approved budget request.

School Committee Approved Budget Request for FY 2025

As noted above, at the last School Committee deliberation on the proposed School budget in April 2024, the School Administration submitted for review a proposal, based on several months of deliberation with the Committee and professional staff of the District. This request, already at the maximum allowable under state law at 4%, was not approved by the Committee and the School Committee then moved to add various initiatives costing an additional \$551,404, increasing the requested tax transfer amount to \$41,863,776 or 5.39% or 1.4% above the Superintendent's statutorily supported request. This modified total, amounted to a total increase in the tax transfer to the District of \$2,140,341 or 5.39%. This also increased the total school budget request from \$49,773,562 or 4.94% increase to a new high of \$50,324,966 or an increase of 6.1%.

The District has also proposed to utilize \$842,000 in a fund balance reserve transfer in FY 2025, a minor reduction from the FY2024 of (\$15,451) form \$857,451 and reduced from \$974,965 in FY2023. The use of Reserve in this fashion has created a structural reliance on this inconsistent source of funding and with such aggressive use of this fund significantly beyond any annual surplus amount generated, will place the District on track to fully deplete this reserve fund in the coming years. This unchecked use of funds will place the District in the Town in a difficult position and the District in a worse position to replace this revenue, at that time, and as it will be aligning with the potential issuance of debt associated with the School Construction initiative. It was just a few years ago that the District and Town deliberated on this issue on a fairly routine basis, in recognizing that a managed use of the Reserve Fund was necessary to slowly pay it down, while protecting the supplemental needs of the District and preventing any type of structural dependence on an outside source of revenue. That has not been the case in recent years and the District and Town should prepare for a very difficult discussion that will soon arrive in the next few years.

In addition, no net change is anticipated in Individual Tuition of \$295,000, no change in the Hanaford Trust remaining at \$40,000, an increase in investment income of \$7,800, no change in rental income at \$125,000, no change in Contributions and Donations at \$20,000, no change in estimated Misc. Revenue of \$0, no change in



Medicaid Revenue at \$385,000 and a substantive increase in state aid amounting to \$762,216 or a total of \$6,731,190 in FY2025.

The overall school district debt impact as projected in FY 2025 is estimated at \$3,808,259 and is supported by existing and new debt activity in the District amounting to a net decrease of \$450,583 over the budgeted debt amount of \$4,258,842 in the 2024 fiscal year. There is also expected to be a slight increase in the adopted FY 2025 Housing Aid amount of \$84,415, with total Housing Aid projected to be \$1,981,316.

As the community is familiar, the District is engaged in a Master Planning process to address broad need within the district for capital investment. The School Building Committee (SBA) has been developing a proposed series of improvements with a district-wide perspective that is progressing in the Stage II process with RIDE. A single proposal supported by the SBA, was presented to the School Committee and ultimately approved by the Committee in April 2023. After review and further consideration, a proposal with an estimated cost in the range of \$150 million was approved by the School Committee to advance to the design phase in support of the Districts Stage II application. This Option was considered by the Town Council in their review of the total amount of debt that the Town Council feels is appropriate to be presented to the voters, and ultimately approved in a local referendum in November 2023. The district-wide improvements are planned to touch all district buildings, potentially while also involving a grade realignment at the elementary school level, a school consolidation with the decommissioning of Eldredge Elementary School, and look closely at many of the internal systems and other district priorities, including security upgrades/enhancements and a broad modernization of the educational environment and strategies as presented by the District.

As has been noted in various public discussions in recent months, it is critically important for the community to engage in a balancing of interest approach and that this be recognized by all departments and programs of the Town. This review and subsequent impact would be realized in the General Fund, School Fund and Debt Fund in the support of any investment of this magnitude being contemplated by a community of East Greenwich's population size and tax base. In a broader context, the operating programs of the Town and School, as well as any scheduled short-term pay-go capital investment will face the challenge of being directly limited when the full principal and interest payments are required when the debt stemming from this Master Plan is issued and becomes due. Relief may only be realized when in future years, other forms of community debt is retired, thus lowering the Town's overall debt obligation, refinancing opportunities presents itself in the market, or an alternate reprioritization of funding is implemented in the main Town and School programs. Existing School Debt will migrate off the debt schedule in the amount of \$1.27 mil. in 2030 and \$2.1 mil. in 2038 providing for such an opportunity. In addition, general parameters should be established for the programed use of school fund balance reserve, should a sufficient balance remain, to ensure a sufficient and appropriate reserve remains in place to address critical internal budget changes and to prevent a structural deficit from occurring, requiring added tax funding and an emergency action of the Town Council. The idea that significant fund balance reserves can be used to support general program expenses on a routine and annual basis is unsustainable, without a sizeable surplus generated annually to counterbalance the reserve reduction.



This balancing and reprioritization of the most important needs and interests of the District and capacity of the towns ability to pay, must be understood by all involved and factored into the future decisions of the community. These points do not represent a deterrent or opposition in any form to curb forward movement in the Master Planning process, as the infrastructure of the District has been neglected and a plan needs to be implemented to advance a reasonable program of scheduled improvements. These points are being raised here in concert with a significant operating budget district request for FY 2024 as everyone strives to find a workable balance of need and cost, and this exercise may require further review and reflection as part of the broader community budgeting process in future years.



Town Council Priorities and Goals

Town Council Goals & Objectives

The following represents the Town Council's Goals and Objectives for the 2024-2026 Term along with several initiatives that extend beyond this timeline into future years. These main community goals will be identified according to specific topic areas and contain some carry-over to alternate program areas based on the nature of the specific goal cited. Various actionable objectives will follow each set of goals specific to ongoing or future efforts of the professional staff targeted to a specific area.

I. Budget Development and Fiscal Management

GOALS:

- Compose annual municipal budgets that are efficient, transparent, and engage the general public;
- Provide the community with adequate resources for essential public services and programs;
- Continue to identify and implement efficient and effective improvements throughout the Town's municipal operating program;
- Consider residents and businesses ability to pay in supporting the approved municipal budget program;
- Utilize the budget process to advance/implement the overall policy environment and administrative work program for the community;
- Promote public involvement and active participation in the development of the annual budget program;
- Strive toward the eventual development of an AFR –Annual Financial Report.
- An AFR is a set of financial statements for a state, municipality or other governmental entity that comply with the accounting requirements established by the Governmental Accounting Standards Board (GASB);
- Provide for a well-balanced and meaningful ARPA plan, in investing the \$3.92 million in funding received by the community, into critical municipal functions.

OBJECTIVES

- Utilize the annual municipal budget process, including the Capital Improvement Program, to support and implement municipal policies, functional areas, and programmatic priorities to address areas of need within the community;
- Develop and implement strategies and promotional efforts to increase public participation in the budget development process, including use of social media platforms and the new public engagement platform;



- Continue to work collaboratively with the School Committee and School Administration to provide appropriate resources and recommend administrative best practices to assist with an efficient delivery of services for the Town's public educational program;
- Engage the State Administration and General Assembly to ensure that State-aid for East Greenwich provided through State resources assists local budget development, addresses state mandates, and is equitable for local residents and taxpayers;
- Monitor the availability of State and Federal grants for special projects and/or provide resources to underwrite the operational costs of general departmental functions and programming;
- Manage Capital projects to effectively complete projects on time and within budget;
- Continue programs and services involving regional cooperation and evaluate expansion of such efforts to new functional areas, as opportunities become available;
- Maintain a program of municipal support for outside agencies and area nonprofit organizations that provide important local services;
- Provide a fiscal impact analysis relating to personnel and equipment requirements for any new or expanded program, project, or policy initiative under consideration;
- Work to provide and maintain a budget document consistent with GFOA's Distinguished Budget Award requirements.

II. Communication and Education

GOALS

- Promote public engagement and awareness of programs and services through information dissemination, accessibility, and inquiry using a variety of channels including but not limited to in-person, online, print sources, local and statewide media and the Town's Public engagement platform;
- Utilize the Town's website and other online/social media resources on a broader basis to communicate with and provide information and resources to residents, local business, and other interested parties;
- Maintain and improve communications and cooperation with local policy boards and commissions, including but not limited to the Town's municipal boards and commissions and the School Committee;
- Determine best practices to address the impact of lessened capacity and the potential of increased student enrollment within the School Department as part of the Master Planning process and its potential impact on educational programming, facility usage, and capital planning;
- Maintain and improve communications and cooperation with local institutional and Business entities, including but not limited to NEIT, Chamber of Commerce, Mutual Aid partners, etc....

OBJECTIVES

- Continue to leverage and expand upon the Town's upgraded website platform in FY2024 and other technology investments in communication, to compliment traditional communication and informational efforts by the Town;



- Continue to leverage and expand the Town's social media presence to compliment traditional communication and information-based initiatives;
- Promote increased registration by residents and businesses in the Town's Emergency Notification System CodeRED as a communication tool for sending emergency notifications (local events, incidents, critical services, public safety concerns, etc.);
- Continue the Town's efforts to incorporate, integrate, and utilize state of the art technological systems, programs, and tools across all municipal government functional areas;
- Schedule and conduct periodic meetings with local policy boards and commissions to give and receive feedback, and provide direction, as appropriate;
- Schedule and conduct annual meetings with the NEIT administration to share information and discuss issues of common interest;
- Schedule and conduct annual meetings with the Chamber of Commerce, its members and the broader business community;
- Revise municipal documents, reports, and plans to increase ease of use amongst the public and other stakeholders, making documents accessible online, through the scanning a digitization of records;
- Continue discussion with the School Building/Construction Committee, School Committee and Town Council as to how to address the impact of fluctuating student enrollment on all school buildings and programs;
- Identify potential long-term School District planning options, funding availability and modifications to capital improvement priorities as part of the Master Planning process and annually thereafter on an as-needed basis, during and after the \$150 mil. School Building Initiative is concluded;

III. Core Services and Facilities

GOALS

- Continue to provide high level and diverse municipal services and programs for the residents of our community;
- Provide municipal services in a cost effective, efficient and sustainable manner;
- Maintain the Town's strong position among RI communities by continuing to incorporate sustainability features into municipal services, programs, and facilities;
- Provide for a sustainable road & sidewalk maintenance program with the addition of a comprehensive assessment study and future system management;
- Ensure high quality indoor and outdoor recreational fields, facilities, playing fields, trails, grounds and waterfront features;
- With the completion of the Waterfront Study in 2023, and in securing a \$963,000 federal appropriation, develop plans and next steps to provide for access, recreation, ADA and commercial enhancements to the town's waterfront district and neighborhood;



- Provide for necessary public safety facility improvements in order to maintain and advance the present compliment of services offered. Submit multiple federal appropriation and other grant applications in seeking funding to support the modernization of the Dispatch Centers at EGPD and EG Fire Station 1.

OBJECTIVES

- Provide adequate resources, programs, facilities, and personnel levels to maintain high quality, responsive municipal services across all departments, divisions, and functional areas (Town Administration, Public Safety, DPW Building Services and Utilities, Schools, Community Services, and Senior Services);
- Continue to actively review Municipal and School facility needs to plan and implement processes and systems to ensure the highest level of security is maintained;
- Annually evaluate the need, prioritization and cost for continuation, reduction, or expansion of municipal services levels;
- Continue with existing programs and assess new opportunities for regional approaches for service delivery in cooperation with other Kent and Washington County communities and NEIT in improving our overall organizational efficiency;
- Complete an investigative Waterfront Study, providing for various improvements involving pedestrian access, balance of residential/commercial uses, recreational use, transient and year-round water access, improved commercial viability, connectivity with main street district, transportation enhancements, etc.;
 - Waterfront Study completion achieved in Winter 2023.
 - Secure Federal Appropriation of \$963,000 to begin implementation and further develop plans for several priority projects;
- Determine the future need and feasibility of the transfer station and future relocation away from the waterfront district or and/or elimination of certain program elements;
- Continue to assess benefits of an off-site virtual net metering (VNM) contract for off-site solar power as this program has been approved and it set to begin in September 2024. This program was coordinated in concert with the School District to achieve improved economies of scale benefits;
- Continue and expand partnerships with the US Environmental Protection Agency, the RI Office of Energy Resources (RIOER), East Greenwich School Department, and National Grid to provide funding and technical assistance resources for facility upgrades and retrofits, new equipment installations, public education concerning energy efficiency, carbon footprint reduction, and improved environmental conditions;
- Continue advancing the Municipal Street Light Program, with all fixtures having been acquired by the Town, a contract for new installation awarded to RISE for an LED streetlight conversion and implementation of 'smart controllers' along with a contract with a third-party electrical contractor for long-term LED maintenance;
- Implement and modernize the Town's Capital Improvement Program relating to infrastructure upgrades, equipment acquisition, pay as you go programs, and facility improvement projects;



- Support and complete the Police Department's efforts towards achieving in-state Departmental Accreditation via the process developed by the RI Police Chief's Association;
 - Accreditation efforts Achieved in 2024
- Complete rehabilitation of various outdoor Town/School, Recreational and Athletic sites;
 - Work is ongoing with projects at Academy Field, Eldridge Field, with planning underway for Scallop Town Park, the High School Complex and other neighborhood facilities;
- Implement a full slate of inclusive wellness and athletic program offerings for senior age residents at the Swift Gym;
- Complete State ARPA fund supported expansion of Swift Community Center in concert with Program expansion to include Health/Wellness, Education and Workforce Development Services;
- Provide funding support to the School Department, recognizing an appropriate balance of investment, via a transfer to the School Fund, to maintain a high quality, cost efficient educational program for the community;
- Initiate guidance from the Town's Hazard Mitigation Plan update completed in 2021 and include as a priority, identifying specific impacts to coastal infrastructure, facilities, and property due to flooding, storm surge, coastal erosion, and sea level rise;
- Continue to actively review Municipal and School facilities to address energy management goals, increase energy efficiency and contemplate renewable energy integration into building rehabilitation projects;
- Conclude the implementation of the Fire Alarm Radio Box project, and coordinate with local business owners regarding the transition to the new platform and develop a sustainable future cost structure;
- Provide for a continual effort in seeking grant opportunities to support further investment in indoor/outdoor passive and active recreation and athletic facilities and other municipal needs;
- Complete the Master Plan process needs assessment for all indoor/outdoor Community Services Programming and facilities.
 - The research and plan development has been ongoing over a multi-year period and was finalized in Winter 2023. Results of this study are being used in future planning throughout the community;

IV. Land Use

GOALS

- Support a land use development model that maintains the rural small-town qualities of the community, acknowledges the Town's historic presence, promotes sustainability, preserves open space and agricultural land, and enhances the health of our citizenry;
- Ensure that the existing development pattern continues, which is consistent with State Guide Plan *Land Use 2025*;
- Enhance the quality of life found in the community as a place to live, work and recreate;



- Ensure that new development does not adversely impact natural, environmental or ecological resources, the character of the Town, or the Town's ability to provide high quality public services and facilities;
- Preserve and support the Land Trust's advisory focus on land preservation initiatives;
- Provide for the orderly and planned development with the Town that is consistent with adopted plans and development regulations;
- Study various growth management strategies and impacts on present, land use, land preservation, and general quality of life effects;
- Address housing need in accordance with the State Low and Moderate Income Housing Act, the Housing and Affordable Housing Plan of the Town and the many Housing Legislation initiatives that have recently been implemented;
- Identify, preserve and enhance the cultural resources and historic sites of the Town including work with the Cemetery Committee and preservation of our 100 + historical public/private cemeteries in the community;
- Provide a process for the identification and siting of essential public facilities;
- Provide a network of safe, convenient, attractive and comfortable pedestrian networks on sidewalks, trails and paths to facilitate access to and from destination points to parking facilities and building entrances and other site amenities such as public open spaces to reinforce pedestrian activity between commercial areas and surrounding residential neighborhoods.

OBJECTIVES

- Initiate the 10-year update of the Comprehensive Community Plan in 2024, while streamlining the plan to increase effectiveness of implementation; including actions associated with bringing consistency between the Plan and the Town's Zoning Ordinance, planning for natural hazards, climate change, and energy, and providing more affordable housing options;
- Establish a balancing of residential, commercial, industrial and public land uses within the Town;
- Continue efforts to permanently preserve open space and farmland within the Town;
- Foster business creation and retention that contributes to the quality of life of the residents of the Town;
- Coordinate with the Coastal Resources Management Council to guarantee access to the Town's Public right of ways;
- Continue to incorporate healthy community design philosophies, into development review and various Town initiatives;
- Establish densities and development standards that provide for efficient infrastructure and service delivery;
- Identify historic buildings and landmarks within the Town;
- Allow for the appropriate siting of essential public facilities.
- Implement a pedestrian network that connects the commercial, residential, and open space uses. This network shall consist of trails, pathways, and sidewalks. The commercial uses are intended to primarily serve their surrounding residential areas; and these residents and visitors should be able to walk or bike to these areas from various locations.



V. Housing

GOALS

- Maintain a diversity of housing opportunities and housing stock, affordable to the various population groups in the community;
- Promote and enhance the values, sense of place, and community represented in the existing East Greenwich housing stock, type and development patterns;
- Facilitate the development of affordable housing throughout the community with the goal of achieving 10% of the year-round housing stock as low- and/or moderate-income housing;
- Encourage a wide range of affordable housing options through a combination of innovative regulatory mechanisms, public and private initiatives, and joint public and private partnerships;
- Provide for a clear vision and facilitate regulatory guidance supporting growth management in the community, that includes various forms of land preservation, diversity and controls on housing stock type, and infrastructure condition and capacity.
- Support a high quality, healthy housing model in neighborhoods that mix incomes and improve accessibility to jobs and services by encouraging residential proximity to these compatible land uses.

OBJECTIVES

- Work cooperatively with the Planning Commission, Affordable Housing Commission and other partners to support the implementation of affordable housing policies and recommendations, as well as educating the public on affordable housing diversity challenges;
- Work to establish a consistent and reliable funding stream to promote the financing and production and conversion of affordable housing in the community;
- Investigate ways to incentivize green building design and sustainable development practices for new development and redevelopment proposals;
- Actively encourage subdivision design that supports active, healthy lifestyles through providing pedestrian oriented environments, connectivity to nearby recreation resources, bicycle amenities, access to public transit, and home-based food production, where appropriate;
- Evaluate the possible expanded accommodations for Accessory Dwelling Units (ADU's) – additional limited living quarters on single family lots, independent of the primary dwelling – in residential zones, as a tool for expanding the affordable unit inventory in concert with supporting legislation.
- Promote livable neighborhoods with a mix of housing types, quality design and a scale and character that respects unique residential neighborhoods in the Town.



VI. Sustainability, Environmental and Natural Resources

GOALS

- Promote the sustainability and resilience of the natural resource systems within the Town;
- Identify and promote public discussions relative to issues concerning sea level rise, climate change, and coastal erosion threats to natural resources and municipal infrastructure;
- Consider the establishment of a community goal for reduction of our municipal carbon footprint in a manner that is consistent with, or exceeds, established State of RI goals;
- Promote and encourage the establishment of locally sourced renewable energy resources;
- Protect water quality, including surface and groundwater quality, especially in the Hunt River recharge area, and better address the cumulative impacts of development on wetlands, streams, and Greenwich Cove;
- Retain the Town's semi-rural character through preservation of existing farms, open spaces, wetlands and wooded areas, and scenic views and vistas.

OBJECTIVES

- Study, evaluate, and assess the need to formalize Town efforts around issues of community sustainability, including but not limited to energy efficiency, carbon footprint reduction, use of green infrastructure, addressing climate change and sea level rise, etc.;
- Study and evaluate municipal renewable energy initiatives;
- Support emerging partnerships and planning efforts centering on sea level rise and climate change;
- Develop and incorporate policies for sea level rise and climate change into the Town's Comprehensive Community Plan, Multi-hazard Mitigation Plan, and Harbor Management Plan, as needed;
- Develop and implement public informational resources that promote energy efficiency and the establishment of residential and community renewable energy;
- Develop and implement public informational resources that create awareness and promote how the general public can help to protect, preserve, and enhance the Town's fresh and saltwater based resources;
- Continue efforts to develop a passive recreation plan for the 127-acre Tanner/Clark preserve, and begin plan implementation and the newly acquired 40-acre Pine Property on Tillinghast Road;
- Evaluate local policies and programs relating to the municipal tree management (Tree City USA) and revise, as necessary, to better protect and enhance this community resource;
- Update and adopt the Town's Harbor Management Plan in 2023, to maintain compliance with RI Coastal Resources Management Council requirements;
- Consider amending the Zoning Ordinance to include an Aquifer Protection Overlay District.
- Consider a Town Ordinance that designates certain roads as Scenic Roadways;
- Pursue additional funding and grant opportunities to support projects that improve sustainability, resiliency, renewable energy initiatives and sea level rise protections.



VII. Cultural and Historic Resources

GOALS

- Promote an understanding and appreciation of the value of the Town's historic and cultural resources to its character and vitality;
- Preserve and protect the cultural and historic qualities and resources within the community, as appropriate and where possible.
- Identify and document archaeological, architectural, and historic resources.

OBJECTIVES

- The Town will seek State funding as it becomes available for conducting an update of East Greenwich's historic resource inventory;
 - Town submitted grant application to the State Historic Preservation Society in 2024;
- Review and revise, existing policies and regulations for protecting historic resources within the planning and development review process, as necessary;
- Collect, preserve, and protect print and other resources representative of the Town's cultural heritage and history;
- Continue to expand the Town's inventory of historic structures and buildings;
- Continue to monitor and seek out funding sources for preserving and enhancing cultural and historic resources;
- Enforce existing historic zoning and related ordinances and codes, including those applicable to historic cemeteries to the extent allowed by State and local law;
- Consider adopting an Ordinance that would prevent the "Demolition by Neglect" of valuable historic assets;
- Improve towns' abilities to identify and protect historic resources through local regulatory and non-regulatory approaches;
- Improve public access to information on local historic resources, and facilitate research and exchange of historic preservation information.
- Identify and pursue funding opportunities, in-kind support, local revenue strategies, and landowner incentives to promote stewardship of natural resources.

VIII. Economic Development

GOALS

- Foster a local economy that supports a diverse business and industry base;
- Support, diverse and balanced economic development in East Greenwich;
- Provide the business community with a clear framework for establishing, maintaining, and expanding business operations in Town;



- Maintain a high level and productive working relationship with the East Greenwich Chamber of Commerce;
- Recognize and support tourism as a major contributor of economic development in East Greenwich;
- Continue to encourage the revitalization of Main Street and the Downtown area as the community's Central Business District (CBD), so that its role as a key job creation and vibrant historic center endures;
- Support a vibrant economy where there is opportunity for jobs, entrepreneurship, and managed commercial growth that positions the Town for the future.

OBJECTIVES

- Continue to explore and develop appropriate policies and programs aimed at improving the local business environment;
- In cooperation with economic development efforts as directed through the Town Manager's Office, maintain an active dialogue and attend periodic meetings with members of the business community and representative merchant groups, including but not limited to the Chamber of Commerce, Waterfront businesses, and South County Trail professional businesses to provide and receive feedback and identify areas for cooperation;
- Engage in dialogue with representatives of the business community to determine what municipal regulatory requirements may need to be streamlined or enhanced to support business activities;
- Enhance existing and develop new partnerships with local and state business organizations and regulatory entities to improve local and regional economic conditions;
- Provide high quality infrastructure and services that support local business continuity and growth;
- Promote efficient, user-friendly regulatory and permitting practices on the local level while using these processes and permitting/licensing structure to maintain a balance in quality of life attributes;
- Work cooperatively with NEIT concerning the Institutions planned capital improvement program, including potential other projects that may involve private sector participation;
- For NEIT projects that involve private sector participation, require PILOT agreements and consideration of local land use controls and standards;
- Public investment in Main Street and the Downtown area in terms of physical improvements to streets and streetscapes, public parking, pedestrian ways, lighting, signage and seating, as well as general beautification efforts, as funds become available.

IX. Circulation

GOALS

- Encourage and maintain multi-modal transportation opportunities throughout Town to support a healthy, equitable transportation system;
- Promote street and infrastructure improvement designs that are safe, inviting, and attractive which support healthy, active modes of transit in the community;
- Ensure that circulation improvements protect the quality of life in the community;



- Work with State and Federal agencies to improve safety and accessibility for residents, visitors, and students;
- Study and address ongoing parking challenges, involving overnight resident parking, short-term business parking, valet service needs, and an overall shortage of parking area, with sufficient turnover, during peak use time periods;
 - Parking Study was awarded in April 2024 and set to occur in the summer 2024 into the Fall.
- Research the considerations around the use of a seasonal trolley system to alleviate traffic and parking congestion.

OBJECTIVES

- Engage the State of Rhode Island in considering a bike/pedestrian bridge at Scallop Town Park; State Funding is scheduled for 2024 to continue researching the feasibility of this proposed project;
- Continue coordination efforts with RIDOT on state transportation projects by maintaining contact with RIDOT and related agencies during all phases of planning, design, and construction;
- Coordinate a comprehensive public works (road infrastructure) program in conjunction with RIDOT;
- As appropriate, incorporate healthy community design features into circulation elements;
- Develop a framework for assessing active transportation improvements to Town roadways, including identifications of pedestrian and bicycle priority areas and a mechanism for inclusion of the existing roadway conditions in the decision-making process;
- Promote an expanded Senior Transportation program, serving elderly residents with no other means of transportation, supporting independence and the reduction of social isolation;
- Work with RIDOT to ensure that State transportation projects incorporate stormwater management BMP's (Best Management Practices) to the most reasonable extent feasible;
- Evaluate current post-storm snow clearance policies and practices and determine if greater efficiencies can be realized and determine if expansion of the municipal program in this area is feasible;
- Assess potential impacts of natural hazards and climate change on the Town's circulation system, with special attention to evacuation routes and areas that may become isolated in the event of flooding, and begin to evaluate options for long term solutions;
- Continue to assess and develop the green corridor plan in furthering the expansion and connections to plan for the completion its build-out.

X. Human and Social Services, including Marginalized and Special Needs Populations

GOALS

- Provide services and programs that seek to address unmet needs of select populations within the Town;
- To ensure excellence in service delivery, advocacy and public policy dedicated to the needs of older residents of the Town of East Greenwich, their families, and caregivers through a single, visible and responsive department;



- Provide services and programs, in integration with the school department to address substance abuse issues, mental health counseling and marginalized populations.
- Acknowledge the unique and valuable contributions of the veterans in our community and commit to a public policy environment that honors such service.
- Evaluate local Town facilities and services to ensure that the community is equipped to address a full complement of service needs at the local level.

OBJECTIVES

- In consideration of the Town's overall fiscal program, conduct an annual evaluation of the Town's Elderly Tax Exemption program;
- Continue and expand Town efforts to improve handicapped accessibility for all segments of the population with regard to local facilities and infrastructure;
- Require that State transportation project planning integrate features and improvements for mobility impaired resident's transit and accessibility needs;
- Listen, respond, and react to the needs of older residents of East Greenwich, their families, and caregivers with respect, courtesy, patience, and dignity; target services to elders in greatest need, and those who are frail and at-risk;
- Maintain a dedicated effort to coordinate the many essential elements of an effective and comprehensive community system for older persons by collaborating with existing senior service programs provided by other public and private agencies and promoting accessibility of services;
- Promote awareness of community programming and volunteering opportunities, identifying opportunities to create collaboration between populations, such as elder and youth;
- Coordinate with the RI Office of Veterans Affairs to have informational outreach programs and/or one-on-one appointments locally hosted on a regular basis, in order to promote greater awareness and ease in access to programs and resources available to veterans and their families;
- Evaluate the Town's existing tax exemption programs for qualified veterans against other RI community programs to determine if changes are warranted to improve the functioning of this effort;

(Substance Abuse and Mental Health Services)

- Continue to support the East Greenwich Substance Abuse and Mental Health Services program in their prevention education efforts within the community;
- Continue to further the efforts and initiatives of the Opioid Task Force to educate, counsel and assist residents on the opioid crisis as well as other substance abuse and mental health issues;
- Provide support to reducing the number of individuals who struggle with homelessness and support for overcoming contributing factors;
- Provide for necessary prevention and support services stemming from the legalization of marijuana in Rhode Island, in spite of the Town opting out of the program to host a local retail establishment.



XI. New England Institute of Technology

GOALS

- Improve host community/institutional relationships and strategic planning;
- Enhance transportation, traffic, public safety, and infrastructure system linkages;
- Promote on-campus housing resources and affordable housing opportunities;
- Preserve open space, provide for a sustainable campus environment, and enhance natural systems protection.
- Establish joint community/Institutional goals inclusive of opportunities for public interaction on and with campus population, community open space, fields, courts, dedicated spaces, and possible support services.
- Ensure sufficient Public Safety, Fire and EMS services are coordinated and planned with the institution in preparing for present and future needs for the campus population.

OBJECTIVES

- Continue Town staff participation in the NEIT Master Plan Review Team;
- Continue and expand existing NEIT/Town partnerships for service provision;
- Review the impacts of institutional growth at NEIT on public safety response capabilities;
- Support NEIT efforts and programs to utilize and promote alternative forms of transportation for commuters and staff;
- Explore opportunities for students to gain professional field experience through internships.

XII. Public Safety and Fire /EMS Services

GOALS

- Improve public safety outreach and engagement – CSI Camp, Safety Town and expansion of National Night Out;
- Develop a Workforce Development and Management program;
- Improve Transparency in Police and Fire Operations – Body Worn Cameras;
- Improve personnel safety and training;
- Recruit and retain qualified and diverse sworn officers and firefighters – Recruitment Officer Program;
- Enhance Customer service through improved response times for non-emergency calls;
- Maintain organizational excellence by achieving Rhode Island Police Accreditation – Completed in 2024 and Continuing;
- Enhance and Update public safety communication infrastructure, equipment and station assets – several grants in the queue for consideration;
- Research various Public Safety Department structures that may provide for a different and more efficient delivery method for police, fire, and emergency medical services to the community;



- Perform a complete public safety assessment of our internal departments, resources, facilities, staffing, service demands and delivery of needed services – completed in 2024;

OBJECTIVES

- Improve risk management by reducing incidents that result in property damage and personal injury;
- Provide for training and a safe work environment via Accreditation Standards;
- Develop an easily accessible business and community public safety communication program;
- Increase public engagement and understanding of policing and its various forms using Town/Police website for public posting of policies, annual reports goals and objectives;
- Conduct an Adult and separate Teen citizen police academy every 1-2 years;
- Conduct quarterly or semi-annual community meetings;
- Provide for department statistics to be published on the Town's website annually;
- Ensure sufficient officer trainings are offered on an annual basis per Accreditation standards;
- Conduct annual evaluations of all employees per Accreditation policies;
- Increase reception and transmission ability of radio system;
- Ensure compliance of internal policies through the use of internal inspections per Accreditation policies;
- Perform needed upgrades and rehabilitation at both Fire Station 1 & 2 on physical plant and communication systems and seek, local, state and federal grant opportunities to subsidize such improvements.



TAB 2 BUDGET MESSAGE

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FISCAL YEAR 2024-2025 PROPOSED MUNICIPAL BUDGET PROGRAM TOWN OF EAST GREENWICH, RHODE ISLAND



TOWN MANAGER'S BUDGET MESSAGE

Memorandum

To: The Honorable Town Council

From: Andrew E. Nota, Town Manager

Re: FY 2024-2025 Budget Message

Date: May 2024

As required under the Town Charter, Sections C33-C36, applicable to the Town Budget and the Town Code, Chapter 55-Capital Improvements, I submit to you the Town Manager's Proposed Municipal Budget Program for the 2023-2024 fiscal year. A detailed summary of the proposed budget program has been prepared for your review. This budget 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. This program does not address all needs within the community as the population size and tax base limit our ability to address local priorities on a scale of that magnitude in an annual fashion. This budget is designed to balance those needs with those noted within all departments and the community at-large in a structured incremental plan to address those needs on a go forward basis. This presentation is provided in an in-depth and forward-thinking structure for FY 2025, although additional details and section modifications will most assuredly take place during the budget work sessions and public hearing scheduled in the coming weeks.

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

Budgeting Principles

The Administration has been migrating to a model that implements more of a Program-planning budget system that ties particular budget elements to desired performance outcomes. As part of this initiative, the Town's budgeted line items have been expressly described in terms of how they will achieve the goals and objectives set by the Town Council. A major principle of this approach is that the budget development strategy is focused on the principle that the municipal budget should not be based solely on annual incremental increases in expenditures; instead, budgets should be used as planning tools to accomplish the immediate objectives and strategic goals set by elected officials on behalf of the community.



This 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 department 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. This type of budgeting program derives its long-term consistency and success through good planning and this high-level of planning requires in general terms, that:

- (1) The community knows what they want to accomplish;
- (2) The staff develops clear, specific and measurable work plans to achieve these goals;
- (3) The Town's human and financial resources are aligned with these work plans; and
- (4) The work plans and resource allocations are sustainable and adjusted as conditions change and/or we learn from our experiences while implementing the plans, prompting additional modifications.

The community's priorities are translated into local government policy by the action of the Town Council. The Council with the support of the Town's professional staff has established 81 formal short/long-term Goals and over 126 measurable short/mid-term objectives for government operations. As part of the budgeting process these goals and objectives are reviewed and reprioritized as the Council deems appropriate.

The broad themes that emerge from the most recently developed goals and objectives can be summarized as directing Town employees to:

- (1) help preserve the high quality of life enjoyed by East Greenwich residents,
- (2) conduct public business professionally, efficiently, honestly and transparently, and
- (3) be prepared and adaptable for the opportunities and challenges that are before us.

As we look forward to FY 2025, with an unstable, although improving economic landscape, stabilizing professional workforce and state and federal investment, it is a more favorable period to recommit to the community's priority objectives.

This proposed program fully funds all of the Town's present legal obligations, contractual commitments and mandates, and a majority of funding dedicated for specific professional positions that we are striving to fill during this present budget cycle. As will be discussed, some of the service commitments, although supported, represent changes in the community and at times challenges to successfully and quickly navigating through this period of economic variability. It also supports the current level of services, although in some cases adjusting those services, with slight service modifications as anticipated, in the various municipal departments and service areas affected.

The FY 2024-2025 Town Manager's Proposed Budget is designed to maintain the high quality of services provided by the Town's various municipal departments. The budget is built on the premise, confirmed by



experience and resident feedback, that the activities supported by this spending plan contribute to the overall well-being of the community. Of course, many of those critical functions are performed by municipal employees on various shifts, day and night and are not outwardly visible to residents on a routine basis.

All Business-Type Activities are not included in the Towns General Fund program, although are delineated in the Towns Annual Audit and maintain separate budget programs, including the Sewer Department Enterprise Fund. Other areas of local government involvement are categorized as component units of the Town, with some being referenced and financed in the General Fund program for 2025 that include the School Department.

The development of the FY 2025 budget program, similar to our local balancing of priorities has presented numerous challenges in providing for the continuation of well-balanced community operating and capital programs, adhering to the state 4% cap on the tax levy, supporting priority department requests and in integrating long-term debt service obligations for both routine and large-scale initiatives supported by the community. Having incurred a tax levy increase in FY 2022 of 3.47%, decrease of (.11%) % in FY 2023 and an increase of 3.96% in FY24, and while maintaining a fairly constant expenditure program with added contractual influences, the fluctuating economy has created added fiscal pressure supporting a department specific request in FY 2025 totaling \$28,474,978 or 10.2%. In the budget development process this request was subsequently reduced by (\$1,401,934) to \$27,073,044, represent a 4.8% increase over FY24.

This amount also reflects the full extent of the initial departmental capital request in the annual Pay Go program after initial adjustments, totaling \$2,580,060 million, that has since been reduced to \$1,000,000 or by (\$1,580,060). Many of the department level requests being made can be defended based on meeting local service needs or mandated requirements, while others were discretionary while others are broader and require policy direction from the Town Council.

The following information represents a summary of key elements of the budget document for the 2024-2025 fiscal year.

General Fund Overview

For the 2024-2025 fiscal year, a total General Fund Program in the amount of \$27,073,044 is proposed. The funding proposal represents an increase of \$1,241,446 or 4.8 % over the current year appropriation of \$25,831,598. Capital spending is proposed at \$1,000,000 or an increase of \$150,000 from the current fiscal year. To achieve this request, the Town Administration in a comprehensive review of all department requests and reduced the department need requests by (\$1,401,934) in operating expenditures and an additional (\$1,580,060) in capital requests.

A detailed breakdown of the proposed FY 2024-2025 budget is depicted on the following pages. This summary view is segmented into the main budget categories of General, School, Debt Service, Wastewater and Library Operations, Capital and Debt Service inclusive of the Town and School Programs.



The School Department General Fund operating program was proposed by the School Committee at a total of \$50,324,966, an increase of \$2,894,906 or 6.1%. This request also includes a tax transfer of \$41,863,776 or 5.39% over the transfer of \$39,723,435 in the present 2024 fiscal year.

The Town Manager's recommendation proposes a further reduction in the School Committee's transfer request, bringing the **total tax transfer to \$41,246,446 or a reduction of (\$617,330)**. **(This represents a stark contrast to the School Superintendents original request presented to the School Committee amounting to the legal maximum of 4 % increase, totaling \$41,312,272. This request would have limited this subsequent recommended reduction in staying within the statutory 4% Tax Levy cap, to only \$65,926)**. This reduction in the transfer only, may/may not represent a reduction in the expenditure program or operating budget of the school as proposed, as this will rely on whether the district options to reduce expenditures, utilize additional fund balance reserve or consider other budgetary options. **This budget recommendation will require a General Fund Town appropriation to the School District of \$41,246,446 or an increase of \$1,523,011 or 3.83%**. This adjustment has a budgetary effect on the overall school program amounting to a **revised total budget of \$49,707,636 or an increase of 4.8% over the FY 2024 total of \$47,430,060**. The School Departments annual Capital Improvement Program is proposed at \$866,947, an increase of \$556,083 over the FY 2024 program that totaled \$310,864. The impact on the overall school budget will remain uncertain until the School District weighs its budgetary options, although in spite of those deliberations, this is a robust fiscal program for the school, with significant increase as proposed in the Manager's proposal for the upcoming FY25 fiscal year.

Included are several supporting points for consideration of the School Program:

- The proposed 5.39% tax transfer and 6.1% total increase is unsustainable in the coming fiscal years. In this one year stemming from a full revaluation and significant growth in the tangible tax, an opportunity was available to support a higher percentage of tax transfer to the District at 3.83% than is customarily possible;
- In my review and in RIDE's annual reporting, the EGSD is not underfunded, although that narrative has been consistently repeated by some School Officials based on a mis-interpretation of district funding and differentiation of district needs and general advocacy interests;
- In the coming years, the issuance of significant school debt associated with the \$150 million school construction initiative will limit any such opportunity for added growth in the school operating program. This fact is known and has been openly discussed in various public meetings;
- The increase of \$541,000 from the Superintendents budget request, by the School Committee's at their final budget meeting and proposed budget approval, increased the budget request into a range above the 4% limit that is legally permitted. This action was known to the School Committee members and misplaced in their submittal of a 3-page, \$50 million budget request containing no budget detail or explanation. Subsequently on the following day, a 5-page summary was submitted by the School Committee Chair with little added information.
- Use of significant fund balance reserve as proposed in FY25 and in the prior two fiscal years has created a structural deficit within the district budget that is unsustainable and will place added fiscal pressure on the systems operating programs in the coming years;



- In my review, the district has sufficient funding and various management approaches it can exercise in addressing its immediate educational, physical plant and employee contractual obligations.

Library funding in FY 2025 is proposed to increase by 4.58% or \$25,839, from \$563,295 to the new total of \$589,134. This proposal has not been modified from the original request submitted by the Library Board of Trustees and Library Administration totaling \$589,135 or 4.58%. The library also relies on funding generated privately through the EG Library Association. The Association is projecting an increase in funding of outside revenue and has proposed an increase of 16.8% or \$12,882 from \$76,617 to \$89,499 for FY 2025. The Town has in the past and will continue in the future to protect the maintenance of effort requirement in the R.I.G.L., providing for eligibility for state funding. In FY 2025 state funding will provide directly to the Library totals \$148,306, a decrease of (\$1,533), over FY 2024 support that totaled \$149,839.

Additional detail will follow in the budget document on each individual section of the budget program.



Future Year Planning Considerations

Development of the Municipal Budget Program requires policy makers to not only define the existing needs of the community and the cost of programs to meet those needs, but also what programs may need to be added, restructured or eliminated in the future and what planning efforts should be undertaken to better prepare for what the future may hold. Best management practices include the anticipation of programs and projects that will require multi-year or ongoing fiscal support; emerging trends relative to community needs; identifying capital projects on the near-term horizon; and laying the groundwork for program requirements that may result from these planning projects. Looking forward, there are several programs and projects that are planned in FY2025 that are anticipated to have potential fiscal policy and/or direct cost impacts on future municipal budgets. Major areas in this regard are discussed below:

Street Light Acquisition/Replacement Program

The Town over the prior two years has been evaluating the economic feasibility of municipal acquisition from National Grid of the street light inventory currently serving the community. There are approximately 1,400 street lights on various Town rights of way in the community, not including street lights on major State roads in Town. Such an acquisition will permit substantial cost savings to the Town and also afford the opportunity to retrofit old sodium and metal halide lights with newer (LED) technologies. This is an emerging issue of significant complexity that needs careful evaluation to determine if such an endeavor is in the Town's best interest. Our study thus far has included an evaluation of the experiences of the State and other regional communities that have recently acquired local streetlight systems, assessment of technology upgrades to produce proper light levels at least cost, and best practices for public maintenance of this type of infrastructure. The cost of purchasing our existing inventory is approximately \$117,000 that was initiated in FY2022. In the interim, the Town has opted to utilize an electrical vendor to respond to calls for repair and maintenance of the present inventory until such time that the lights are fully converted to LED type. The Town in maintaining the existing lamps, and installing new LED fixtures, is projected at \$600,000 - \$700,000 depending on the scope of the changes, systems and controllers selected. At this time, an estimated return on investment is approximately 4-5 years due to preliminary discussions with other municipalities budgeted project estimates while applying the same calculation methodology to East Greenwich based on the town's inventory and project costs related to LED conversion installation of smart controls and replacement of deteriorated wiring. A Capital Reserve for Street Lighting replacement has been established and will support the funding of this program in the coming years. Should the General Fund close with an adequate surplus in any of the upcoming fiscal years, it is recommended that an additional fund transfer be authorized to this reserve. As the study has continued we anticipated that bids will be secured and further discussion with the Town Council would occur in with implementation beginning in Spring 2024.

Since this last report, a contract has been awarded with **The RISE Group** and the project has started with



implementation occurring in a phased approach in various parts of the community. In this installation the Town reserved the right to make changes related to the wattages, control options, maintenance, unit counts, etc. based on requirements and how streetlights on state roads will be transferred to RIDOT. The Town is solicited proposals from qualified contractors to provide turnkey projects to:

- 1) convert existing municipally owned streetlights to LED for the Town;
- 2) purchase and install photovoltaic (PV) streetlight controls for State-Owned Roads located with the Town;
- 3) purchase and install controllable streetlight controls for Town-Owned Roads located with the Town; and
- 4) provide warranty and non-warranty maintenance services following conversion for the Town.

LED conversion project elements include:

- Develop a lighting design (including the recommendation of equipment options for the LED conversion and equipment options for controls);
- Install lighting samples in the Town for review and approval (pilot program);
- Remove and dispose of the existing luminaires and/or ancillary fixtures;
- Submit shop drawings for all materials used on the project to the Town for review and approval;
- Install Town-approved LED luminaires with in-line fuse disconnects;
- Rewire light fixtures from utility secondary power to light fixture, on an as needed basis;
- Install streetlight controls;
- Label streetlight fixtures, as appropriate;
- Retrofit and/or replace post top fixtures as required;
- Install or repair post top posts and poles as required;
- Provide an updated streetlight inventory;
- Apply for available RI Energy and/ or RI Office of Energy Resources rebates and incentives.;
- Provide routine maintenance during the first year where labor and materials are fully warrantied. Although the Town is “brand neutral” the light fixtures shall be Acuity “Autobahn” or approved equal with a cast aluminum fixture and glass optics. All light fixtures shall have a 7-pin node receptacle for controllers, regardless of the light location (i.e., State Road vs. Town Road). In addition, the Town has identified Ubicquia controls for 2 of the 5 streetlight control options.

The Town reserved the right to make changes related to the wattages, control options, maintenance, unit counts, etc. based on requirements and how streetlights on state roads will be transferred to RIDOT. The priority installation on this project is for all fixtures on state roads to be replaced first, as these are all one standardized light fixtures with basic on/off light sensing controllers. Once this phase is concluded all fixtures on state roads will be transition to the state of Rhode Island, as property that they will maintain and provide for all electricity needs on a go forward basis, resulting in added savings for the community. All other fixtures in the community will be installed with an intelligent controller mechanism allowing the town to make modifications in timing and brightness changes on an as-needed basis using remote technology.



School Department Facilities, Master Building Plan and Efficiency Study

The School District has undertaken a district-wide master plan and assessment of all school facilities, designed to consider potential future district improvements, realignment options, and generally address any known deficiencies in terms of compliance with RIDE educational and/or physical requirements, as may be needed to address local public educational needs. The School Committee's Fiscal Period 2022 through 2024 CIP submission assumes continued utilization of all existing school facilities over the next several year period. With the Town presently addressing capacity challenges at each of our school facilities, and the potential of student population growth at various levels in the coming years, there is an urgent need to formally evaluate the future of public education in the community.

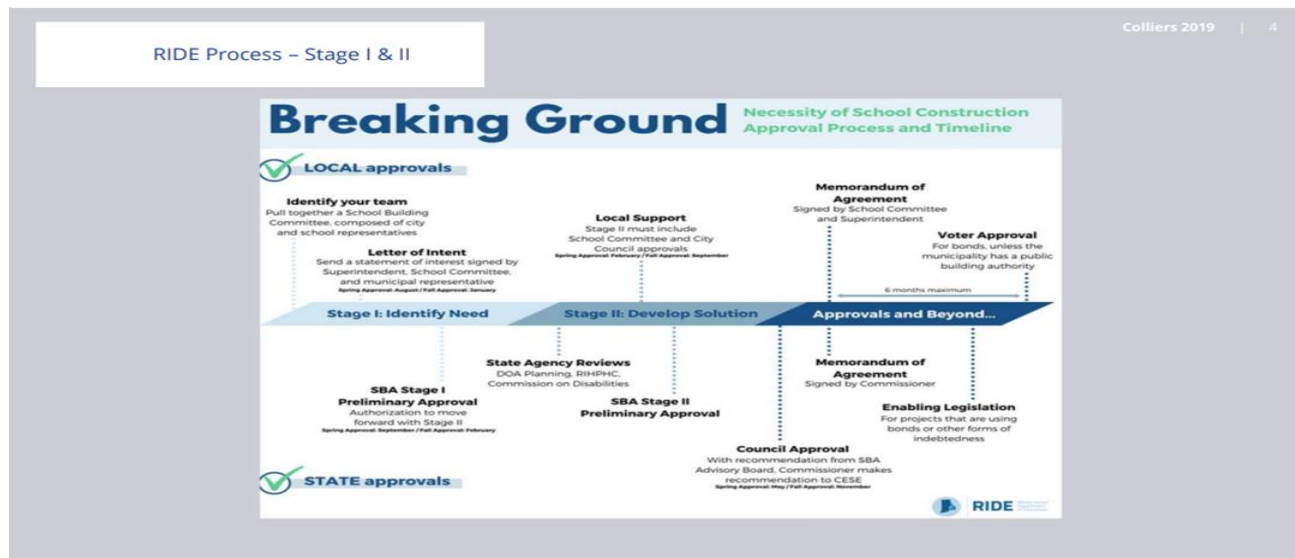
The School has been engaged in a comprehensive study of the District that would evaluate the school system's pre-k through 12 curriculum, community demographics trends, projected enrollments impacts, current facilities utilization, and planned educational outcomes as identified in the School Committee's Strategic Plan. Findings generated by this study and further review within the District and by the School Building Committee to assist the School Committee in identifying long term educational goals and how best to reach those goals.

As that process has concluded, a recommendation was required by the School Committee to the Town Council for consideration of a Bond referendum question supporting the authorization of debt, associated with the defined project, to be placed on a future ballot on Nov. 7, 2023 to be considered by the community. This referendum did occur and was approved by residents at close to a 70% approval rating. Any such ballot question and plan would be eligible for state reimbursement of an amount no less than 35% and no more than 55%, depending on whether future RIDE regulations for the School Building Authority should change or if any future statewide school construction initiative may provide for a different bonus structure impacting the Town's reimbursement percentage eligibility. During this process various legislative proposals were introduced impacting the various reimbursement percentages, based on the type, scope and focus of specific work and eligibility. Based on all of these factors, the Town Council ultimately voted to support a Not to Exceed \$150 million bond to support this project.

The Town and School will work collaboratively in this process, as ultimately the Town is responsible for managing any bond authorization that is supported by the community and will work to manage the debt issuance in future years to ensure the affordability of such improvements in terms of its overall residential and commercial tax impact. This project is anticipated to extend into 2029 before it is finished. These and other approaches in addressing local public educational need will be considered by the District and community in its balancing of district and community priorities and in forming an improved understanding of present capacity challenges and future enrollment projections along with community housing development and other trending that may impact the District and the community in the future.



It is important to note that for this study to have been successful, broad-based community input and participation in the development of study recommendations was a critically important element of this work. The Town in support of this and other local initiatives released a Public Engagement Platform and has opted to showcase the School Master Planning Process as the featured project as we reach out to the community to better equip residents with information they will need in order to participate in a significant manner and be prepared for future project conversations. This information can be found on the Town's website under the Public Engagement link.



Adaptation and Resiliency to Natural Hazards and Climate Change

As a coastal community with shoreline access in Greenwich Cove, a tidally influenced shoreline, East Greenwich does possess some vulnerability with regards to potential damage from sea level rise and coastal storms. Natural hazards and climate change have the potential to impact many aspects of life in East Greenwich, with short and long-term implications for the built environment; public health, safety and welfare; the Town's budget; and the continuance of the Town's governmental functions. It is imperative that the Town begin to bolster its plan for adaptation to the potential impacts of natural hazards and climate change.

In addition to the coastline exposure in Greenwich Cove, East Greenwich is home to multiple riverine systems that due to sea level rise, increased storm surge levels and erosion, more frequent coastal storm events, and heavier, more frequent precipitation events, create a threat to many properties and infrastructure in Town. Also, as a community with many rural areas in the western section of town, that are serviced by on-site wastewater treatment systems, a large number of these properties may also be affected by coastal events. The community's vulnerable populations (i.e. elderly and those with special needs), as well as the Town's limited agricultural lands, will be impacted not only by storm



events, but also by increasing air temperatures and more frequent high heat days and heat waves as a result of climate change. Understanding the full range of impacts associated with these phenomena, and others, will allow the Town to begin to plan for adaptation, reducing the Town's overall vulnerability to the effects of natural hazards and climate change.

While the Town Council's Goals and Objectives for the 2024-2026 term address planning for natural hazards and climate change, there are additional steps the Town can take in this regard, beginning with a study of the magnitude of the potential damage to properties and infrastructure due to flooding, which will allow the Town to project financial impacts resulting from adverse weather conditions and other natural hazards. In addition, there should be consideration of the process and methodology by which post-event development decisions are made, including identification of criteria that would assist in determining the best course of action for recovery. The Town Council, after considering the results of data-based assessments, will be in a better position to evaluate next steps, and whether incentives for relocation of development are appropriate, and what instances would warrant the offering of such.

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

The Town has finalized the updating of the Town's 2020 Hazard Mitigation Plan with RI Emergency Management Agency (RIEMA). The Town's revised Multi-Hazard Mitigation Plan has been adopted by the Town Council, and one of our next steps will be in detailing a scoping of a Sea Level Rise and Coastal Storm Impact study as an element in the Town's long-term planning program.



Waterfront Study

The East Greenwich waterfront is defined as the area east of the railroad tracks between Division Street at the north and the outlet of the Maskerchugg River at the south end. This area borders on Greenwich Cove one of the most protected harbors of Narragansett Bay. The East Greenwich waterfront is not large compared



to the shorelines of other towns on Narragansett Bay, but its location, proximity to downtown and popularity among boaters and restaurant owners, makes it an important economic engine for the Town.



Existing land use in the waterfront varies along the shoreline, including various marinas and the EG Yacht Club; commercial spaces with restaurants; some limited seasonal residential buildings; large areas of parking and boat storage; extensive docks and mooring fields; several offices; a large multi-unit apartment complex; a sewage treatment plant; several street and access ways; an abandoned land fill and developed and developing municipal parks (one of which is a boat ramp, the other a tot lot/picnic area).

The Town recently completed a very engaged process in developing a Waterfront Study, and secured a consultant, the Beta Group, to lead this process in reevaluating the entire corridor from Division Street to Scalloptown Park and the immediate surrounding residential neighborhoods. This effort began in the fall of 2021 and was completed in the winter of 2023, with a final public workshop scheduled with a final report presentation to the Town Council.

Waterfront goals and policies, developed from extensive community participation since the 2005 Comprehensive Plan development process and during this most recent 2024 Fiscal Year review included:

- Improved public access to the cove, both visual and physical;
- Water dependent uses encouraged as a priority in concert with other non-water dependent uses;
- Innovative solutions will be required to solve the problem of inadequate parking on the waterfront;
- Commercial shell-fishing industry is a vital and historic waterfront activity which generates a significant economy and is beneficial to the town and the state;
- Pedestrian and bicycle access to and from the water and through the waterfront area;
- Improved grounds, Trash management, ADA access, Prioritization of ROW Management, Marina development and management;



- Preservation of historical presence of fishing shanties;
- Address the relocation of the transfer station and management of space around the wastewater plant;
- Maintain a mixed use presence;
- and Take necessary steps to ensure the environmental protection of the Cove.



As of March 2024, the Town had a Federal FY24 Appropriations application submitted with Congressman Magaziner's office in the form of an investment in the Waterfront area. This application contained key aspects of the study that are eligible per the program requirements in the total of \$1.5 million. These elements include a proposed investment in the towns six (6) public rights-of -ways and a major initial investment in the recreational elements of accessibility in Scallop Town Park and pedestrian improvements along the shoreline up to the Wastewater Plant. Since the submittal of this proposal, at the end of this past winter season, the Town has received word that we were the successful recipient of a \$963,000 federal appropriation award, with no local match requirement. This award will allow us to bring much needed investment to the waterfront, an area representing a critically important part of our community, for Commercial, Residential and Recreational uses impacted all within our Town.



Community Services Master Plan Study

The purpose of the Master Plan is to guide the Administration and Town Council in establishing a roadmap for the stewardship of East Greenwich's public recreation properties. The Master Plan will include written goals, plans, objectives, and policy statements that articulate a clear vision for the parks, recreation and open space future of the Town. It will provide a summary of existing conditions, inventories and level-of-service and make recommendations in order to right-size the Town's recreational assets for current as well as future needs.

These recommendations will consider local community need for both indoor and outdoor recreational spaces, including equipment and infrastructure, plus natural environments, for all ages. In particular, the financing and building of a community center or similar multi-purpose indoor facility as needs analysis dictates. The associated planning work will provide charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate community audiences. Finally, the Master Plan will provide funding recommendations, an implementation plan, and graphics to support marketing and fundraising efforts.



The Town has a strong commitment to provide high quality parks and recreation facilities, programs and services for all residents of the community. This initiative involves the collection and analysis of data to develop a clear set of goals, policies, and standards for the Town's park system, open space, trails, recreational facilities and program development for the next fifteen to twenty-five years. The Scope of Work of this study included the compilation and review of available information and documents related to the development of the plan, the building of a comprehensive inventory of the Town's existing



Future Year Planning Considerations, *continued*

recreation areas, facilities and open space areas, the conduct of a public engagement program to create a community vision for the Town’s recreation and open space assets and a supply/demand and demographic trends analysis related to the Town’s recreational facilities and programming. The final Master Plan will include written goals, plans, objectives, and policy statements that articulate a clear vision and road map for the parks, recreation, and open space future of the Town.



This formal consultant process provided for the following phases of Basic Services in relation to the final study deliverable:

- 1. Task 1 – Project Kick-off, Data Collection and Analysis
- 2. Task 2 – Public Engagement
- 3. Task 3 – Demographics & Trends Analysis
- 4. Task 4 – Existing and Future Facilities-Analysis of Level of Service
- 5. Task 5 – Rank and Prioritize Demand and Opportunities (Gap Analysis)
- 6. Task 6 – Analysis of Programs and Service
- 7. Task 7 – Development of Final Plans and Supporting Materials (Master Plan)

Project Timeline

<u>Project Description</u>	<u>DATE</u>
Community Engagement Survey	May-June 2022
Site Investigation & Analysis	May-October 2022
Focus Groups and Interviews	January/August 2022
Public Workshop #1	May 12, 2022
Public Workshop #2	October 27, 2022



Future Year Planning Considerations, *continued*

Deadline for Public Workshop Input	November 17, 2022
Draft Plan Presented to Town Staff	January 2023
Draft Master Plan Public Comment Period	January 2023
Final Master Plan Presented to Town Staff	March 2023
Final Master Plan Presented to the Town Council	June 2023

Community Engagement Survey Report

Overview

In support of the Master Planning process a survey was developed by the consultant team and administered through a web-based survey program for a period of 5 weeks between May 9, 2022 to June 12, 2022. The primary intent of the survey was to collect and evaluate responses from residents and other park/facility users to quantify the likelihood of market segments using parks and recreation facilities and to decipher community needs and desires for future enhancements/developments. The survey responses were received through web-based and social media-based links, both of which were released to various outlets by the Town of East Greenwich.

Basic Goals and Objectives

The goal of the survey was to analyze, assess and summarize the following items via a series of quantitative and qualitative based questions:

- Past facility use;
- Perceptions of conditions of existing parks and facilities;
- Likelihood of utilizing existing facilities;
- Reasons for not using current facilities;
- Desired facility and program amenities and/or preferences;
- Pricing and user fee perceptions;
- Perceptions and potential for funding of future park and facilities development/enhancements.

During the study the consultant, BL Companies worked through this process closely with Town staff in preparing the Comprehensive Parks and Recreation Master Plan. The Comprehensive Community Services and Parks Master Plan will become an element of the current Town of East Greenwich Comprehensive Plan and require formal acceptance by the Town Council that occurred earlier in 2024. This process included the development of a comprehensive inventory, an analysis of forecasted needs and implementation strategies.

Municipal Energy Aggregation Program

The Town has concluded an evaluation of municipal energy aggregation in conjunction with the School District, as an option to serve and manage the electricity needs of the Towns municipal organization. Aggregation is a mechanism by which the Town can buy electricity supply in bulk to meet our municipal needs, with the goals of controlling costs through competitive, long-term stable rates and increasing the



Future Year Planning Considerations, *continued*

renewable energy content.

Municipal aggregation, also referred to as community choice aggregation (CCA), is a process via which towns and cities purchase electricity supply in bulk on behalf of the municipal needs and in some cases the residential needs within their municipality. Electricity transmission and distribution services and billing continue to be handled by the local electric utility company.

There are three main reasons municipalities choose to pursue aggregation:

1. Bulk purchasing can reduce the cost of electricity for individual customers;
2. Aggregations often provide contracts for long-term period guaranteed by the local utility, providing price stability;
3. Aggregations can provide "green" electricity options with higher renewable energy or local renewable energy content.

Some municipal aggregations choose to provide "green" electricity supply options with higher renewable energy content. In many cases, aggregation supply rates are sufficiently low that greener options can be provided while still saving customers money relative to the utility service rate. In municipalities where the default option is a greener electricity supply, customers may choose to stay with the default option, rather than opting down to a standard option, or opting out of the aggregation program. This means that in a case where this option may be extended to the community-at-large, more customers may participate in a green electricity supply program than would do so if they had to actively opt for the green supply rather than a standard service offering. The focus of our efforts at this time is on managing the Town governments electricity needs and cost controls.



In June 2023, the Town Council awarded a 25 Year Virtual Net Metering services agreement. After a thorough evaluation process, both internal to the organization and with external professional consultant support, we selected Ameresco of Framingham, MA as the successful vendor to provide virtual net metering services for the Town. The Town Manager provided a detailed Memorandum and Statement of Work that communicated the details of the contract award and outlined the key points of the agreement. This recommendation was developed with the support of Zach Bloom, a consultant with Competitive Energy Services, (CES), Jon Shock, serving as an internal municipal Consultant for the Town, and Patricia Sunderland the Towns CFO and Finance Director.

In this process, the utility company tracks the energy generated by the shared system and credits each subscriber's account accordingly. The subscribers' electricity bills are then adjusted based on the net



Future Year Planning Considerations, *continued*

energy consumed, accounting for both the energy imported from the grid and the energy credits received from the shared system.

Virtual net metering allows subscribers to benefit from renewable energy generation without in some cases, having to install and maintain their own renewable energy systems. It can be particularly useful for residential buildings with limited rooftop space, tenants in multi-unit buildings, or businesses located in areas with less favorable conditions for renewable energy generation.

It's worth noting that the specific regulations and policies related to virtual net metering can vary between regions and countries. Local utility regulations, state laws, and other factors may determine the eligibility criteria, subscription fees, and the extent to which subscribers can benefit from virtual net metering programs.

This solicitation process requested the following information from each bidder:

1. Virtual Net Metering Background
2. Renewable Energy Certificates
3. Bid Solicitation Process and Review of Submittals
4. Review of Recommended Proposal Results
5. Experience of Lowest Evaluated/Responsive Bidder and Funding Detail

Selection Process: The contract award was based on a comprehensive evaluation of proposals received from various vendors. The evaluation committee assessed each proposal based on the following criteria:

- A. Technical expertise and experience in virtual newt metering
- B. Cost-effectiveness and value for money
- C. Quality of proposed methodology and approach
- D. Compliance with all legal and regulatory requirements
- E. Vendor's track record and references.

The Towns professional staff will work closely with the provider, Ameresco, in planning for the solar array installation to be completed and for the operational status of the site to be advanced. At this time, it is projected that the site located in Coventry, RI will be available beginning in September 2024.



Main Street Rehabilitation Program

The Town is working in coordination with the Rhode Island Department of Transportation on the rehabilitation of Main Street, slated from Division Street to First street. This state road, with federal designation (Route 1) will be rebuilt in its entirety, including ADA accessibility, lighting, consolidation of aerial wires, sidewalks, crosswalks, pedestrian safety features, beautification, signage, sewer main restoration and the complete reconstruction of the road surface. This large-scale project is part of the RI State Transportation Improvement Program (STIP) and the Towns direct responsibility as part of this initiative is to address the projects design process and construction management, with the state funding all construction work. The Towns work typically represents between 10-15% of the overall project cost.

The design work is slated to be funded with ARPA funding and is expected to begin in 2024, with actual construction tentatively slated for 2028/2029, at an estimated cost of \$5 million, (subject to approval of the final designs), and is subject to the STIP schedule and the availability of funding. This initial investment calls for a \$1 million State of Rhode Island and a \$4 million dollars in Federal support to fund this project. This is expected to be a transformational project that will provide for a complete restoration of the Town's main commercial corridor and involve significant business and resident engagement throughout the process. A critical element in the design and later the construction process, is close coordination with the East Greenwich Chamber of Commerce and all businesses that will be directly impacted by this substantive an ambitious initiative. The Town has secured an additional \$300,000 to support our local efforts in the early planning and design work.



These improvements will also address needed supports for various community and business events held on Main street as part of the Towns broader economic initiatives and quality of life program efforts. These traditional and newer events include parades, business strolls, food/beverage, arts, and music events and various other local holiday activities, and initiatives offered for the community's enjoyment and also to attract visitors in our efforts to maintain a vibrant and healthy business district.



Future Year Planning Considerations, *continued*

A secondary element of this project to be funded and managed prior to the Main Street work occurring is the restoration of the aged main sewer line and 50+ lateral sewer lines that serve the buildings along this stretch. We are anticipating this work will cost in the range of \$1.1 - \$1.4 million and will need to be completed in full prior to work associated with the larger project is anticipated to begin in 2027.

ARPA Funding Program

The ****Coronavirus**** State and Local Fiscal Recovery Funds provide a substantial infusion of resources to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery. Our community has been granted approximately \$3.92 million in funds.

****The funds must be obligated no later than December 31, 2024 and full expended no later than December 31, 2026.****

Statutory Eligible Uses:

1. To respond to the COVID-19 public health emergency or its negative economic impacts;
2. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to such eligible workers of the recipient, or by providing grants to eligible employers that have eligible workers who performed essential work;
3. For the provision of government services, to the extent of the reduction in revenue of such recipient due to the COVID-19 public health emergency, relative to revenues collected in the most recent full fiscal year of the recipient prior to the emergency; and
4. To make necessary investments in water, sewer, or broadband infrastructure.

Criteria (1)

- Mitigation and Prevention – To contain the spread of COVID-19 through services and programming as well as ventilation improvements in congregate settings;
- Responding to Negative Economic Impacts - Provide aid to small business and industries negatively impacted by COVID-19 and its effects on the local economy; economy remains 8.2 million jobs below its pre-pandemic peak as such, these recessions can also cause longer-term economic challenges through damaged consumer credit scores and reduced familial and childhood well-being;
- Rehiring Government Staff – The rehiring of certain staff up to the pre-pandemic staffing level of the government to effectively administer government services;
- Building Stronger Communities through Investments in Housing and Neighborhoods - Assist organizations (non-profit) that serve the needs of vulnerable populations within the community, particularly those heavily impacted by the pandemic. Investments can range from assisting individuals to supporting redevelopment of entire neighborhoods;



- Promoting Healthy Childhood Environments – To provide services to address increases in economic hardship, material insecurity, and parental stress and behavioral health challenges all raise the risk of long-term harms to today's children.

Criteria (2)

- Organizational Needs – Address needs within Town departments or amongst city essential employees that improve the capabilities of staff to respond to public needs and support employees most susceptible to COVID;
- Essential Workers – To provide premium pay to those workers entirely devoted to mitigating or responding to COVID-19 this includes those that faced or face heightened risks due to the character of their work involving regular in-person interactions or regular physical handling of items that were also handled by others.

Criteria (3)

- Revenue Loss – Losses claimed can be used for any government services such as maintenance of infrastructure or pay-go spending for building new infrastructure, including roads; modernization of cybersecurity, including hardware, software, and protection of critical infrastructure; health services; environmental remediation and the provision of police, fire and other public safety services. Pension contributions or rainy-day funds are not eligible.

Criteria (4)

- Infrastructure Investments – To assist in meeting the critical need for investments and improvements to existing infrastructure in water, sewer and broadband. To improve access to clean drinking water, improve wastewater and stormwater infrastructure systems and provide access to high-quality broadband service. Must consider resilience to climate change or establish/improve broadband service to unserved/ underserved population to reach an adequate level to permit a household to work or attend school.
 - Water and Sewer Infrastructure will need to align with Clean Water and Drinking Water regulations
 - Broadband Infrastructure has become even more critical for people across the country to carry out their daily lives thus the importance of availability, reliable and affordable broadband coverage.

Funds can generally not be used for:

- * Depositing extraordinary funds into a pension account
- * Certain non-federal matches
- * Debt Service
- * Legal Settlements
- * Rainy Day Funds
- * Infrastructure outside of water/sewer/broadband, or revenue loss to infrastructure projects
- * General economic development or workforce development unless related to the pandemic



The Town's initial approved Funding Plan, includes the following Initiatives that are subject to potential change and needing a commitment by the conclusion of 2024, along with full expenditure by the end of 2026.

As we reevaluate this initial program plan in the coming months in 2024, various projects, including the sewer restoration on main street, Police/Fire Dispatch Center modernization, Underground Storage Tank Replacement and various other projects already completed, some less/more costly than originally estimated, will have a bearing on this \$3.92 million dollar program. In the Fall 2024, the town will need to provide for a definite and final plan, with all funding encumbered/obligated with specific vendors to maintain this level of funding and then continue with eligible expenditures through the end of 2026. It is not anticipated that either the 2024 for obligation or the 2026 timelines for project completion will be altered by the U.S. Treasury during this period of time.

Future Year Planning Considerations, *continued*



American Rescue Plan Projects Summary Descriptions/Estimates				
	Total Appropriatic \$	3,921,657	Capital Reserves	Town Manager Recommendation
Upgrade Ventilation in Public Buildings				
Town Hall - Upgrade/Replacement of 50T on AC; Heaters and Window	\$320,000		\$40,000	\$80,000
Fire Station 1 & 2 Bay Doors and Windows	445,000		45,000	
Fire Station 2 Bay Expansion	500,000			
Police Station Water Heater	12,000		12,000	
School Department (111 Peirce) - Ventilation Improvement	275,000			
Swift Community Center - Ventilation	112,000			
Recreation Office - Frenchtown - Ventilation	170,000			
Swift Comm Center, Fire Station 1 & 2 - Generator	105,000			
Subtotal - Public Buildings	\$1,939,000			\$1,175,000
Communication System - Dispatch Console				
Police and Fire Dispatch Consoles Upgrad	\$500,000			
Subtotal - Public Safety Dept	\$500,000			\$500,000
Contactless Refillable Water Stations				
Public Parks and Walking Trails Refillable Water Stations	\$46,000			\$0
Park Program Pavilion/Shelter	150,000			
Subtotal - Public Safety Dept	\$196,000			\$225,000
Coastal Zone Relocation Program				
Transfer Station Relocation	\$150,000			
Fueling Station Relocation	650,000			
Subtotal - Coastal Zone Relocation Projects	\$800,000			\$750,000
Information Technology Program				
Network Switches and Routers	\$238,500		\$30,000	
Upgrade Camera Surveillance System w/Door Access	250,000		100,000	
Replace Emergency Computers in Fire & Police Vehicles	66,000			
Upgrade Public Broadcast System	75,000			
Provide Public WiFi from Main Street to Station 1	30,000			
Update Council Chambers Audio System to Full Digital Config.	39,960			
Add one Tower to Support Increase Demand of Wireless Technology				
Subtotal - Information Technology	\$699,460			\$428,460
Public Health Program				
Mental Health Program Services	\$50,000			
Subtotal - Public Health	\$50,000			\$50,000
Behavioral Healthcare Educational/Recreational Program Access				
After School/Summer Learning Programs	\$50,000			
Subtotal - Learning Services	\$50,000			\$50,000
Economic Program				
Local Business and Chamber Services	\$50,000			
Subtotal - Economic Program	\$50,000			\$50,000
Roadway/Water/Wastewater Program				
Safe Routes to Schools - Sidewalk	\$400,000			
Main Street Reconstruction Design	\$300,000			
Main Street Sewer Rehabilitation and UV Disinfection System Replace	2,000,000			
Boesch Farm Well Redevelopment	15,000			
Subtotal - Roadway/Water/Wastewater Program	\$2,715,000			\$700,000
TOTAL American Rescue Plan Projects	\$6,999,460			\$3,928,460



Public Engagement Program

The Town has launched a new public communication system involving a series of optional mediums to engage the public on any number of local and state business items, proposed and approved projects, initiatives, new and traditional events, announcements and other matters of importance within the community. This public engagement service agreement includes a third-party software to be used to expand the Town's footprint in this targeted area in an effort to expand our professional practices in how we engage the public, improved in our data gathering, educational efforts, and the organizations overall efficiency and consistency in doing so.

This service and public outreach will impact all Town departments and potentially some select school and community initiatives, where such coordination and interaction are deemed to be favorable to the Town. As this system and associated materials are being built out on an ongoing basis, we were able to secure a heavily discounted service agreement for the next three years, and are committed to maintaining this system for a heightened form of community communication.

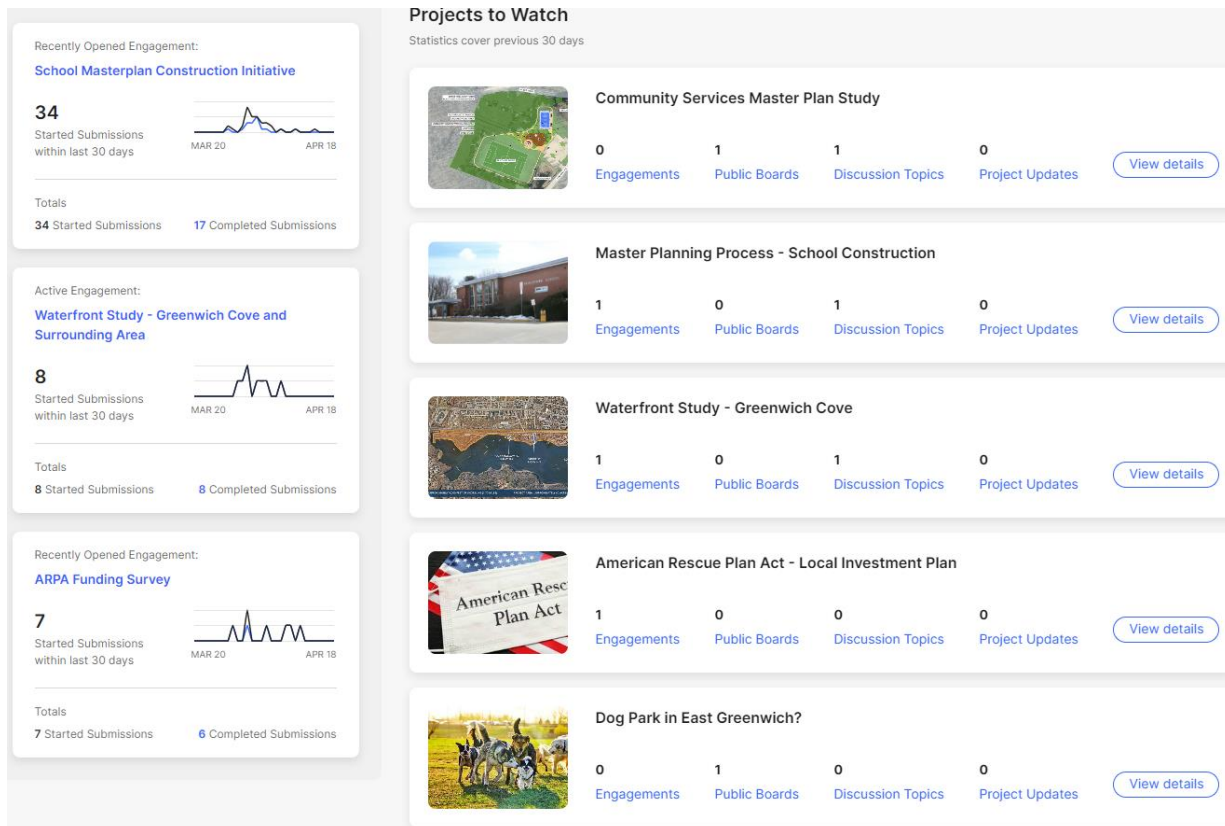
In researching and evaluating the need and viability for this investment, our efforts focused on support for municipalities seeking to better organize its public outreach, information gathering and public educational efforts in concert with more consistent and sustainable public input features. The Administration's goal with the Zencity Systems implementation was to prepare the organization for its timely implementation in joint fashion with the then anticipated Town website upgrade in the summer of 2023. This specific software was created to better answer questions surrounding the needs of local government in our efforts to access the best community input and insights, available solutions, so the community can identify priorities and make decisions based on the direct input of a broader and more representative group of community residents and professional information available.

Submissions and Evaluations

Below is added information and a visual of an internal image of the Zencity Engage service which is a digital engagement platform for communities and their leaders to co-create a sustainable vision for their community. This option provides for interactions that addresses real community needs, imagines alternative futures, and allows for collaboration on key initiatives through an inclusive, accessible platform.



Future Year Planning Considerations, *continued*



Added Services

In addition to the Engage System that is now available, there are other options including the Organic and Experience Survey elements that the professional staff feel will add significantly to the Town's ability to manage public contact in a far more intimate manner. These added features that are now coming online will allow for a heightened level of direct engagement in various community conversations, whether positive or negative, that will occur and to also engage in exit interviews to assess the quality of the experience that a resident felt during their interaction with their local municipality. The implementation of these added features has been accelerated with the organic 360 data gathering element already operating and the experience survey being prepared for implementation in the coming months.

Zencity plugs a community into the local conversation

Zencity systems are designed to assist a community better understand what matters to their residents and in establishing a more well-rounded and clear set of priorities. The platform can also be modified to meet a community's local needs:

- Hundreds of integrated channels that continuously collect organic resident input
- Custom project dashboards for any issue or initiative

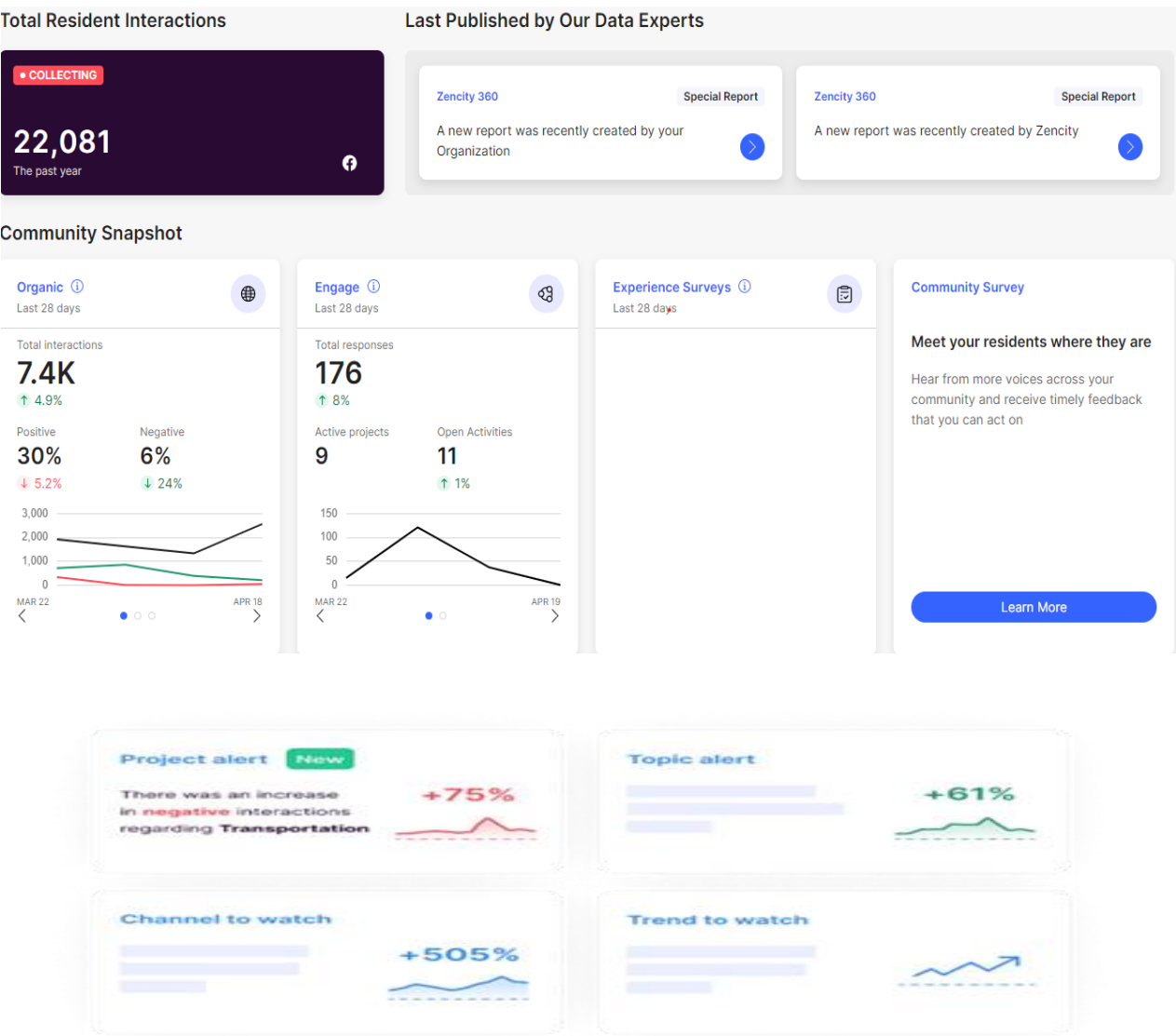


Future Year Planning Considerations, *continued*

Ability to discover new findings

Rely on AI technology to identify data trends. In a far more comprehensive manner, we can better understand the driving forces and community support/opposition behind a project or event and other leading thoughts for the community using:

- Sentiment analysis
- Volume of interactions and recurring themes
- Breakdowns by location, departmental focus, and source
- Trending data alerts





Experience Surveys

This type of survey use and analysis that has yet to be implemented locally, is also referenced in various discussions as satisfaction surveys. This interaction is used to build trust and measure the performance of services by engaging residents in a timely fashion, typically following a local service interaction. Many times this interaction is used to check back with residents to assess their satisfaction or dissatisfaction with their encounter with local government. Typically, when interacting with local or state government services, the communication with residents traditionally occurs during the event, but seldom is their substantive interaction afterwards. This interaction purely assesses the follow up by Town personnel, in gathering any added information that could be used to improve future communication efforts and interactions. The Town staff is working on further developing our internal systems that manage public questions, concerns and inquiries and once this effort is concluded, we will then be able to integrate the towns systems, proving for automatic follow up with any such inquiry received.

The community can access this new way of communicating by accessing the site from the landing page of the Towns website at: <http://www.eastgreenwichri.com/>.



In the sites initial launch on March 31, 2023 a series of nine projects were unveiled, including the Features School Master Planning Process, Harbor Management Plan, Parking Study, Waterfront Study, ARPA Project Investment Plan, Community Service Master Plan, Dog Park efforts, Police Department Accreditation, and Substance Use and Mental Health Services. This listing has changed and evolved since that time and today reflects 17 different projects, initiatives or activities. The content of these and other such efforts are always changing and may remain in development in draft form waiting for an eventual public release in the near future.



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FUND STRUCTURE, DESCRIPTIONS AND SUMMARIES

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FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND



Governmental Structure

Town Council/Town Manager Form of Government

The Town of East Greenwich operates under a Home Rule Charter adopted in 1972 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 East Greenwich begins in November 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 2024-2025 budget, the Directors were asked to submit a Request Budget that will maintain necessary and/or current programming, and to level fund the operating portion of their current year's operating budget.

The policies that govern the Town's budget process are derived from *Article III, Financial Provisions of the Town Charter*, as amended in 2017. 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 the last date in February of each year. The Town Council holds a public work session on the CIP, and after which will adopt the plan with or without amendment in conjunction with the operating program, on or before June 10th. 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.



Budgetary Process, *continued*

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

On or before May 15th 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. One public hearing is required to be conducted on the preliminary budget prior to May 15th. Final action on the budget by the Town Council shall occur on or before June 10th of each year, upon which time the Town Council considers any petitions received and gives final approval to the final budget by a majority vote of all members of the Council. Source: *Town Charter: Article III Public Hearing on Recommended Budget Section C-33 and Recommended Budget Section C-34.*

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

Balanced Budget Requirement

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

Budget Calendar

Town of East Greenwich 2024-2025 Budget Calendar		
October 2023		
Monday, 30	Town and School administration shall provide an estimate of projected revenues for the next three fiscal years by major program (RIGL § 16-2-21.2 (a)(b))	
Monday, 30	School committee shall submit to the town council an estimate of its expenditures by major program and school revenues for the three years, which designates those expenditures (RIGL § 16-2-21.2 (b))	
Tuesday, 31	Initial deadline for Town agencies, officials or departments to submit requests for Capital Improvement Program to the Town Manager (Code § 55-2)	
December 2023		
Tuesday, 12	Initial budget meeting between Town Council and School Committee to discuss FY 2024-2025 budget goals & objectives (RIGL § 16-2-21.2(d))	
January–February 15, 2024		
Monday, 5	Joint, pre-budget meeting between the Town Council and School Committee (RIGL § 16-2-21)	
February 2024		
Monday, 26	Capital Improvement Program (CIP) budget submission to Town Council (Code § 55-6)	
March 2024		
Friday, 15	Deadline for Department Heads to submit budget to Town Manager (Charter § C-33)	
Friday, 15	Deadline to advertise availability of Town budget by May 1 st (Charter § C-33)	



Budgetary Process, *continued*

April 2024

- Monday, 1 Deadline for School Committee to hold a Public Hearing on proposed budget (Charter § C-33)
- Monday, 15 Deadline for School Department to submit budget to Town Manager (Charter § C-33)
- Thursday, 25 Advertise Preliminary Budget Notice of Public Hearings (RIGL § 44-35)

May 2024

- Monday, 1 Deadline for Town Manager to submit budget to Town Council and publicize (Charter § C-33)
- Monday, 13 Deadline for initial Public Hearing on Municipal and School Budgets (Code § 55-6)

June 2024

- Monday, 10 Deadline for adoption of Final Budget (Charter § C-34)

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 East Greenwich 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.



Budgetary Process, *continued*

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, division, and department. The Town's department heads have authority to make transfer of appropriations within their specified department.

The Town maintains an encumbrance accounting system as another method of maintaining budgetary control. All purchases require a purchase requisition and a purchase order wherever possible. The Town complies with the requirements of R.I.G.L. 45-55-1 through 45-55-17. The policy, Chapter 187 of the Town Code, is intended to provide sufficient flexibility to allow for some small individual purchases and purchases of an emergency nature. There shall be no deviation from the policy except in an emergency. The guidelines of the purchasing procedure recognize the need for convenience and flexibility in making routine and small individual purchases. This is balanced with the principles of effective budget management at the department level, and the interests of the Town in making purchases with consistently high standards of quality at reasonable prices. Whenever any contemplated purchase or contract for goods or services is for the sum of less than \$5,000, the department head may order the item, provided three written quotes had been obtained, as needed in accordance with the approved accounting system. Purchases or contract for goods and services costing greater than \$5,000 up to \$10,000 (inclusive) for construction projects subject to the same rate as the Boston Regional Consumer Price Index (1992), require competitive bidding regulations. 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 quarterly reports to the Town Manager on the status of the governmental funds, including the School Department and debt service funds. The Finance Director shall also submit budget-to-actual financial information on or before the 25th day succeeding the last day of the sixth, ninth, and twelfth month of each fiscal year to the division of municipal finance.



Budgetary Process, *continued*

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 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 guidelines in terms of policies and practices help to ensure that the fiscal integrity of the Town of East Greenwich is protected and to ensure that the Town is positioned for future growth. Continued development of new policies and improvement of current financial policies and practices continues to be a key initiative of management.

The Town's overall fiscal planning and management focus on the following objectives:

- Maintain sufficient financial resources to meet the present and future needs of the residents of the Town as well as the physical conditions of the Town;
- Adjust to local and regional economic downturns without negatively impacting the community;
- Continue to maintain current bond rating with the intent of upgrading to achieve savings in future debt financing and to assure the taxpayers of the Town that government is well managed and in sound financial condition.

The following financial policies, practices, and guidelines are the beginning of the Town's initiative to establish a framework for the Town's overall fiscal planning and management. The Town intends on developing additional policies to align with the Town Council's Goals and Objectives and the procedures supporting the policies shall be clear and concise, factual, and simple to understand.

Operating Budget Policy

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

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

- East Greenwich 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;



Budgetary Process, *continued*

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/meals and beverage tax)
- 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 98%; Alternate means of collecting delinquent motor vehicle and tangible property taxes are to be pursued
- Revenue or Bond Anticipation Notes – the Town does not intend to issue revenue or bond anticipation notes to fund government or enterprise operations; with a healthy unassigned fund balance, the Town does not see a need to incur additional interest expense when funds can be advanced from the unassigned fund balance and reimbursed when General Obligation or Revenue Bonds are issued
- All revenues received by the Town shall be deposited within 24 hours of receipt

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 internal 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 supports an aggressive retirement of existing debt (greater than 80% within Ten Years) when possible;
- Bond proceeds shall be invested in government guaranteed funds that provide immediate liquidity and bond proceeds shall only be used for the purpose for which the monies were borrowed;
- The Town shall manage its cash in a manner designed to prevent the necessity of utilizing short-term borrowing to meet working capital needs; The Town will not use long-term debt for current operations;
- Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is greater than 3%;
- Debt shall be issued using equal principal;
- Maintain debt ratios within formally established parameters:
 - Net Debt as a % of Operating Revenues – maintain at less than 3%;
 - Debt Service as a % of Expenditures – 10% or less;
 - Net Debt Per Capita – no more than \$3,500 per capita;
 - Overall Debt as a % of Taxable Property – 1% or less;
- Debt shall be limited by the following State Statute:
 - RIGL § 45-12-2 – Indebtedness of Towns and Cities – no city or town shall, without special statutory authority, incur any debt for money hired which would increase its aggregate indebtedness not excepted by law from the provisions of this section to an amount greater than three percent (3%) of the taxable property of the city or town;

Reserve Fund Practices

The Town adopted a Fund Balance Policy on June 30, 2011 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. The Town will be reviewing and updating the existing Policy as required in the Statement during the fiscal year.

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

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:



Budgetary Process, *continued*

- 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 minimum budget benchmark. The Town shall take action as necessary to restore the unassigned fund balance to acceptable levels within three years based on a plan prepared and submitted by the Town Manager to the Town Council.

Accounting, Auditing, and Financial Reporting Policies

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

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

A fiscal impact statement shall be prepared for all proposed bargaining contract settlements. The immediate and long-term impacts of negotiated changes shall be disclosed, and the Town may 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 Financial Report (AFR) 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 \$10,000 and an estimated useful life in excess of one year. The Town will ensure that Town records are audited annually and which will result in the issuance of a financial opinion. The results of such audit are to be available to the public via the Town's website.

Town Charter: Article III, Chapters 33-36 Budget Procedures

Chapter 55 – Capital Improvement



The following is an excerpt from the Town Charter that describes the process for preparing, reviewing, adopting, and amending the budget, and includes language as found within *Article III. Financial Provisions, Chapters 33-36 and Chapters 55*, titled *Budget Procedures and Capital Improvements*:

Chapters 33-36 – BUDGET PROCEDURES

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 June 10th. 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.

- **C-33. PUBLIC HEARING ON RECOMMENDED BUDGET**

The School Committee shall hold a public hearing on its proposed budget on or before April 1 of each year, and shall submit its budget to the Town Manager on or before April 15 of each year. All other Town departments shall submit their proposed budgets to the Town Manager on or before March 15 of each year. On or before March 15 of each year, the Town will notify residents by newspaper of general circulation, and by the Town website or other electronic means, that a copy of the proposed Town budget will be available for review at the Town Hall and on the Town website by May 1 of each year. The Town Manager shall transmit the Town budget to the Town Council on or before May 1 of each year. The Town Council shall hold a public hearing on the recommended budget on or before May 15 of each year. The Town Clerk shall prepare sufficient copies of the budget to be available for public distribution prior to the hearing.

- **C-34. RECOMMENDED BUDGET**

The Town Council may revise the budget as submitted by the Town Manager and shall adopt a budget on or before June 10 of each year. Any changes following the public hearing on the recommended budget will be highlighted in the adopted budget. A copy of the adopted budget will be available for review at the Town Hall and on the Town website. If the Town Council recommends an increase in the total expenditures as proposed by the Town Manager, it shall also 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 recommended by the Town Council unless the facts clearly warrant the expectation that such amount actually will be realized in cash during the budget year.

- **C-36. PUBLICATION OF BUDGET**

A copy of the budget, as finally adopted by the Town Council, shall be certified by the Town Clerk and filed in the office of the Town Treasurer. Sufficient copies of the budget shall be made available by the Town Clerk for the use of all offices, departments and agencies and for the use of interested persons.



Chapters 55 – CAPITAL IMPROVEMENTS

55 -1 DEFINITIONS

For the purposes of this chapter, the following terms shall have the meanings indicated:

A capital project is a major, non-recurring tangible fixed asset. Capital projects generally included one or more of the following categories:

A. Property Acquisition or lease of land and/or buildings

B. Major Improvements to an existing facility

C. New Building Construction

D. Major equipment and vehicles

- Capital project costs may include related architectural and engineering fees, site work and bond issuance costs.
- Facilities and infrastructure refer to all public facilities, including both municipal and school, such as buildings, streets, bridges, wastewater systems, parks and transfer station 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 life-span of any debt used to fund the project.

55 - 2 DEADLINE FOR REQUESTS FROM TOWN AGENCIES AND OFFICIALS. [1]

Not later than November 1 of each year, any Town agency, official or department having need for capital improvement projects as defined by § 55-1 shall submit requests for capital improvement projects to the Town Manager.

55 - 3 PROCEDURE FOR SUBMITTING REQUESTS.

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 (Capital Improvement Plan). The Town Manager in association with the Finance Director shall prepare a proposed plan for submittal to the Town Council based on their review and evaluation of each requested project with the appropriate agency or department head.

55 - 4 PROJECT PRIORITY.

In evaluating requests and recommending a capital improvement project, the Town Manager shall establish a priority for all projects, based upon the following criteria:

- A. Projects address health and safety concerns;
- B. Protection of public property;
- C. Meet any federal or state mandates and/or legal obligations;
- D. Secure any outside funding such as federal, state or private to reduce the tax burden;
- E. Preservation of the tax base while continuing to maintain infrastructure/assets;



Town Charter: Article IV, Section 4220 Budget Procedures, *continued*

55 -5 FINANCIAL ASPECTS

The Town Manager with the support of the Finance Director shall review all requests with respect to the financial resources of the Town and shall prepare a schedule indicating the effects of the requested projects upon the proposed annual budgets for the six-year capital plan. This schedule shall include projected debt service costs, annual maintenance and operating costs, increases in any service or user charge, a recommendation for any new service charges, user fees, and increases in any existing licenses or permits to support a proposed project request. The impact on the property tax rate for the six years of the proposed plan shall also be projected.

55 -6 PRESENTATION TO TOWN COUNCIL

No later than during the month of February of each year, the Town Manager shall present to the Town Council a proposed six-year CIP (Capital Improvement Plan). The Town Council shall publish a detailed draft CIP (Capital Improvement Plan), as part of the overall annual Operating Budget Program and make it available to the public as outlined in the Town Charter, on or before May 1st as noted in the Charter Section C-33. The Town Council shall adopt the annual Operating Budget Program including the CIP (Capital Improvement Plan), on or before June 10th as noted in the Charter Section C-34.



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, police department, fire department, public works, community resources & parks, 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.

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, Recreation Development and Activities, Impact Fees, Planning Reserve Funds, as well as federal funds such as Title I, Title II and Title II, and other grants and donations designated for a specific purpose.

CAPITAL PROJECTS FUND

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



Fund Structure & Descriptions, *continued*

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.

WASTEWATER ENTERPRISE FUND

This enterprise fund is used to account for the operation and maintenance of the Wastewater Treatment Facility owned by the Town and is primarily supported through user charges. This facility is located on Greenwich Cove at 21 Crompton Avenue and services approximately 6,000 customers in the community.

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. *This fund has not yet been established but is recommended to minimize annual operating budget stressors.*

PERMANENT FUNDS

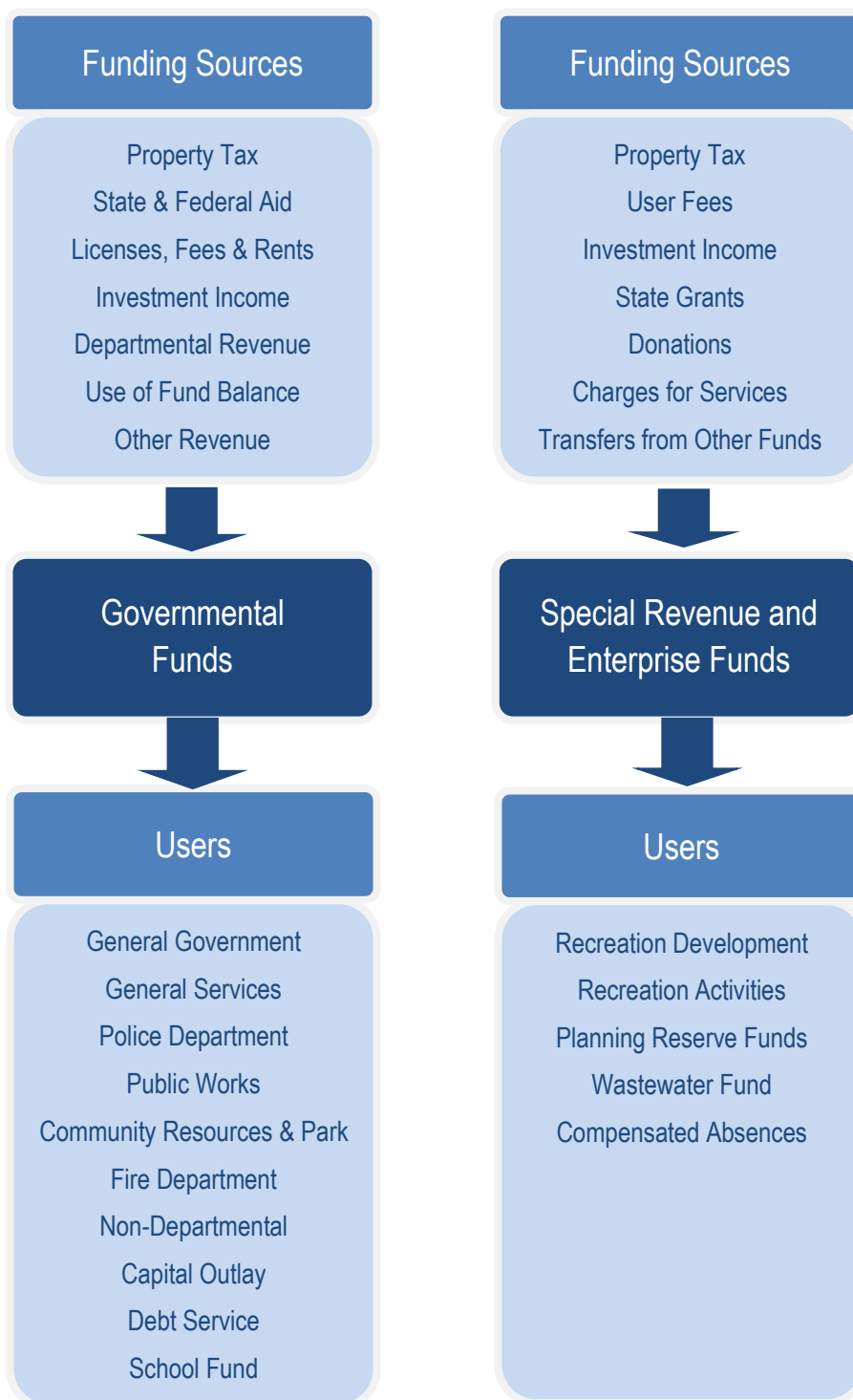
Permanent funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs. The Town's permanent funds include the Nonexpendable Trust Funds and Rose Trust Fund.



Flow of Funds Structure

FUND STRUCTURE/SERVICE FUNCTION RELATIONSHIP

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



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

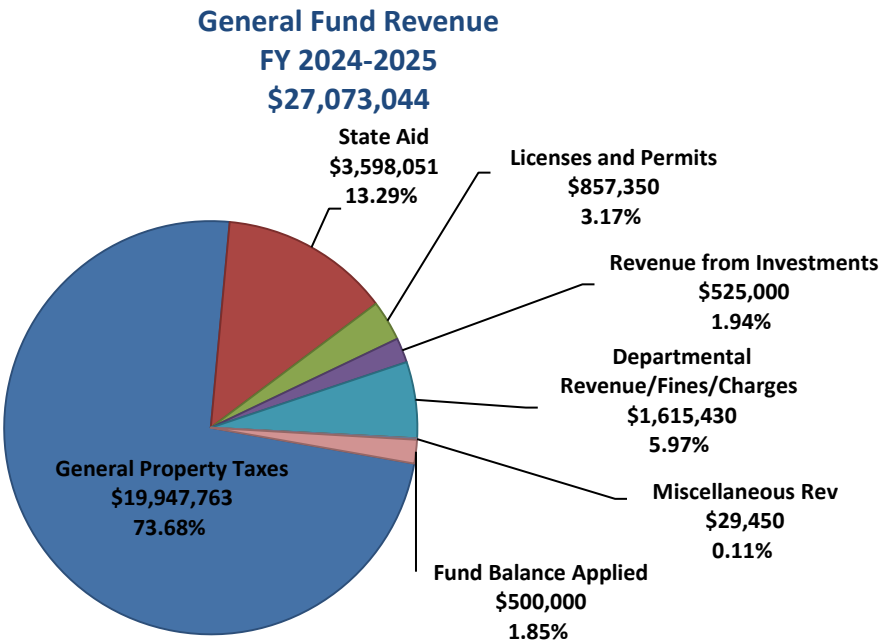


General Fund Revenue Summary

General Fund Revenue

Fiscal year 2024-2025 General Fund revenues are projected to be \$27,073,044. The Proposed Budget for FY 2024-2025 includes the use of \$500,000 of the Town’s Unassigned Fund balance, a reduction of \$100,000 from the prior year. The use of unassigned fund balance is a means to stabilize the tax need and is a conservative budgeting practice. The Town of East Greenwich through the American Rescue Plan – Local Fiscal Recovery Fund received \$3,921,658. These Federal recovery dollars are for fiscal mitigation efforts from the public health emergency with respect to the Coronavirus Disease. The timeframe for the use of these funds is December 31, 2024 and it is management’s intent to use these funds for capital projects and other one-time capital needs and not to supplant tax need for ongoing initiatives. In February, 2022, the East Greenwich Town Council adopted the Project Plan for the use of these funds which was a cumulative effort put forth by the EG-ARP Task Force. Each project was evaluated and prioritized according to the criteria and eligible uses as outlined in the U.S Department of Treasury’s FINAL RULE. These funds will supplement the Fiscal Year Operating Budget being proposed. To date, the town has spent \$1,168,174 and has encumbered \$570,800. The main projects associated with these expenditures include technology, fire station 2 addition and sidewalk repairs.

FY 2024-2025 General Fund revenues are projected to increase by \$1,241,446 or 4.81%, compared to the FY 2023-2024 Adopted Budget of \$25,831,598. The tax rate for FY 2024-2025 is proposed to decrease from \$21.85 to \$15.00, a decrease of \$6.85 for residential, an increase of \$0.07 from \$24.93 to \$25.00 for commercial and the rate for personal property stays fixed at \$45.50 based on legislation passed in June, 2023, from the FY 2023-2024 Adopted Budget.



**The General Property Taxes figure shown above (\$19,947,763) is reflective of the total amount of General Property Taxes (\$65,329,992) less the Operating Transfers Out (\$45,382,229). Further detail on the General Fund Revenue, including the total General Property Taxes and Operating Transfers Out, can be found on the following pages within the Summary by Category & Source chart.*



Combined Revenues – All Budgeted Funds

Summary by Category & Source

Description	Actual FY 2022- 2023	Adopted FY 2023- 2024	Projected FY 2023- 2024	Proposed FY 2024- 2025
General Property Taxes				
Current Taxes	\$58,740,711	\$60,974,131	\$61,203,401	\$63,477,422
Prior Year Taxes	814,154	\$950,000	\$955,655	\$900,000
Interest on Taxes	132,131	195,000	133,800	\$150,000
Payment in Lieu of taxes	758,398	788,100	788,100	802,570
Subtotal General Property Taxes	\$60,445,394	\$62,906,231	\$63,080,956	\$65,329,992
State/Federal Aid				
Public Service Corp Tax	162,262	162,000	185,149	185,149
State PILOT Revenue	15,733	16,350	16,350	16,870
MV Excise Tax phase-out	2,417,332	2,417,332	2,417,332	2,417,332
Meals & Beverage Tax	1,067,751	825,000	1,082,000	975,000
Hotel Tax	2,882	3,000	4,200	3,700
Subtotal State/Federal Aid – Town	\$3,665,961	\$3,423,682	\$3,705,031	\$3,598,051
Licenses & Permits				
Business licenses and fees-TC	224,909	255,100	281,750	251,350
Business licenses and fees-B/Z	123,284	80,500	121,000	106,000
Communications Tower	148,454	145,000	147,000	150,000
Real Estate conveyance fees	374,413	350,000	384,000	350,000
Subtotal Licenses & Permits	\$871,060	\$830,600	\$933,750	\$857,350
Revenue from Investments				
Interest on Investments	\$338,971	\$300,000	\$511,000	\$525,000
Subtotal Revenue from Investments	\$338,971	\$300,000	\$511,000	\$525,000
Departmental Revenues/Fines/Charges				
Town Clerk - Misc Copies/Grants	1,763	2,500	2,750	2,500
Finance - MLC's/Tax Sale Fees	17,193	21,000	15,000	17,500
Police Dept - Fees/Fines	244,092	203,400	244,130	226,430
Public Works Dept - Permits/Fees	767,472	349,700	697,500	452,500
Municipal Court - Penalties/Fines	8,189	5,000	9,000	6,500
Planning Dept - Subdivision/ZBR Fee	15,004	16,000	11,900	13,000
Fire Department - Rescue Billing Rev	720,317	765,000	765,000	850,000
Mooring fees - Harbor	31,620	32,000	32,000	32,000
Senior Services Dept-Programs/Reimb	22,291	17,500	23,900	15,000
Subtotal Dept. Revenues/Fines/Charges	\$1,827,942	\$1,412,100	\$1,801,180	\$1,615,430

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

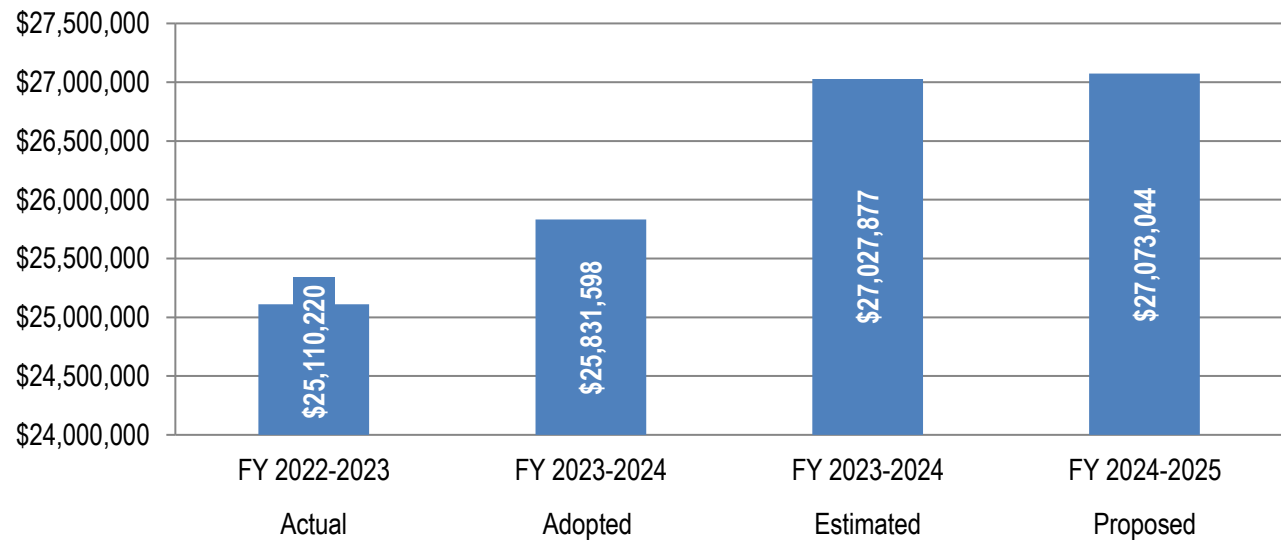


Combined Revenues - All Budgeted Funds, *continued*

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

Description	Actual FY 2022- 2023	Adopted FY 2023- 2024	Projected FY 2023- 2024	Proposed FY 2024- 2025
Miscellaneous Departmental Rev				
Town Clerk	9,598	750	1,225	750
Police Dept	8,682	7,500	8,500	8,000
Public Works Dept	11	200	200	200
Municipal Court	1,225	0	1,500	500
Fire Dept	0	0	0	0
Town General Fund	69,234	15,000	50,000	20,000
Subtotal Miscellaneous Dept Rev	\$88,750	\$23,450	\$61,425	\$29,450
Operating Transfers Out				
Transfer to School Department	(\$38,769,576)	(\$39,723,435)	(\$39,723,435)	(\$41,246,446)
Transfer to EG Library	(546,645)	(563,295)	(563,295)	(589,134)
Transfer To Debt Service Fund	(3,261,637)	(3,378,735)	(3,378,735)	(3,546,649)
Misc Tax Transfer	(100,000)	0	0	0
Subtotal Operating Transfers Out	(\$42,677,858)	(\$43,665,465)	(\$43,665,465)	(\$
Fund Balance Applied				
Fund Balance Applied	\$550,000	\$600,000	\$600,000	\$500,000
Subtotal Fund Balance Applied	\$550,000	\$600,000	\$600,000	\$500,000
Total General Fund Revenue	\$25,110,220	\$25,831,598	\$27,027,877	\$27,073,044

Total General Fund Revenues





Combined Revenues - All Budgeted Funds, *continued*

General Fund Revenues

The General Fund revenues for FY 2024-2025 are reported to be \$1,241,446 greater than the current fiscal year, due to four major factors including:

- General Property Taxes:
 - 4.1% increase in the tax need to support the general fund budget mainly attributed to collective bargaining agreements, an increase of 7% in healthcare and required retirement contributions. There are two additional positions being proposed; Purchasing/Risk Manager and Resiliency Planner
 - 3.83% increase in the tax transfer to the school department; an increase of \$1,523,011 of additional tax effort
 - 4.97% increase in the tax transfer to the debt service fund; a minor increase of \$167,914 associated with the anticipation of issuing the \$4M Road Bonds, \$2.85M Capital Equipment Bond and an additional \$100,000 to be retained in the fund balance to help finance the \$150M School Bonds when they are issued. These anticipated issues are offset by debt maturity
 - Prior year and interest on taxes have been budgeted lower since the collection rate has increased so we'll collect more in current year taxes
 - Payment In Lieu of Taxes from New England Tech has increased by \$14,470
- State/Federal Aid:
 - Motor vehicle excise phase out was accelerated in 2023 by the Governor and therefore has been level-funded
 - We are continuing to experience significant increases in the meal & beverage taxes and, as such, have budgeted a moderate increase of \$150,00
- License & Permits/Departmental Revenues
 - Continuing to see better than budgeted revenues in this category due to homeowners continuing to work remotely and working on home building/renovation projects
 - Town staff will be researching departmental fees and comparing them to the allowable state limits for consideration in current budget
- Unassigned Fund Balance
 - Management is proposing to use \$500,000 of unassigned fund balance to offset the tax need

It is important to note that the Unassigned Fund Balance forwarded to the General Fund is proposed to be \$500,000. It is management's desire to not rely on using unassigned fund balance as a means of balancing the budget but rather to provide a closer review of anticipated other revenue sources being generated which minimizes the tax rate impact. One could question the use of a sizable fund balance could result in a structural deficit, however, management has agreed that the American Rescue Plan dollars will be used to supplant tax dollars to support capital projects and over the next few years plan to reduce the operating budget, seek other revenue sources and/or slightly balance the tax need at the same rate of the reduction in fund balance use. This Federal funding is provided to support the State and municipalities with relief, and to use the funding in this manner, or in any other manner that is deemed a priority and eligible through the U.S. Department of Treasury FINAL RULE guidance as determined on January 6, 2022. The final rule offers a standard allowance for revenue loss of up to \$10 million which allows a recipient to choose the standard amount of revenue loss or complete a full revenue loss calculation. The Town opted the standard amount of revenue loss which allows for more flexibility in spending on general government services.



Combined Revenues - All Budgeted Funds, *continued*

The following budget impacts are considered and further described below:

STATE AID

The Town is budgeting for an increase in funding of the Pass Thru State Aid from Hotel Tax and Meals & Beverage Tax. The Division of Taxation collects this revenue and then distributes it back to the Town's for which the hotel is located or where meals and beverages are sold. The Town is estimating approximately \$978,700, an increase of \$150,700 from the current year.

MOTOR VEHICLE EXCISE TAX

The 2017 General Assembly again enacted legislation to phase-out the motor vehicle excise tax. Cities and Towns are being reimbursed for lost revenue until the tax is fully repealed in FY 2024. Under the current law, once the motor vehicle tax is fully phased-out, the state will pay each municipality the amount of their FY 2018 Baseline Levy (\$2,296,400 for East Greenwich), adjusted roughly by the growth in sales and use tax realized every year. The phase out was accelerated in 2023, therefore, this revenue source has been level funded.

The annual reimbursement is calculated as the difference between a municipality's FY 2018 Baseline Levy and its annual motor vehicle certified levy (once reviewed and confirmed by the Department of Revenue). The base reimbursement is its share of the original \$10 million aggregate reimbursement aid appropriated in FY 2017 (\$84,112 for East Greenwich).

TAX TRANSFERS TO ALL FUNDS

To support the FY 2024-2025 School Department's budget, the Town Manager is proposing a 3.83% increase in the tax transfer which equates to an increase of \$1,523,011. Fiscal year 2021-2022 was the final year of the ten-year State general education aid funding formula recalibration. For fiscal year 2024-2025 the East Greenwich School District will receive a favorable \$762,216 increase over the prior year of \$5,968,084. State Aid follows the student and, therefore, in 2011 a task force was established to ensure aid created equity incorporating annual data updates such as student counts, core instruction per pupil, an assessment of community property values, and the most recent median family income.

Specific categorical funds for certain high-cost items were established outside the funding formula such as the high cost of special education, career and technical education, early childhood education, transportation for non-public and regional districts, etc. The East Greenwich School District is receiving additional support for the cost of special education since they are identified as needing wide differences in students' special education needs and the variable costs to provide those services. The proposed set aside for this category for 2024-2025 is \$608,406.

Increase in the tax need to support the outstanding bonded debt is \$167,914 over the prior fiscal year.

An increase of \$25,839, from \$563,295 to \$589,134, is being proposed for The East Greenwich Public Library.

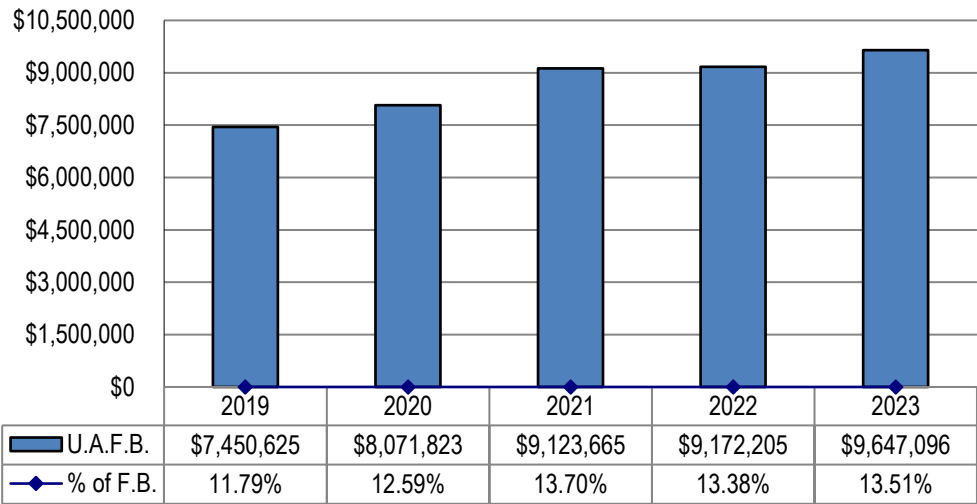
UNASSIGNED FUND BALANCE

Financial policies adopted August 25, 2008 states in part, "the general fund will be maintained at between eight-point three (8.3) and ten (10) percent of the sum of the total of the general fund annual operating budget and the property tax commitment for the school". 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 shown below.



Combined Revenues - All Budgeted Funds, *continued*

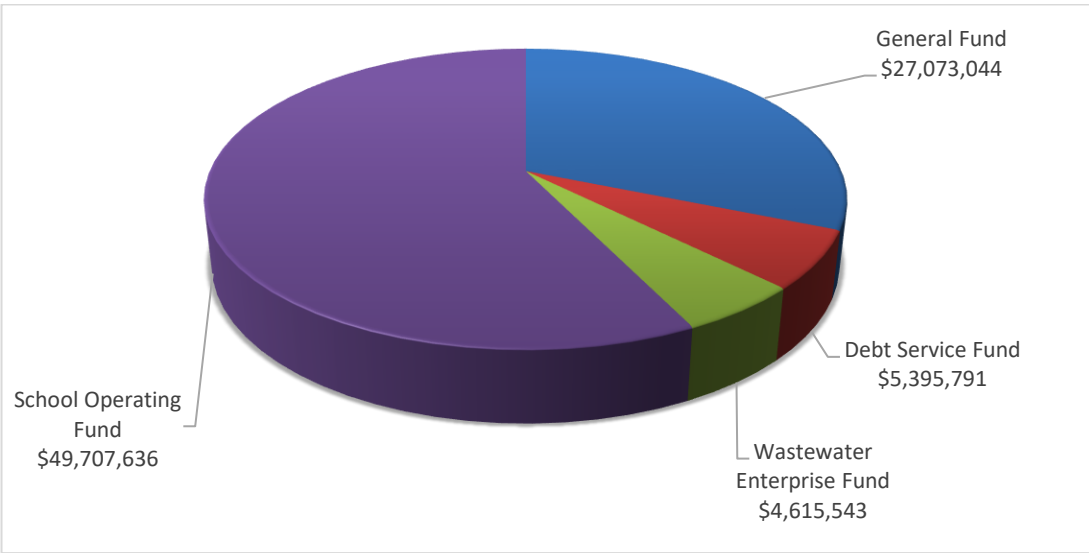
Unassigned Fund Balance as a % of General Fund



Combined Revenues

The FY 2024-2025 combined revenues for all budgeted funds are \$86,792,014. This is an increase of \$43,695,088, or 4.45%, over the current fiscal year. A breakdown of revenues by fund is shown below.

Combined Revenues – All Budgeted Funds
FY 2024-2025
\$86,792,013





Combined Revenues - All Budgeted Funds, *continued*

Combined Statement of Sources & Uses

The FY 2024-2025 Combined Statement of Sources and Uses for all budgeted funds projects income of \$83,127,337. The chart below is a breakdown of the types of revenue sources that fund the expenditures associated with each budgeted Fund.

Combined Statement of Sources & Uses – All Budgeted Funds Fiscal Year 2024-2025

	General	School	Debt Service	Wastewater	EG Library	Total
Revenues & Other Financing Sources:						
General Property Taxes	\$19,947,763	\$41,246,446	\$3,546,649		\$589,134	\$65,329,992
User Fees				4,537,043		4,537,043
State Aid	3,598,051	6,731,190	1,286,731			11,615,972
Federal Aid	-	385,000	559,910			944,910
Licenses/Fees/Rents	857,350	125,000				982,350
Revenues from Investments	525,000	8,000	2,500			535,500
Departmental Revenue/Fines/Charges	1,615,430			20,000		1,635,430
Transfers In		40,000				40,000
Miscellaneous	29,450	330,000	-	8,500		367,950
Fund Balance Applied	500,000	842,000		50,000		1,392,000
Total Revenues	\$27,073,044	\$49,707,636	\$5,395,790	\$4,615,543	\$589,134	\$87,381,147
Expenditures & Other Financing Sources:						
General government	\$1,338,232					\$1,338,232
General services	2,786,073					2,786,073
Police Department	6,888,015					6,888,015
Public works	4,290,537			2,182,209		6,472,746
Community Resources and Parks	1,437,767					1,437,767
Fire Department	8,639,155					8,639,155
Non-departmental	693,265					693,265
Education		49,458,019				49,458,019
Debt Service			5,395,790	1,853,334		7,249,124
Public libraries					589,134	589,134
Capital Expenditures	1,000,000	866,947		580,000		2,446,947
Total Expenditures	\$27,073,044	\$50,324,966	\$5,395,790	\$4,615,543	\$589,134	\$87,998,477
Excess (Deficiency) of Revenues Over Expenditures	\$0	(\$617,330)	\$0	\$0	\$0	(\$617,330)



Budgeted Funds Revenue Descriptions

Revenue Summary

Tax proceeds are the primary source of revenue for both the Town’s General Fund and the School’s Operating Funds. The bulk of tax revenue consists of general property taxes, which include real, commercial and personal property (tangible). The Town’s total tax revenue accounts for 75.3% of all budgeted funds revenues; a decrease in tax support from the prior year of 0.72% from 76.02%. Tax proceeds are divided into two categories: current and prior taxes and other. Other taxes include payment in lieu of taxes (PILOT), and interest collected on taxes paid after the due date, which make up 1.10% of total budgeted general property taxes. Interestingly, we’re seeing a slight decrease in tax support over the past three years.

REAL ESTATE AND COMMERCIAL PROPERTY 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 2024-2025 Proposed Budget includes values based on the December 31st, 2023 full statistical revaluation. It is anticipated that the taxable roll update will increase values by approximately 32.64%, or \$1,028,154,507. The updated values shall be used in calculating the Town’s property tax rate for Fiscal Year 2024-2025

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 (net motor vehicle). There are several implications for the municipality, including that any growth to the tax base does not mean additional tax revenue will be realized. It also means that the municipality will no longer be able to set a tax rate, but instead must first determine the increase in levy and then back into the tax rate. Municipalities must stay within the tax cap, unless they receive permission to exceed the cap from the State Office of Municipal Affairs or the State Auditor General, and then only certain exceptions are granted under limited circumstances. Therefore, anticipated revenues from real and personal property taxes can only increase by not more than 4.0%, or \$2,489,892 in East Greenwich, for FY 2024-2025. There are four budgeted funds supported by property taxes: General Fund, School Unrestricted Fund, Debt Service Fund, and EG Library. Calculation of the State mandated tax cap is shown below.

In June, 2023, the Governor signed legislation that established a statewide exemption of \$50,000 of tangible property from tangible personal property tax. This tax is paid by businesses on property like computer equipment, office furniture and equipment. This is an effort to make Rhode Island more economically competitive and more business friendly. This initiative is intended to wipe out the tangible tax for 75 percent of Rhode Island businesses. The legislations also required municipalities to cap their tangible property tax rate at the level applied in fiscal year 2024. The Town Council voted to increase the rate to \$45.50 per thousand.



Budgeted Funds Revenue Descriptions

Compliance with State Property Tax Cap	Actual FY 2023-2024 Tax Levy	Maximum FY 2024-2025 Tax Levy	Proposed FY 2024-2025 Tax Levy	Amount (Below) Statutory Tax Cap
Residential real estate	\$48,786,950	\$48,516,398	\$48,516,398	\$0
Commercial real estate	9,750,250	11,432,109	11,432,109	\$0
Personal Property	3,719,729	4,798,314	4,798,314	\$0
Net Levy	\$62,256,929	\$64,746,821	\$64,746,821	\$0
Increase in Levy	\$2,371,737	\$2,489,892	\$2,489,892	\$0
Percent Increase	3.96%	4.00%	4.00%	0
Residential Property Tax Rate	\$21.85	\$15.00	\$15.00	(\$6.85)

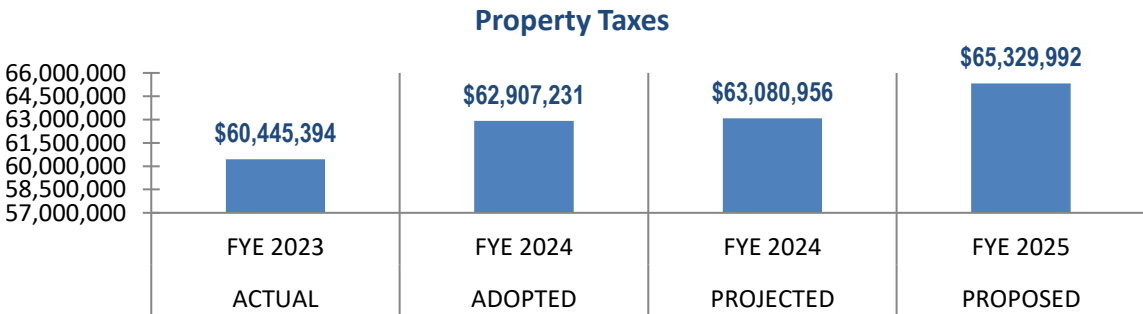
PRIOR YEAR TAX AND INTEREST ON TAXES

The Town provides taxpayers with a fifteen (15) day interest-free period after a tax collection due date before any interest penalty is assessed. Once the interest-free period has lapsed, the Town collects an interest rate of 12% per annum on all delinquent taxes. Prior year taxes are the anticipated collections of delinquent taxes from an earlier fiscal year in which they were levied.

PAYMENT IN LIEU OF TAX (PILOT)

The Town collects payments in lieu of taxes (PILOT) annually from New England Institute of Technology “NEIT” as well as Kent County and Woman& Infants’ Hospitals. The college and hospitals are independent, private, non-profit, tax exempt institution of higher education organized under the Laws of the State of Rhode Island and, therefore, the State pays the Town for State tax-exempt properties located in the Town. The State pays a maximum of 27% of all tax that would have been collected had the real property been taxable. The General Assembly, through the State’s annual budget process, determines the percentage which they will reimburse the Town. For FY2024-2025 the approved level of funding is at the maximum allowable, 27.00%, calculated at the previous years assessed values and commercial tax rate.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Property Taxes				
Current Taxes	\$58,740,711	\$60,974,131	\$61,203,401	\$63,477,422
Prior Year Taxes	814,154	950,000	955,655	900,000
Interest on Taxes	132,131	195,000	133,800	150,000
Payment in Lieu of Taxes	758,398	788,100	788,100	802,570
Total	\$60,445,394	\$62,907,231	\$63,080,956	\$65,329,992



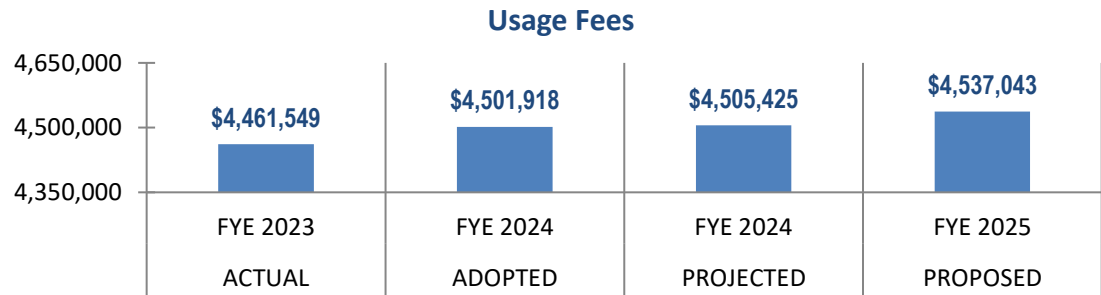


Budgeted Funds Revenue Descriptions, continued

USER FEES

- Users of the Wastewater Treatment Facility are assessed a sewer use charge adopted by the Town Council. For FY 2024-2025, the general rate is being proposed has been increased to \$15.272 per (ft³), this is an increase of \$1.167 over the prior year. The prior year budget was an increase of \$0.005 over FY 2023-2024. Effective for fiscal year 2023-2024, residential customers who have a deduct meter install will be charged 100% of user rate whereas the residential customers who do not have a deduct meter will be charged based on 85% of the user rate.
- Sewer Assessments are billed to all property owners connected to the Town’s wastewater system. Assessments are payable over a period of 10 or 20 years, as determined by the Town Council. Assessments are billed once a year on May 1st and are due on or before June 1st. Interest on delinquent customers bears an interest rate of 8% per annum.
- Road Assessments are specific to Howland Farm residents and began in FY 2019-2020.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Usage Fees				
Overpayments	\$23,403	\$0	\$0	\$0
Sewer Use Fees	3,841,885	3,857,396	3,622,551	3,978,477
Interest on Delinquent Payment	16,244	15,000	25,230	20,000
Sewer Assessment Fee	603,301	603,956	833,578	515,000
Interest on Delinquent Assessments	5,956	8,000	6,500	6,000
Road Assessments	17,566	17,566	17,566	17,566
Total	\$4,461,549	\$4,501,918	\$4,505,425	\$4,537,043



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.



Budgeted Funds Revenue Descriptions, *continued*

MOTOR VEHICLE TAX

Motor vehicle values are assessed at a rate of \$22.88 per thousand dollars of assessed value. This rate has been frozen by the State since FY 1997-1998. Beginning in FY 1998-1999, motor vehicle property owners were given an annual exemption on the first \$6,000 of value of their vehicle and the State reimbursed the Town for the difference. However, during FY 2010-2011, the State law was amended so that only the first \$500 of a motor vehicle's assessed value is reimbursed by the State.

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

Since FY 2011-2012, the Town has chosen to provide a \$6,000 per vehicle exemption to residents when calculating motor vehicle tax liability. As noted above, the motor vehicle levy must be included with the real property levy when determining the tax cap. For 2024-2025 budget development, the rate cap has been reduced to \$20.00, the assessment ratios have been reduced by an additional 5.0 percent down to 70%, and all vehicles older than fifteen (15) years have been dropped from the tax roll.

Motor vehicle phase out was accelerated in 2022-2023 and is now recognized as a State revenue rather than a tax. This phase out sped up relief to Rhode Island motor vehicle tax payers, impacting over 490,000 vehicles.

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/FEDERAL AID

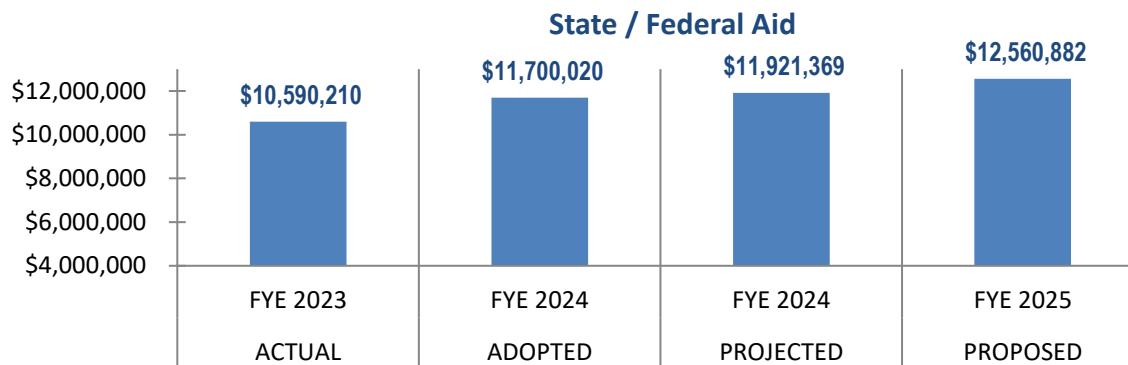
The State provides local school districts with partial reimbursement for approved school construction projects. The current reimbursement rate for East Greenwich is 35%. This State Aid provides financial support to assist with debt service related to school capital improvements and library constructions and capital improvements to any free public library.

The Town also receives a federal bond subsidy on behalf of the \$10,635,000 School Bonds issued on December 2, 2010. This General Obligation bond qualified for a refundable credit under the Balanced Budget and Emergency Deficit Act of 1985 (Internal Revenue Code Section 6431). The sequestrian reduction rate is subject to change based on the federal budget.



Budgeted Funds Revenue Descriptions, *continued*

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
State / Federal Aid				
School Housing Aid	\$1,333,699	\$1,365,864	\$1,365,864	\$1,286,731
Public Services Corp Tax	162,262	162,000	185,149	185,149
State PILOT Revenue	15,733	16,350	16,350	16,870
MV Excise Tax Phase-Out	2,417,332	2,417,332	2,417,332	2,417,332
Meals & Beverage Tax	1,067,751	825,000	1,082,000	975,000
Hotel Tax	2,882	3,000	4,200	3,700
State Aid to Education	4,702,396	5,968,974	5,968,974	6,731,190
Bond Subsidy	559,906	556,500	556,500	559,910
Medicaid	328,248	385,000	325,000	385,000
FEMA Reimbursement	0	0	0	0
Total	\$10,590,210	\$11,700,020	\$11,921,369	\$12,560,882



RENTAL OF TOWN PROPERTY

Revenues are derived from the rental of town-owned property, and from the rental of tower space for telecommunications.

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, victualing, 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

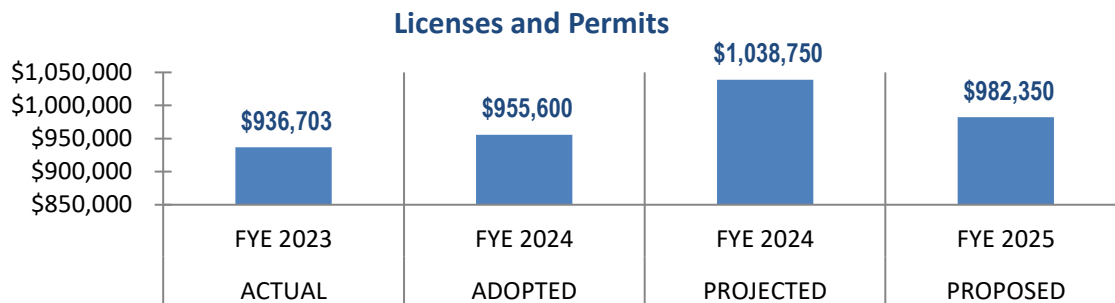
Real Estate Conveyance Tax collections are shared between the State and the municipality within which the property is located. The State imposes a tax on each deed, instrument, or writing by which interests in real estate are conveyed to a purchaser, when the value of the transfer is greater than \$100. The tax rate is \$2.30 per \$500, or fractional part, of the purchase price, equating to a .46% tax rate (amount retained by the municipality).

Effective January 1, 2022 an additional tax was imposed when the value of the transfer is greater than eight hundred thousand dollars (\$800,000). The additional tax rate is \$2.30 for each \$500, or fractional part, in excess of \$800,000 of the purchase price. According to RIGL 44-24-1 (d)(2) the additional "tax" is paid to the state – earmarked for housing protection fund pursuant to 42-128-2.1.



Budgeted Funds Revenue Descriptions, *continued*

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Licenses/Fees/Rents				
Rental of Town Properties	\$148,454	\$145,000	\$147,000	\$150,000
Business licenses and fees-TC	64,106	63,200	66,450	63,200
Business permits and fees-B/Z	123,284	80,500	121,000	106,000
Non-business licenses and fees	160,803	191,900	215,300	188,150
Real Estate conveyance fees	374,413	350,000	384,000	350,000
School Rental	65,643	125,000	105,000	125,000
Total	\$936,703	\$955,600	\$1,038,750	\$982,350



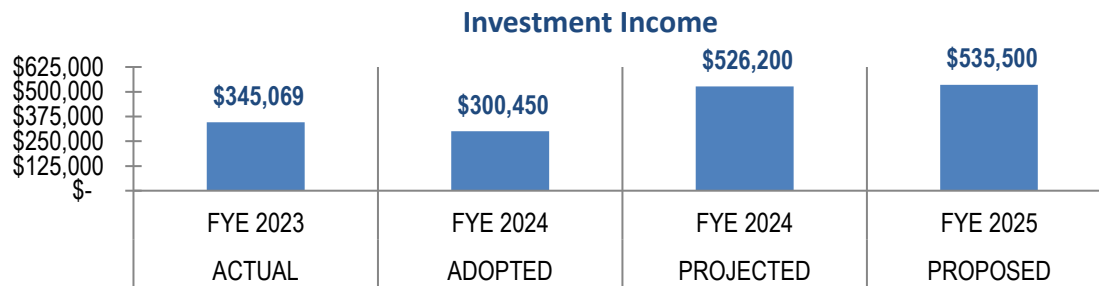
INTEREST ON INVESTMENTS

This includes amounts earned on cash deposits and from temporary investments made when Town funds, in a given period, exceed the Town's immediate disbursement needs. The revenue budgeted is an average interest rate of 4.25%, after reviewing financial management and investment literature to determine a reasonable rate. The Town uses the 5-year Treasury note as a financial indicator. The current interest rate has increased to 4.64%, an increase from 1.21% from this same time last year, 3.43%. Interest rates give information on the cost of money in the economy but not valuable in determining how well the economy is doing. Rates are distinguished by the period of lending or borrowing. When inflation rises, often times the interest rates increase as well. Adjusting interest rates is part of monetary policy to stimulate or slow the economy. An analysis of the Town's cash flow has identified that there is approximately \$7.0 to \$7.5 million dollars of Town funds available for investment in longer terms. The Town plans to secure the services of an Investment Advisor to access the fixed income market for the selection of high-quality investments and to assist with management of credit risk and investment performance evaluation and, as such, expect higher rates of return than that of previous years' experience.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Investment Income				
Investment Income	\$345,069	\$300,450	\$526,200	\$535,500
Investment Income	\$345,069	\$300,450	\$526,200	\$535,500



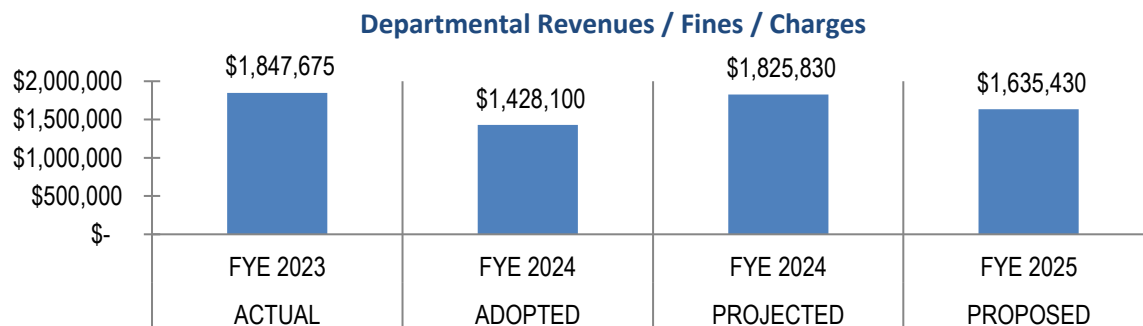
Budgeted Funds Revenue Descriptions, *continued*



DEPARTMENTAL REVENUE/FINES/CHARGES

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

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Departmental Revenues/Fines/Charges				
Senior & Human Services/Recreation Activities	\$22,291	\$17,500	\$23,900	\$15,000
Town Clerk Miscellaneous	3,313	4,500	4,750	4,500
Finance Department - MLC's/Tax Sale Fees	17,193	21,000	15,000	17,500
Police Department - fees/fines	246,926	204,400	246,630	227,930
Municipal Court – court costs/penalties	3,805	2,000	4,500	3,000
Public Works Department	767,472	349,700	697,500	452,500
Rescue Billing Revenue	720,317	765,000	765,000	850,000
Mooring fees – Harbor	31,620	32,000	32,000	32,000
Planning Department – platting & subdivision	15,004	16,000	11,900	13,000
Wastewater – permits/connection fees	19,733	16,000	24,650	20,000
Total	\$1,847,675	\$1,428,200	\$1,825,830	\$1,635,430



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



Budgeted Funds Revenue Descriptions, *continued*

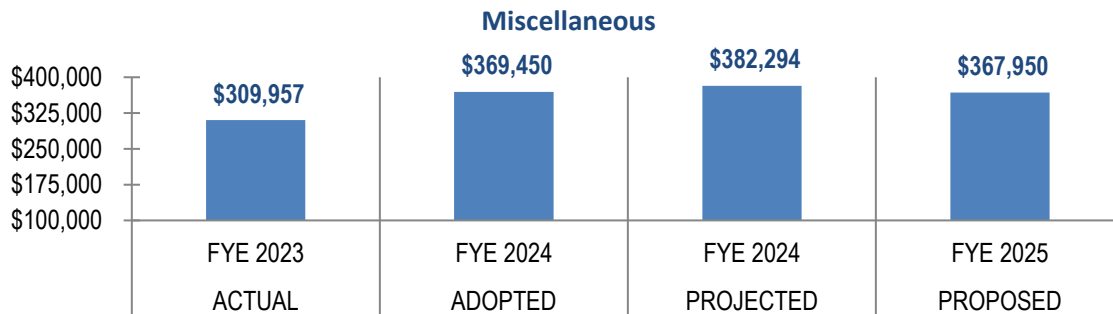
Resource Officers (SROs). The cost allocation is reviewed annually to ensure adequate funding for the services provided.

For example, a percentage of the Town Finance Director, Public Works Director and Deputy Tax Collector's salary and benefits are budgeted in the enterprise fund. The Town in conjunction with school management plan to employ this practice as the 2024-2025 budget unfolds with regards to field maintenance and school resource officer funding.

MISCELLANEOUS REVENUE

This revenue category encompasses small, one-time fees for services offered to the public, such as transportation for senior programs, donations, tuition payments for students living outside the district who attend East Greenwich High School, prorated new water accounts and/or addendum billings.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Miscellaneous Revenue				
General Miscellaneous Revenue	\$88,750	\$23,450	\$61,425	\$29,450
Revenue from Bond Refunding	\$39,479	0	0	0
Sewer Use & Sewer Assess Misc	36,215	16,000	8,500	8,500
Tuition - Other Districts	116,383	295,000	277,369	295,000
School Fund Raising & Other Misc	29,129	35,000	35,000	35,000
Miscellaneous	\$309,957	\$369,450	\$382,294	\$367,950



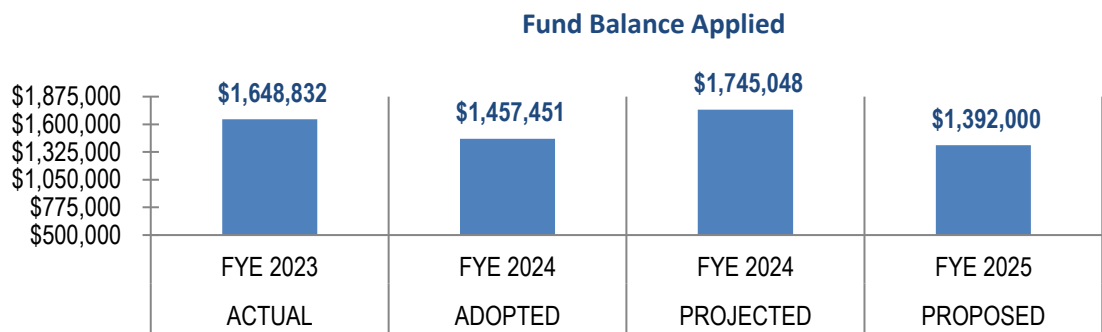
FUND BALANCE

This represents the amount of unassigned fund balance and/or unrestricted net assets in the General and School Operating Funds, and in the Enterprise Funds to be used to fund the operating budget for the fiscal year.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Fund Balance Applied				
Designated F/B – General	\$550,000	\$600,000	\$600,000	\$500,000
Net Assets Forwarded to Ops-Wastewater	75,000	0	0	50,000
Re-Appropriate Fund Balance-School	1,023,832	857,451	1,145,048	842,000
Total	\$1,648,832	\$1,457,451	\$1,745,048	\$1,392,000



General Fund Expenditures





General Fund Expenditures

Expenditures by Area of Service - Detail

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

FY 2024-2025 General Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Department Request FY 2024-2025	Proposed FY 2024-2025
14020	Town Manager	\$415,057	\$426,823	\$425,902	\$537,063	\$540,334
14030	Town Clerk	413,781	418,310	430,912	432,228	432,228
14040	Legal Services	285,399	294,000	259,589	302,670	302,670
14045	Municipal Court	16,000	16,000	16,000	17,000	17,000
14050	Probate Court	10,000	10,000	10,000	10,000	10,000
14110	Board of Canvassers	27,827	28,750	27,665	36,000	36,000
Subtotal	GENERAL GOVERNMENT	\$1,168,065	\$1,193,883	\$1,170,068	\$1,334,961	\$1,338,232
14210	Finance Department	\$836,643	\$885,625	\$845,396	\$885,320	\$885,320
14215	Information Technology	748,871	847,711	929,532	938,596	911,096
14420	Town Hall Operations	108,304	72,500	71,030	74,900	74,900
14610	Planning Department	323,968	349,825	323,711	385,513	439,050
14810	Senior & Human Services	409,842	304,926	290,976	344,086	338,586
14820	Substance Abuse/Mental Health Co	0	128,748	121,745	132,121	137,121
Subtotal	GENERAL SERVICES	\$2,427,629	\$2,589,335	\$2,582,390	\$2,760,536	\$2,786,073
14320	Police Department	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
Subtotal	POLICE DEPARTMENT	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
14451	Public Works	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
Subtotal	PUBLIC WORKS	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
14225	Community Resources & Parks	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
Subtotal	COMMUNITY RESOURCES & PARKS	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
14910	Fire Department	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
Subtotal	FIRE DEPARTMENT	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
14070	Insurance & Claims	485,771	517,500	551,521	563,265	563,265
14080	Contingency Fund	8,915	314,171	195,000	100,000	100,000
15010	Contr. to Outside Agencies	25,000	30,000	30,000	30,000	30,000
Subtotal	NON-DEPARTMENTALS	\$519,686	\$861,671	\$776,521	\$693,265	\$693,265
17010	Capital Outlay	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Subtotal	CAPITAL OUTLAY	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Total	GENERAL FUND OPERATIONS	\$22,904,333	\$25,831,598	\$25,357,090	\$28,474,978	\$27,073,044

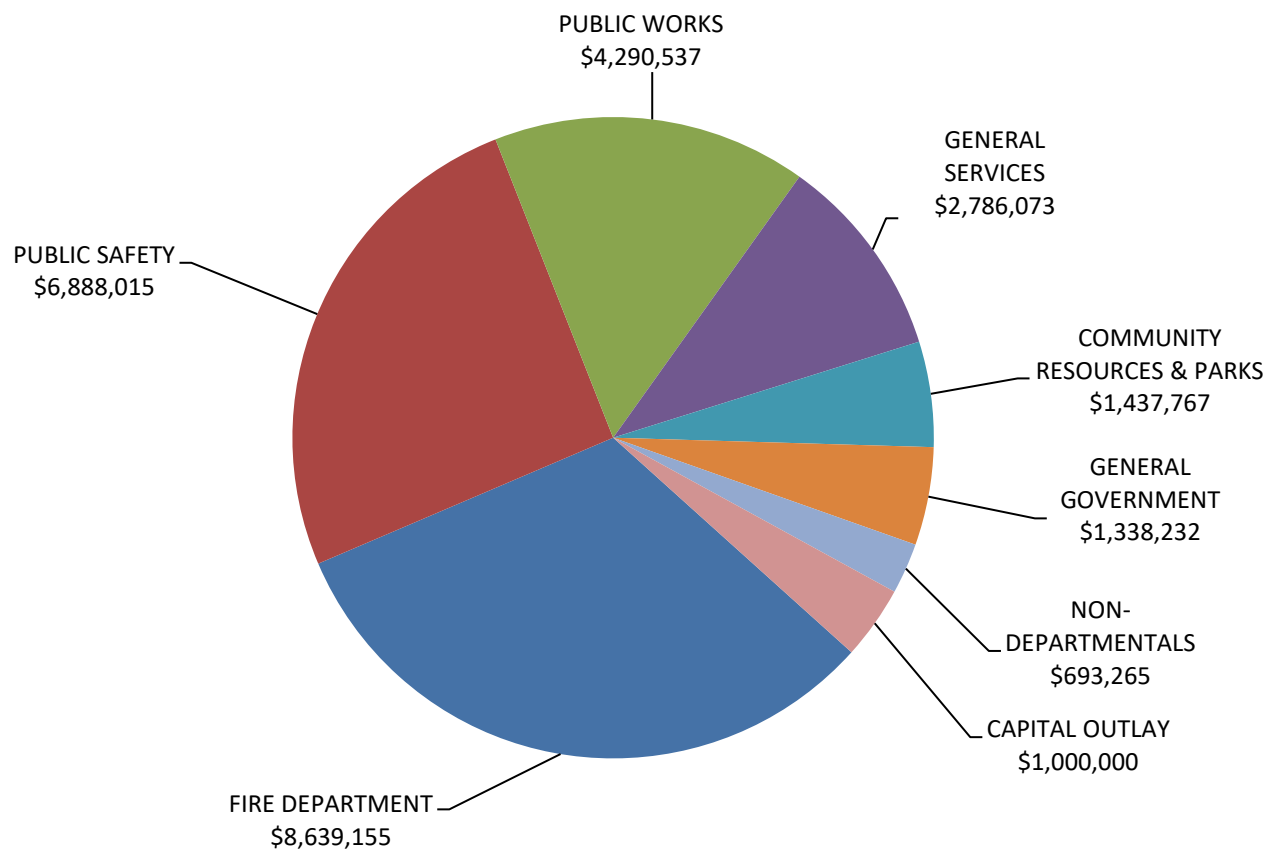


General Fund Expenditures, *continued*

Expenditure Summary

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

FY 2024-2025 General Fund Expenditures Area of Service Program Summary \$27,073,044





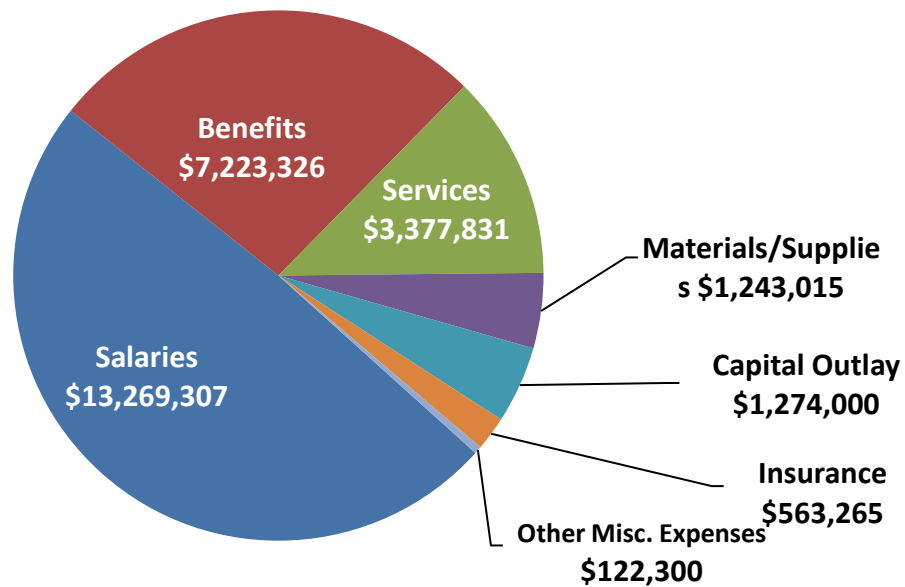
General Fund Expenditures, *continued*

Expenditures by Use Type

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

FY 2024-2025 General Fund Expenditures by Use Type \$27,073,044

Expenditure by Use Type	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	% of Total Budget
Salaries	\$12,101,639	\$12,603,707	\$12,357,265	\$13,269,307	49.01%
Benefits	6,373,679	6,912,932	6,792,163	7,223,326	26.68%
Services	2,790,486	3,210,326	3,157,204	3,377,831	12.48%
Materials/Supplies	1,0002,874	1,137,212	1,082,287	1,243,015	4.59%
Capital Outlay	1,076,157	1,115,500	1,202,296	1,274,000	4.71%
Insurance	485,771	517,500	551,521	563,265	2.08%
Other Misc. Expenses	33,370	334,421	214,354	122,300	0.45%
Transfers to Capital Reserve	630,000	0	0	0	0.00%
Total General Fund Expenditures	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044	100.00%





All Budgeted Funds Expenditures

Expenditure Details by Fund Type

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

FY 2024-2025 All Budgeted Fund Expenditures

Fund Type	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	% of Total Budget
General Fund					
General Government	\$1,168,065	\$1,193,883	\$1,170,068	\$1,338,232	4.94%
General Services	2,427,629	2,589,335	2,582,390	2,786,073	10.29%
Public Safety	6,470,616	6,628,161	6,477,726	6,888,015	25.44%
Public Works	3,876,348	4,085,450	4,036,250	4,290,537	15.85%
Community Resources & Park	1,275,536	1,361,376	1,327,320	1,437,767	5.31%
Fire Department	7,906,098	8,261,722	8,136,815	8,639,155	31.91%
Non-Departmental	519,686	861,671	776,521	693,265	2.56%
Capital Outlay	850,000	850,000	850,000	1,000,000	3.69%
Subtotal General Fund	\$22,904,333	\$23,974,337	\$24,087,585	\$27,073,044	100.00%
Debt Service Fund					
Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	100.00%
Subtotal Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	100.00%
Wastewater Fund					
Wastewater Fund	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	100.00%
Subtotal Wastewater Fund	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	100.00%
School Operating Budget					
School Operating Budget	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636	100.00%
Subtotal School Operating Budget	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636	100.00%
Library Services Fund					
Library Services Fund	\$546,645	\$563,295	\$563,295	\$589,134	100.00%
Subtotal Enterprise Funds	\$546,645	\$563,295	\$563,295	\$589,134	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$78,872,622	\$83,660,220	\$83,203,811	\$87,381,148	

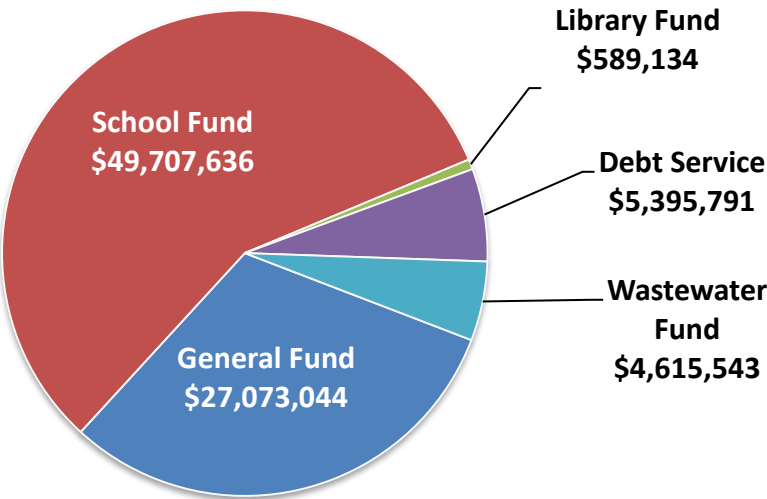


All Budgeted Funds Expenditures, *continued*

Expenditure Summary by Fund Type

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

FY2024-2025 Proposed Expenditures: All 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 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
General Fund	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044
Debt Service Fund	5,019,084	5,301,349	5,301,349	5,395,791
School Operating Fund	44,634,221	47,430,060	47,611,565	49,707,636
Library Services Fund	546,645	563,295	563,295	589,134
Wastewater Fund	4,178,694	4,533,918	4,370,512	4,615,543
Total All Budgeted Fund Expenditures	\$78,872,622	\$83,660,220	\$83,203,811	\$87,381,148

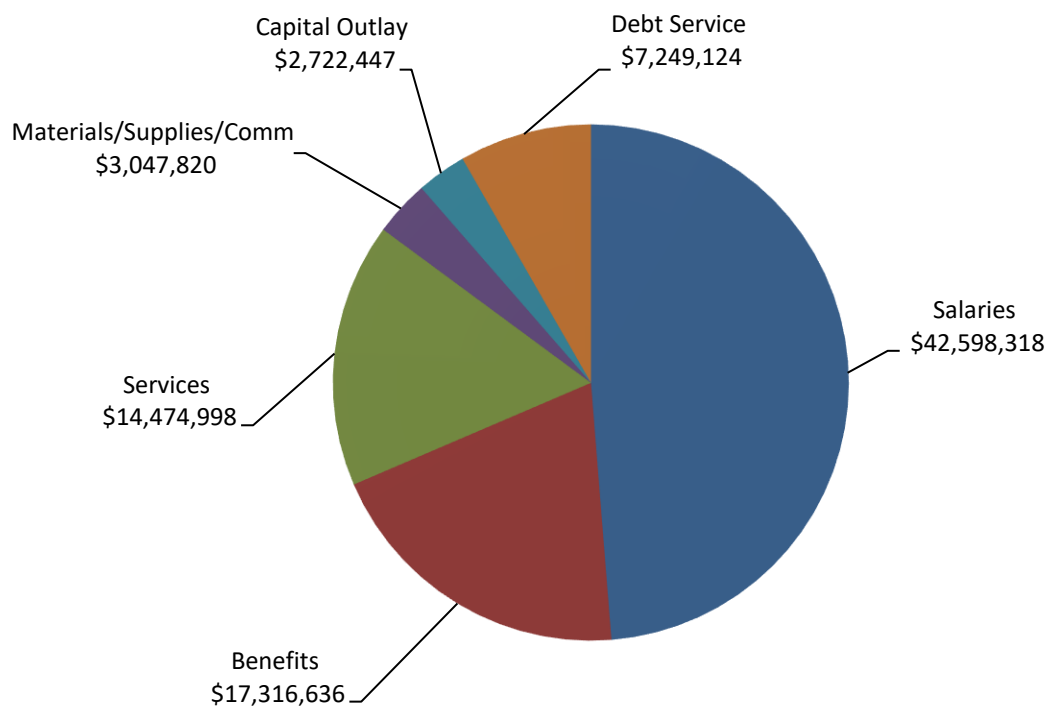


All Budgeted Funds Expenditures, *continued*

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 2022-2023 Actual	FY 2023-2024 Adopted	FY2022-2023 Projected	FY 2024-2025 Proposed	% of Total Budget
Salaries	\$38,796,094	40,679,096	\$40,465,534	\$42,598,316	49.08%
Benefits	15,659,864	16,737,030	16,666,287	17,316,636	19.95%
Services	11,591,711	13,224,454	13,095,141	14,474,998	16.68%
Materials/Supplies	2,764,068	2,960,385	2,920,664	3,047,820	3.51%
Capital Outlay	2,421,344	2,067,929	2,662,070	2,722,447	3.14%
Debt Service	7,265,364	7,200,969	7,098,067	7,249,124	8.35%
School Tax Appropriation Reduction				(617,330)	-0.71%
Total All Budgeted Fund Expenditures	\$78,498,445	\$82,869,863	\$82,907,763	\$86,792,013	100.00%





All Budgeted Funds Expenditures, *continued*

Expenditures by Area of Service - Detail

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

FY 2024-2025 All Budgeted Fund Expenditures Program Summary Detail by Area of Service

Function	Description Area of Service	Actual FY 2022- 2023	Adopted FY 2023- 2024	Projected FY 2023- 2024	Department Request FY 2024-2025	Proposed FY 2024- 2025
14020	Town Manager	\$415,057	\$426,823	\$425,902	\$537,063	\$540,334
14030	Town Clerk	413,781	418,310	430,912	432,228	432,228
14040	Legal Services	285,399	294,000	259,589	302,670	302,670
14045	Municipal Court	16,000	16,000	16,000	17,000	17,000
14050	Probate Court	10,000	10,000	10,000	10,000	10,000
14110	Board of Canvassers	27,827	28,750	27,665	36,000	36,000
Subtotal	GENERAL GOVERNMENT	\$1,168,065	\$1,193,883	\$1,170,068	\$1,334,961	\$1,338,232
14210	Finance Department	\$836,643	\$885,625	\$845,396	\$885,320	\$885,320
14215	Information Technology	748,871	847,711	929,532	938,596	911,096
14420	Town Hall Operations	108,304	72,500	71,030	74,900	74,900
14610	Planning Department	323,968	349,825	323,711	385,513	439,050
14810	Senior & Human Services	409,842	304,926	290,976	344,086	338,586
14820	Substance Abuse/Mental Health Coo	0	128,748	121,745	132,121	137,121
Subtotal	GENERAL SERVICES	\$2,427,629	\$2,589,335	\$2,582,390	\$2,760,536	\$2,786,073
14320	Police Department	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
Subtotal	POLICE DEPARTMENT	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
14451	Public Works	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
Subtotal	PUBLIC WORKS	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
14225	Community Resources and Parks	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
Subtotal	COMMUNITY RESOURCES & PARKS	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
14910	Fire Department	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
Subtotal	FIRE DEPARTMENT	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
14070	Insurance & Claims	485,771	517,500	551,521	563,265	563,265
14080	Contingency Fund	8,915	314,171	195,000	100,000	100,000
15010	Contributions to Outside Agencies	25,000	30,000	30,000	30,000	30,000
Subtotal	NON-DEPARTMENTALS	\$519,686	\$861,671	\$776,521	\$693,265	\$693,265
17010	Capital Outlay	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Subtotal	CAPITAL OUTLAY	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Total	GENERAL FUND OPERATIONS	\$22,904,333	\$25,831,598	\$25,357,090	\$28,474,978	\$27,073,044
	OTHER FUNDS					
0400	Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	\$5,395,791
0020	Wastewater Fund	4,178,694	4,533,918	4,370,512	4,713,042	\$4,615,543
1000	School Department	44,634,221	47,430,060	47,611,565	50,324,966	49,707,636
3095	Library Services	546,645	563,295	563,295	589,134	\$589,134
Total	OTHER FUNDS	\$54,378,644	\$57,828,622	\$57,846,721	\$61,022,933	\$60,308,104
GRAND TOTAL ALL BUDGETED FUNDS		\$78,872,622	\$83,660,220	\$83,203,811	\$89,497,911	\$87,381,148



All Budgeted Funds Expenditures, *continued*

Budget in Brief

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

Revenue By Fund	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
General Fund (0101)	\$25,110,220	\$25,831,598	\$27,027,877	\$27,073,044
School Fund (1000)	45,085,851	47,202,998	47,620,026	49,710,636
Debt Service Fund (0400)	5,195,791	5,301,349	5,316,099	5,395,791
Wastewater Fund (0702)	4,592,497	4,533,918	4,538,575	4,615,543
Total Revenue By Fund	\$79,984,358	\$82,869,863	\$84,502,577	\$86,795,014

Expenditures By Fund	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
General Fund (0101)	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044
School Fund (1000)	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636
Debt Service Fund (0400)	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791
Wastewater Fund (0702)	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543
Total Expenditures By Fund	\$78,325,977	\$83,096,925	\$82,640,516	\$86,792,014



Capital Improvement Program & Related Debt Service

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

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

Summary of CIP Funding

The six-year CIP includes two related elements, a Long Term Major Projects Element (\$27,421,368) and a Pay As You Go Element (\$14,838,399), for a total CIP Program of \$42,259,767. The Capital Budget is the first year of the CIP's Pay As You Go Element, and proposes General Fund spending of \$1,000,000 in the 2024-2025 fiscal year. The major CIP projects included in the Pay As You Go element are presented in three program areas:

- Park Rehabilitation/Road Improvements/Facility Improvements: \$1,199,200 (49.83%)
- Equipment Acquisition/Replacement: \$1,157,281 (48.09%)
- Property Appraisal Program: \$50,000 (2.08%)

The remainder of the funding is expected to come from year end budget transfers and eligible grants.

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;
- 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;

Capital Improvement Program: Summary by Program		FY 2024-2025 Proposed	FY 2024-2025 Final
Recreation	Park Rehabilitation/Improvements	\$110,000	\$110,000
	Equipment Acquisition/Replacement	100,000	100,000
Swift Gym Building Improv	Facility Improvements	700,000	700,000
Public Works	Road Improvement Program	\$250,000	\$250,000
	Equipment Acquisition/Replacement	383,000	383,000
Police Department	Facility Improvements	\$0	\$0
	Equipment Acquisition/Replacement	168,386	168,386
Fire Department	Facilities Improvements	\$75,000	\$75,000
	Equipment Acquisition/Replacement	405,000	405,000
General Government	Facilities Improvements – Town Hall	\$64,200	\$64,200
	Public Safety Communications Program	174,179	0
	Information Technology Program	75,895	75,895
	Property Appraisal Program	50,000	50,000
	Municipal Planning Program	25,000	25,000

Full Time Employee Summary



CIP Debt Service Detail

All MUNICIPAL DEBT SERVICE PROGRAM FY 2024-2025 THROUGH FY 2029-2030							
Debt Service Function	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030
Existing Municipal Debt Service							
School Debt Service	\$4,258,842	\$3,808,259	\$3,795,443	\$3,783,888	\$3,774,573	\$3,607,216	\$2,329,496
Town Debt Service	1,042,006	1,034,278	787,736	781,414	774,559	385,207	383,485
Wastewater Debt Service	1,811,506	1,853,326	1,838,222	1,822,504	1,809,490	1,363,764	1,065,885
Subtotal Municipal Debt Service	\$7,112,354	\$6,695,864	\$6,421,400	\$6,387,806	\$6,358,621	\$5,336,188	\$3,778,866
Proposed New Debt Issues							
New Municipal Debt	\$0	\$410,000	\$983,300	\$1,948,450	\$1,902,700	\$1,891,950	\$2,003,913
New School Debt \$2.4M & \$150M	0	221,200	211,200	4,283,200	5,609,065	8,959,239	11,509,039
Subtotal Planned New Debt Service	\$0	\$631,200	\$1,194,500	\$6,231,650	\$7,511,765	\$10,851,189	\$13,512,952
Total Debt Service	\$711,354	\$7,327,064	\$7,615,900	\$12,619,456	\$13,870,386	\$16,187,377	\$17,291,818
Town and School Debt Service	\$5,300,848	\$5,473,737	\$5,777,678	\$10,796,952	\$12,060,897	\$14,843,613	\$16,225,933
Less Other Income							
School Housing Aid & Federal Credit	\$1,896,901	\$1,981,316	\$1,888,566	\$1,903,951	\$1,900,350	\$9,850,929	\$6,679,989
Total Third Party Revenue	\$1,896,901	\$1,981,361	\$1,888,566	\$1,903,951	\$1,900,350	\$9,850,929	\$6,679,989
Total Property Tax Need	\$3,403,947	\$3,492,418	\$3,889,112	\$8,893,001	\$10,160,546	\$4,992,684	\$9,545,944

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 funds.

FYE	General Obligation Bonds			Wastewater Bonds		
	Principal	Interest	Total	Principal	Interest	Total
2025	2,918,527	1,332,704	4,251,231	1,542,822	302,866	1,845,688
2026	2,700,527	1,291,345	3,991,872	1,561,309	271,411	1,832,720
2027	2,725,527	1,248,469	3,973,996	1,578,708	240,466	1,819,174
2028	2,755,527	1,202,299	3,957,826	1,600,017	208,355	1,808,372
2029	2,246,527	1,154,590	3,401,117	1,136,517	207,248	1,343,765
2030	2,284,000	428,982	2,712,982	886,267	179,618	1,065,885
2031	2,321,000	379,901	2,700,901	747,150	157,378	904,528
2032	2,363,000	327,301	2,690,301	767,956	136,583	904,539
2033	2,406,000	271,839	2,677,839	584,725	118,502	703,227
2034	2,204,000	218,723	2,422,723	599,493	103,506	702,999
2035	2,257,000	167,822	2,424,822	614,299	87,764	702,063
2036	2,306,000	113,605	2,419,605	630,029	71,095	701,124
2037	2,370,000	55,720	2,425,720	254,758	58,883	313,641
2038				261,488	51,356	312,844
2039				269,179	43,328	312,507
2040				277,831	34,862	312,693
Total	\$31,857,635	\$8,193,300	\$40,050,935	\$13,312,548	\$2,273,221	\$15,585,769



Full Time Employee Summary

GENERAL OBLIGATION BONDS

General Obligation Bonds include debt which pertains to the Town and School. This debt obligation includes refunded bonds issued in 2016 and 2020. The bonds were issued for a new middle school, renovations, open space, new police station, road and bridge improvements and town and school playfields. Interest rates range from 1.0%-5.5%. Bonds in the amount of \$2,695,000 were issued in October, 2022 to finance school building improvements and capital equipment and technology. In addition to the school bonds, the town issued \$450,000 of open space bonds for the acquisition of approximately 40 acres for passive recreation. The Town is planning on issuing \$4M in Road Bonds and \$2.85M in Capital Bonds for 2025.

WASTEWATER BONDS

These bonds are issued through Rhode Island Infrastructure Bank for the purpose of septic system upgrades, expansion and drainage projects. The Town constructed a municipal sewer collection and pumping station upon which the Town received subsidized interest rates on behalf of the residents. The interest rate for these bonds range from 0.31% to 5.09%. The Town issued \$4.95M in June, 2023, for the purposes of upgrading the wastewater treatment plant and implementing climate resiliency initiatives.

Debt Ratios & Debt Per Capita

Following table provides detail on debt ratios and debt per capita over the last ten-year period. Although the Town anticipates borrowing \$4.0M in Road Bonds and \$2.85M in Capital Equipment Bonds in FY 2024-2025, it is not included in the below calculation.

Fiscal Year Ended June 30	Population ⁽¹⁾	Net Assessed Valuation	Rate of Assessment ⁽²⁾	Estimated Full Value	Gross Bonded Debt & Bond Anticipation Notes ⁽³⁾	Gross Debt Per Capita	Ratio of Gross Debt to Estimated Full Value
2024	14,312	\$ 2,705,669,756	100%	\$ 2,705,669,756	\$ 48,862,694	\$3,414	1.81%
2023	14,312	2,811,558,182	100%	2,811,558,182	46,804,978	3,270	1.66%
2022 ⁽⁵⁾	14,312	2,764,243,129	100%	2,764,243,129	52,422,297	3,663	1.90%
2021	13,146	2,447,512,204	100%	2,447,512,204	57,936,827	4,407	2.37%
2020	13,146	2,447,688,773	100%	2,447,688,773	57,483,987	4,373	2.35%
2019 ⁽⁵⁾	13,146	2,434,502,407	100%	2,434,502,407	52,836,827	4,019	2.17%
2018	13,146	2,377,116,750	100%	2,377,116,750	48,152,296	3,663	2.03%
2017	13,146	2,371,973,994	100%	2,371,973,994	43,364,976	3,299	1.83%
2016 ⁽⁴⁾	13,146	2,344,650,413	100%	2,344,650,413	39,204,540	2,982	1.67%
2015	13,146	2,295,007,887	100%	2,295,007,887	35,391,707	2,692	1.54%

(1) U.S. Census Figures

(2) The Town of East Greenwich's Tax Assessor has determined the Rate of Assessment

(3) Includes Enterprise Fund debt

(4) Full Revaluation

(5) Statistical Revaluation

Full Time Employee Summary



The Town of East Greenwich's municipal employees include non-union employees as well as employees who are union members. The four municipal unions include the International Association of Fire Fighters (IAFF), Local 3328; East Greenwich Municipal Employees Association (NEARI), a local chapter of NEARI; Local 1322, Local 1612, and the International Brotherhood of Police Officers (IBPO), Local 472. 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 2024-2025

Grade 1 Community Resource Manager	Grade 9 Town Clerk/Executive Assistant to Town Manager Administrative Services Manager Finance Manager Substance Abuse Director
Grade 2 Technician II Senior Center Manager Recreation Manager	Grade 10 Fire Chief Deputy Chief Director of Community Services and Parks Director of Planning
Grade 3 N/A	Grade 11 Director of Public Works Director of Information Technology
Grade 4 N/A	Grade 12 Finance Director Police Chief
Grade 5 N/A	
Grade 6 Deputy Fire Chief Tax Assessor	

NON-UNION EMPLOYEES PAY PLAN FY 2024-2025

Grade	Minimum	Intermediate	Maximum
1	\$45,000	\$50,000	\$55,000
2	\$50,000	\$55,000	\$60,000
3	\$72,500	\$75,000	\$77,500
4	\$65,000	\$70,000	\$80,000
5	\$70,000	\$77,500	\$88,000
6	\$80,000	\$84,500-\$90,000	\$95,000
7	\$80,000	\$89,500	\$99,000
8	\$80,000	\$90,000	\$100,000
9	\$70,000-\$95,000	\$80,000-\$100,000	\$105,000
10	\$95,000	\$105,000	\$115,000
11	\$100,000	\$110,000	\$130,000
12	\$105,000	\$117,500	\$150,000



Full Time Employee Summary

IAFF, LOCAL 3328 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2024-2025

2024-2025	Effective 7/1/2024
Administrative Asst	\$25,41
Fire Marshall	\$37.48
Firefighter – 1 st Yr	\$25.33
Firefighter – 2 nd Yr	\$29.47
Firefighter – 3 rd Yr	\$31.72
Lieutenant	\$34.96
Captain	\$38.46

IBPO, LOCAL 472 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2024-2025*

2024-2025	Step 0	Step 1	Step 2
Captain	\$95,806		
Detective Lieutenant	\$90,183		
Lieutenant	\$86,656		
Detective Sergeant	\$82,645		
Sergeant	\$79,458		
Detective Patrolman	\$75,172		
1 st , 2 nd , 3 rd Class Officers*	\$63,682	\$67,977	\$72,260

*2nd Class Officer eligibility after completion of six months of service as a 3rd Class Officer

*3rd Class Officer eligibility after completion of six months of service as a 2nd Class Officer.

IBPO, LOCAL 472 (NON-POLICE) POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2024-2025*

2024-2025	Step 1	Step 2	Step 3	Step 4	Step 5
Dispatcher	\$43,782	\$45,969	\$48,267	\$50,959	
Animal Control Officer	\$47,116	\$49,201	\$51,392	\$53,958	
Parking Control Officer	\$42,947	\$45,094	\$47,348	\$49,988	
Terminal Agency Coordinator	\$61,036				
Detective Secretary	\$40,376	\$42,411	\$44,503	\$46,738	\$49,140
Special Asst. to Chief	\$49,137	\$51,314	\$54,072	\$55,979	\$58,471



Full Time Employee Summary

EGMEA/NEARI POSITION ALLOCATION TO PAY SCHEDULE FY 2024-2025

Grade 8	Grade 65
Meal Site Supervisor and Center Assistant	Building Inspector
Grade 10	Grade 70
Senior Driver and Programmer	Planning Analyst
Grade 20	Grade 80 (35 hrs) and 80A (40 hrs)
DPW Clerk	Assistant Planner – 80
Planning Tech	Deputy Tax Collector
Grade 30	Payroll Accounting Administrator
Assessors Aid/Administrative Asst	Parks & Grounds Superintendent – 80A
Grade 35	Grade 95 (35 hrs) and 95A (40 hrs)
Municipal Court Clerk	Asst WWTP Superintendent - 95
Grade 38	Special Projects Coordinator - 95
Fiscal Specialist	Highway Superintendent – 95A
Grade 40	Grade 105
Probate Clerk	Building Official
Grade 60	Assistant Town Engineer
Deputy Town Clerk	Grade 110
	Wastewater Treatment Facility Superintendent
	Part Time Positions
	Plumbing and Electrical Inspector

EGMEA/NEARI PAY PLAN FY 2024-2025

Grade	Step A	Step B	Step C	Step D	Step E
8	\$20.54	\$21.50	\$22.56	\$23.56	\$24.65
10	\$21.89	\$22.84	\$23.90	\$24.98	\$26.15
20	\$2.84	\$23.90	\$24.98	\$26.15	\$27.40
30	\$24.35	\$25.48	\$26.68	\$27.91	\$29.20
35	\$25.06	\$26.00	\$27.05	\$28.15	\$29.31
38	\$24.40	\$25.59	\$26.84	\$28.15	\$29.54
40	\$26.23	\$27.41	\$28.67	\$29.98	\$31.37
50	\$30.57	\$31.98	\$33.51	\$35.12	\$36.06
60	\$60,844	\$63,700	\$66,730	\$69,912	
65	\$60,387	\$63,286	\$66,272	\$69,411	
70	\$59,630	\$62,616	\$65,737	\$69,037	
80	\$61,609	\$67,421	\$73,233	\$79,045	
80A	\$63,685	\$69,328	\$74,971	\$80,614	
95	\$71,101	\$76,180	\$82,387	\$88,039	
95A	\$71,585	\$76,664	\$82,871	\$88,514	
105	\$84,539	\$88,596	\$92,855	\$97,329	
110	\$90,971	\$95,574	\$100,334	\$105,296	
Inspector	\$22,168				

LABORERS, LOCAL 1322 POSITION ALLOCATION TO PAY SCHEDULE & PAY PLAN FY 2024-2025

Grade	Step 1	Step 2	Step 3	Step 4
Mechanic, Wastewater Lead Operator	\$27.52	\$29.33	\$31.05	\$32.76
Foreman, Wastewater Operator 2	\$26.99	\$28.77	\$30.47	\$32.14
Operator 3 (CDL, Hoisting & Equipment Op License)	\$24.60	\$26.22	\$27.88	\$29.72
Operator 2 (with CDL)	\$21.56	\$23.29	\$25.18	\$26.94
Operator 1 (no CDL)	\$19.69	\$21.37	\$23.08	\$24.96

Full Time Employee Summary



Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2023-2024 AS COMPARED TO FY 2024-2025					
Function Number & Description	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	FY 2024-2025 Difference
01402011-Town Council (5 Council Members)	5.00	5.00	5.00	5.00	0.00
01402011-Town Manager's Office	2.00	2.00	2.00	3.00	1.00
01403011-Town Clerk's Office	4.00	4.00	4.00	4.00	0.00
Subtotal General Government FTE	11.00	11.00	11.00	12.00	1.00
01421011-Finance Department	8.00	8.00	8.00	8.00	0.00
01421511-Information Technology	2.00	2.00	2.00	2.00	0.00
01461011-Planning Department	3.00	3.00	3.00	4.00	1.00
Subtotal General Services FTE	13.00	13.00	13.00	14.00	1.00
01432011-Police Department	38.00	38.00	38.00	38.00	0.00
01432011-Police Dispatchers	4.00	4.00	4.00	4.00	0.00
Subtotal Public Safety FTE	42.00	42.00	42.00	42.00	0.00
01445111-Public Works	20.00	20.50	20.50	20.50	0.00
Subtotal Public Works FTE	20.00	21.00	21.00	21.00	0.00
01491011-Fire Department (incl Civilian Clerk)	39.00	40.00	40.00	40.00	0.00
Subtotal Fire Department FTE	39.00	40.00	40.00	40.00	0.00
01502511-Community Services & Parks	10.00	11.00	11.00	11.00	0.00
Subtotal Parks & Recreation FTE	10.00	11.00	11.00	11.00	0.00
01481011-Senior & Human Services	5.00	5.00	5.00	5.00	0.00
Subtotal Senior & Human Services FTE	5.00	5.00	5.00	5.00	0.00
General Fund Total FTE	140.00	143.00	143.00	145.00	2.00
20950511-Wastewater Division	6.00	6.00	6.00	6.50	0.50
Subtotal Wastewater Funds FTE	6.00	6.50	6.50	6.50	0.00
Total FTE All Funds FTE	146.00	149.50	149.50	151.50	2.00

FTE Change Description

The total Full Time Employee equivalent (FTE) Proposed for FY 2024-2025 is 150.50. The Town Manager's Proposed General Fund Budget is recommending two new positions for FY 2024-2025; a Purchasing/Risk Manager in the Town Manager's office (1.0 FTE) and a Resiliency Planner (1.0 FTE) which is budgeted to begin January 1, 2025.



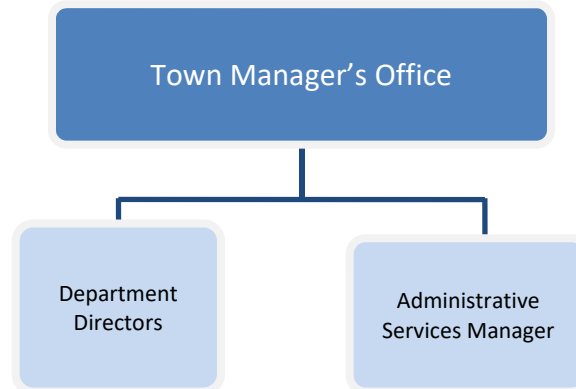
Town Manager, Town Council & Personnel.....	4 - 1
Town Clerk, Board of Canvassers, Municipal Court & Probate Court.....	4 - 5
Legal Services.....	4 - 11

**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**



Acct Number	Acct Description
4020	Town Manager

Organizational Chart



Town Manager Mission Statement

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

Functions

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

- Town Manager serves as the Town's Chief Executive Officer
- Advise the Town Council on municipal policy and programs affecting the community
- Provide direct staff support to the Town Council and various municipal Boards and Commissions
- Provide weekly reports to the Town Council and responsible for the monthly Town Council agendas
- Responsible for the administration and management of all municipal government operations, including directing and coordinating policy implementation, activities, and work programs for all Town Departments
- Responsible for overseeing the Personnel program for all municipal departments and divisions
- Manage employee and labor relations including contract negotiation, implementation, and grievance process
- Interact with federal and state agencies and other local governments and agencies
- Conduct short and long-range financial planning



- Policy and program development including preparation, administration, and fiscal management of the annual operating budget and the six-year capital improvement program
- Perform special studies and issue analyses and evaluations as needed to promote informed decision making
- Review and oversee the submission and administration of federal, state, and foundation grants
- Monitor proposed state legislation and represent the local government interests
- Provide general management oversight of major Town construction projects
- Communication with Town residents and the general public
- Responsible for overseeing Town Hall Operations

Administrative Services Manager Mission Statement

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

Functions

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

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

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

General Fund (0101) Town Manager (4020), *continued*



FY 2024-2025 Goals & Objectives

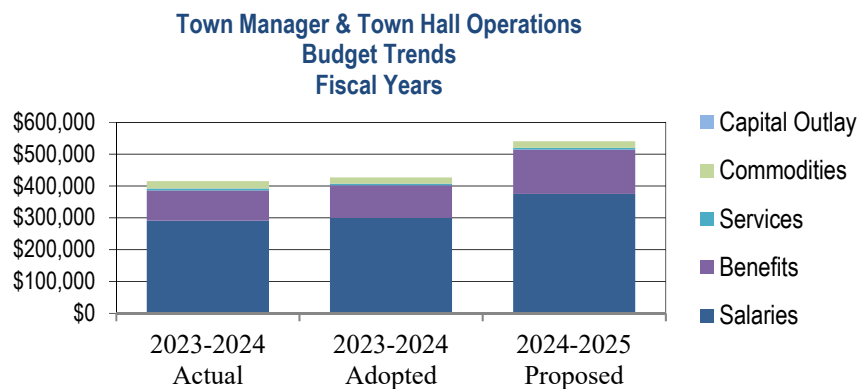
Personnel Goals & Objectives

Focus on employee wellbeing- through programs, work-life balance, fostering a positive culture
 Programs for training & development to enhance skills of employees
 Succession Planning – identify and develop employees with potential to take on key roles in the future
 Update old, obsolete tech and processes for hiring and employee notices through more advance programs like Office 365, PowerDMS and Munis

FY 2024-2025 Expenditure Statements

Town Manager & Town Council	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	7.00	7.00	7.00	8.00	1.00
Salaries	\$290,780	\$299,745	\$301,952	\$374,967	\$75,222
Benefits	95,466	102,553	99,607	139,442	36,889
Subtotal Personnel Expenditures*	\$386,246	\$402,298	\$401,559	\$514,409	\$112,111
Services	\$5,936	\$5,000	\$5,095	\$5,150	\$150
Commodities	22,875	19,525	19,247	20,775	1,250
Misc. Expenses	0	0	0	0	0
Subtotal Operating Expenditures	\$28,811	\$24,525	\$24,342	\$25,925	\$1,400
Total Expenditures	\$415,057	\$426,823	\$425,902	\$540,334	\$113,511

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



General Fund (0101) Town Manager (4020), *continued*



14020	Town Manager	2021-2022 Actual	2022-2023 Adopted	2022-2023 Projected	2023-2024 Proposed	Percent Change
14020	000010 Town Council	\$9,300	\$9,300	\$9,300	\$9,300	0.00%
14020	00002 Staff Pay	\$281,480	\$290,445	\$292,652	\$365,667	25.90%
14020	Subtotal Wages	\$290,780	\$299,745	\$301,952	\$374,967	25.10%
14020	522250 FICA	\$20,184	\$22,950	\$21,591	\$28,685	24.99%
14020	522300 Municipal Employees Retirement	\$17,002	\$14,348	\$14,457	\$16,418	14.43%
14020	522302 TIAA CREF	\$2,815	\$2,910	\$2,927	\$3,657	25.67%
14020	522818 Health Insur-Active Employees	\$42,881	\$49,110	\$48,350	\$76,286	55.34%
14020	522820 Health Insur-Retiree	\$5,115	\$5,582	\$5,253	\$5,619	0.66%
14020	522822 Dental Insur-Active Employees	\$1,557	\$1,741	\$1,818	\$2,709	55.60%
14020	522840 Insurance Buyback	\$5,600	\$5,600	\$4,900	\$5,600	0.00%
14020	522850 Life Insurance	\$312	\$312	\$312	\$468	50.00%
14020	Subtotal Benefits	\$95,466	\$102,553	\$99,607	\$139,442	35.97%
14020	00154 Town Celebration	\$5,594	\$4,500	\$4,500	\$4,600	2.22%
14020	00256 Office Materials & Supplies	\$342	\$500	\$595	\$550	10.00%
14020	Subtotal Services	\$5,936	\$5,000	\$5,095	\$5,150	3.00%
14020	00090 Travel Expenses	\$9,000	\$9,000	\$9,000	\$9,000	0.00%
14020	00089 Functions & Meetings	\$5,333	\$2,000	\$1,797	\$2,650	32.50%
14020	00115 Membership Dues	\$8,542	\$8,525	\$8,450	\$8,725	2.35%
14020	00180 Inauguration	\$0	\$0	\$0	\$400	0.00%
14020	Subtotal Commodities	\$22,875	\$19,525	\$19,247	\$20,775	6.40%
14020	Subtotal Misc. Expenses	\$0	\$0	\$0	\$0	0.00%
14020	Total Town Manager	\$415,057	\$426,823	\$425,902	\$540,334	26.59%

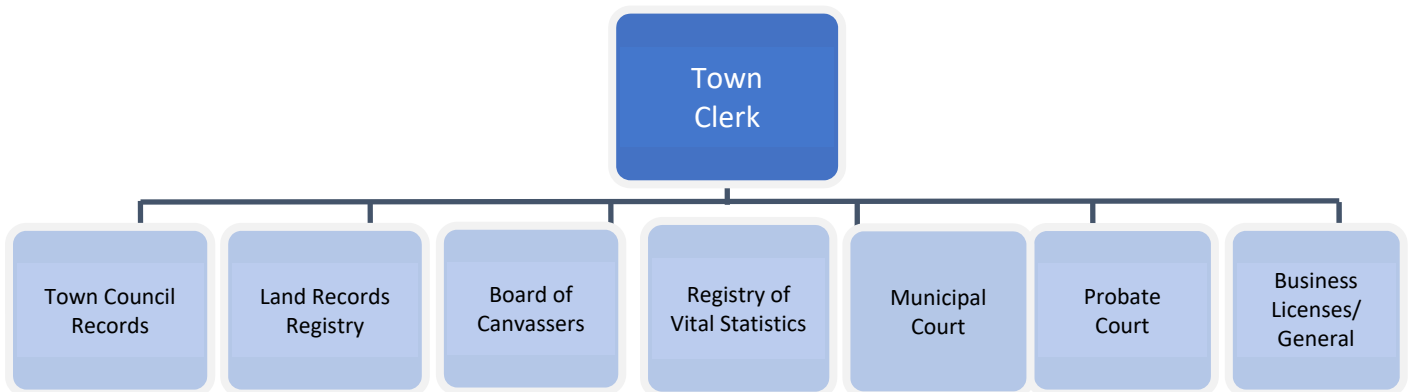
General Fund (0101) Town Clerk (4030)



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

Acct Number	Acct Description
4030	Town Clerk
4045	Municipal Court
4050	Probate Court
4110	Board of Canvassers

Organizational Chart



Mission Statement

The Town Clerk's Office is the central hub of local government in East Greenwich. Its mission is to protect and preserve the integrity of the Town's historical records as well as to provide personal and professional public service for a variety of governmental functions in a timely, efficient and accurate manner while being ever mindful of neutrality and impartiality, rendering equal and courteous service to all.

The office is the official repository for the Town's public documents such as ordinances, resolutions, Town Council records, vital records, land records and voter registration and elections. Additionally, the office issues an array of licenses and permits and provides administrative support for both Probate Court and Municipal Court.

Functions

The Office of the Town Clerk is responsible for providing a number of services to the public. The office consists of seven major divisions: Town Council Records, Land Records Registry, Board of Canvassers, Registry of Vital Statistics, Probate Court, Municipal Court and Business Licenses/General Permits, 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

East Greenwich has three members who serve six-year terms, not more than two from same political party and two alternate members who serve six-year terms, not from same political party. The Board is charged with all functions, powers, and duties of the Town Council concerning canvassing rights, elections, nominations, preparing and correcting voting lists, registrations of voters and related matters.

MUNICIPAL COURT

East Greenwich has its own municipal court. Court sessions are usually held third Thursday of each month.

Per Section 72-12 of the Town Code, Municipal Court has jurisdiction over the following types of cases:

- Any ordinance of the Town
- Minimum housing ordinances
- Traffic and motor vehicle laws set out in the General Laws of Rhode Island, § 8-18-4

PROBATE COURT

Each city and town have its own Probate Court, established by RIGL § 8-9; the operating statute for Probate is RIGL Title 33. A part time probate Judge is appointed by and serves at the pleasure of the Town Council.

Probate court 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

REGISTRY OF VITAL STATISTICS

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

BUSINESS LICENSES

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

GENERAL

- Receive, record, and issue documents related to the above functions



- Maintain, index, and store records related to the above functions
 - Offer easy access by the public and Town staff
 - Provide safe, permanent storage of Town records in the record vault
- Receive and respond to all public records requests
- Town Clerk serves as Clerk to the Town Council
- Town Clerk serves as the filing coordinator, acting as the liaison between the Town and Secretary of State to ensure that each Board, Committee, and Commission complies with statutory notice requirements within the Open Meetings Law
- Issue Dog and Kennel Licenses
- Issue General Permits; overnight parking, private detective, etc.
- Provide notary services
- Prepare and arrange publication of public notices

FY 2024-2025 Goals & Objectives

Goals & Objectives

Implement an online account application module to existing land records program to allow for the collection of revenue from the remote printing of recorded land records.

Work with IT to install security cameras in both upper and lower vaults and restrict access to ensure compliance with state law 34-13-9 entitled 'Fees for copies of records.

Work with Police to modernize the issuance of parking tickets.

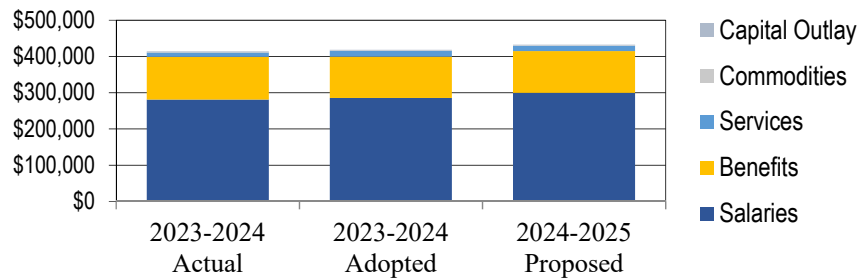
FY 2024-2025 Expenditure Statements

Town Clerk	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	4	4	4	4	0
Salaries	\$280,673	\$285,463	\$287,764	\$299,463	\$14,000
Benefits	118,148	113,597	124,458	115,015	1,418
Subtotal Personnel Expenditures*	\$398,821	\$399,060	\$412,221	\$414,478	\$15,418
Services	\$12,041	\$16,200	\$15,650	\$14,700	(\$1,500)
Commodities	1,122	1,300	1,424	1,300	0
Misc. Expenses	1,798	1,750	1,617	1,750	0
Subtotal Operating Expenditures	\$14,960	\$19,250	\$18,691	\$17,750	(\$1,500)
Total Expenditures	\$413,781	\$418,310	\$430,912	\$432,228	\$13,918

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

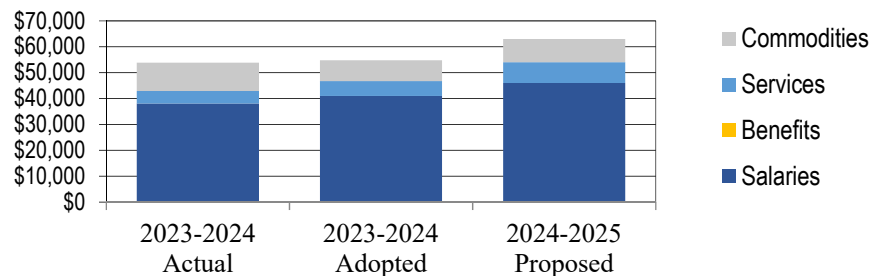


Town Clerk
Budget Trends
Fiscal Years



Board of Canvassers, Municipal, Probate	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Salaries	\$38,087	\$41,000	\$40,775	\$46,000	\$5,000
Benefits	0	0	0	0	0
Subtotal Personnel Expenditures*	\$38,087	\$41,000	\$40,775	\$46,000	\$5,000
Services	\$4,791	\$5,750	\$4,890	\$8,000	\$2,250
Commodities	10,949	8,000	8,000	9,000	1,000
Subtotal Operating Expenditures	\$15,740	\$13,750	\$12,890	\$17,000	\$3,250
Total Expenditures	\$53,827	\$54,750	\$53,665	\$63,000	\$8,250

Board of Canvassers, Municipal & Probate Jundge
Fiscal Years



General Fund (0101) Town Clerk (4030), continued



14030		Town Clerk	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14030	00002	Full-Time Employees	\$275,769	\$282,878	\$284,372	\$295,666	4.52%
14030	00004	Longevity	\$4,904	\$2,585	\$3,391	\$3,797	46.89%
14030		Subtotal Wages	\$280,673	\$285,463	\$287,764	\$299,463	4.90%
14030	522250	FICA	\$20,990	\$21,838	\$21,661	\$22,909	4.90%
14030	522300	Municipal Employees Retirement	\$16,912	\$14,102	\$14,215	\$13,446	-4.65%
14030	522302	TIAA CREF	\$3,162	\$3,190	\$3,216	\$3,358	5.27%
14030	522818	Health Insur-Active Employees	\$58,922	\$55,425	\$69,218	\$58,461	5.48%
14030	522820	Health Insurance-Retiree	\$13,486	\$14,457	\$10,998	\$11,600	-19.76%
14030	522822	Dental Insur-Active Employees	\$2,077	\$1,930	\$2,514	\$2,586	33.99%
14030	522840	Insurance Buyback	\$1,000	\$1,000	\$1,000	\$1,000	0.00%
14030	522850	Life Insurance	\$849	\$905	\$886	\$905	0.00%
14030	522860	Clothing Maintenance	\$750	\$750	\$750	\$750	0.00%
14030		Subtotal Benefits	\$118,148	\$113,597	\$124,458	\$115,015	1.25%
14030	00027	Advertising	\$914	\$1,000	\$1,100	\$1,000	0.00%
14030	00045	Codification of Ordinances	\$1,765	\$4,000	\$4,000	\$4,000	0.00%
14030	00073	Equipment Maintenance	\$0	\$200	\$200	\$200	0.00%
14030	00115	Membership Dues	\$430	\$500	\$500	\$500	0.00%
14030	00117	Microfilming	\$4,639	\$5,000	\$4,400	\$2,500	-50.00%
14030	00131	Printing Expenses	\$0	\$500	\$250	\$500	0.00%
14030	00133	Professional Services	\$4,293	\$5,000	\$5,200	\$6,000	20.00%
14030		Subtotal Services	\$12,041	\$16,200	\$15,650	\$14,700	-9.26%
14030	00226	Dog Licensing	\$186	\$300	\$292	\$300	0.00%
14030	00256	Office Materials & Supplies	\$935	\$1,000	\$1,132	\$1,000	0.00%
14030		Subtotal Commodities	\$1,122	\$1,300	\$1,424	\$1,300	0.00%
14030	00171	Training/Conferences	\$1,798	\$1,750	\$1,617	\$1,750	0.00%
14030		Other Misc. Expenses	\$1,798	\$1,750	\$1,617	\$1,750	0.00%
14030		Total Town Clerk	\$413,781	\$418,310	\$430,912	\$432,228	3.33%

General Fund (0101) Town Clerk (4030), continued



14110		Board of Canvassers	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14110	00003	Temporary Help	\$0	\$1,000	\$1,000	\$1,000	0.00%
14110	00006	Election Official	\$14,887	\$14,000	\$13,850	\$18,000	28.57%
14110	00023	Board	\$3,200	\$6,000	\$5,925	\$7,000	16.67%
14110		Subtotal Personnel	\$18,087	\$21,000	\$20,775	\$26,000	23.81%
14110	00027	Advertising	\$80	\$750	\$750	\$750	0.00%
14110	00028	Police Details	\$2,076	\$2,000	\$1,500	\$2,500	25.00%
14110	00085	Food	\$2,635	\$3,000	\$2,640	\$4,750	58.33%
14110		Subtotal Services	\$4,791	\$5,750	\$4,890	\$8,000	39.13%
14110	01515	Dues	\$80	\$0	\$0	\$0	0.00%
14110	00256	Office Supplies	\$4,869	\$2,000	\$2,000	\$2,000	0.00%
14110		Subtotal Commodities	\$4,949	\$2,000	\$2,000	\$2,000	0.00%
14110		Total Budget Referendum	\$27,827	\$28,750	\$27,665	\$36,000	25.22%

14050		Probate Judge	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14050	00001	Director's Pay	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
14050		Subtotal Wages	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
14050		Total Probate Court	\$10,000	\$10,000	\$10,000	\$10,000	0.00%

14045		Municipal Court	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14045	00001	Director's Pay	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
14045		Subtotal Wages	\$10,000	\$10,000	\$10,000	\$10,000	0.00%
14045	00852	Program Costs	\$6,000	\$6,000	\$6,000	\$7,000	0.00%
14045		Subtotal Materials/Supplies	\$6,000	\$6,000	\$6,000	\$7,000	0.00%
14045		Total Assessment Board Of Review	\$16,000	\$16,000	\$16,000	\$17,000	6.25%



Acct Number	Acct Description
4040	Legal Services

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 East Greenwich 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.

LEGAL SERVICES

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



The following law firms provide the Town with legal services:

- Ursillo, Teitz & Ritch, Ltd provides general municipal and special legal counsel representation
- Locke Lorde LLP provides representation for bond related matters

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

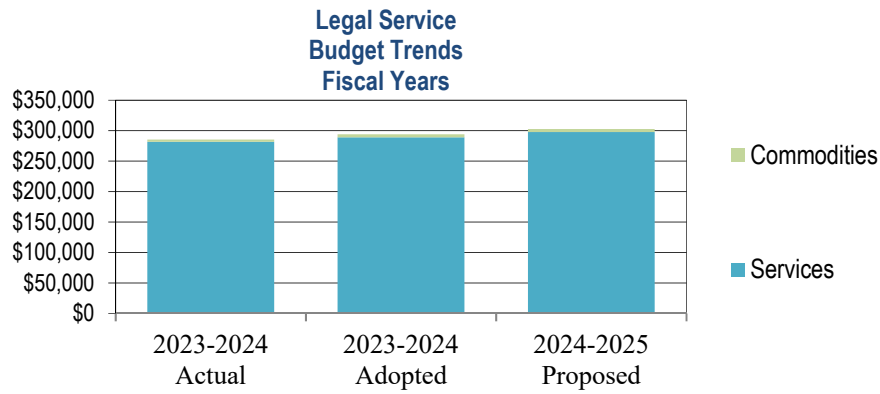
Functions

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

- Provide general municipal legal services, assistance, and advice to the Town Manager, Town staff, and Town boards and commissions
- Provide labor and employment law related legal services, assistance, and advice
- Accept service of process on behalf of the Town and defend the Town in all lawsuits not handled by the Town's insurance carrier
- Address liability claims with the Town's insurer
- File actions on behalf of the Town where necessary for civil remedies, including enforcement actions against public nuisances and violations of all Town Ordinances
- Represent the Town at sessions of the General Assembly regarding various municipal bills which are being supported or opposed by the Town
- Attend all meetings of the Town Council, Planning Board, and Zoning Board of Review, as well as other Town board meetings on an as needed basis
- Assist with the drafting of additions and amendments to the Town Code, as required
- Assist with the preparation of long-range planning documents, including the Comprehensive Community Plan, the Multi-Hazard Mitigation Plan, and other policy-based guidance documents
- Assist the Town Manager and all municipal Departments with legal interpretation of Town Ordinances and State Law

FY 2024-2025 Expenditure Statements

Legal Services	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Increase Over Prior Year
Services	\$281,695	\$289,000	\$259,589	\$297,670	\$8,670
Commodities	3,705	5,000	0	5,000	\$0
Subtotal Operating Expenditures	\$285,399	\$294,000	\$259,589	\$302,670	\$8,670
Total Expenditures	\$285,399	\$294,000	\$259,589	\$302,670	\$8,670



14040	Legal Services/Town Solicitor		2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14040	00081	Professional Services	\$281,695	\$289,000	\$259,589	\$297,670	3.00%
14040	Subtotal Services		\$281,695	\$289,000	\$259,589	\$297,670	3.00%
14040	00135	Miscellaneous Expenses	\$3,705	\$5,000	\$0	\$5,000	0.00%
14040	Subtotal Commodities		\$3,705	\$5,000	\$0	\$5,000	0.00%
14040	Total Legal Services		\$285,399	\$294,000	\$259,589	\$302,670	2.95%



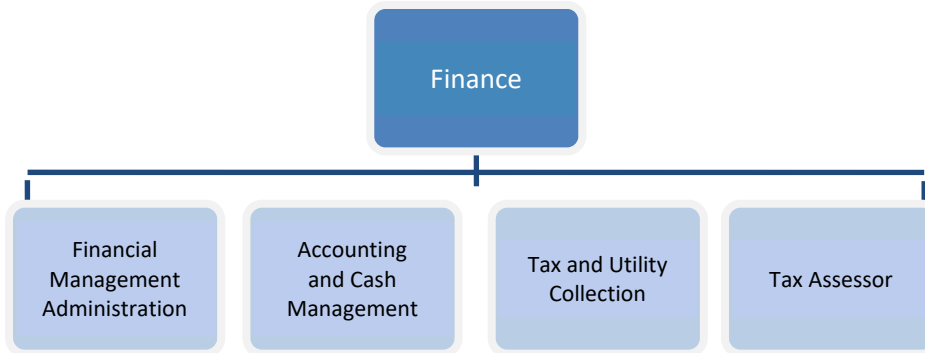
Finance Department	5 - 1
Information Technology.....	5 - 5
Planning Department.....	5 - 8
Community Services, Harbor Management, Senior & Human Service.....	5 - 14

**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**



Acct Number	Acct Description
4210	Finance

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.

The Tax Division provides for the orderly valuation of all real estate, commercial and tangible personal property located in the Town of East Greenwich. 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

The Finance Department is responsible for the Town's financial, tax and utility collections, tax assessing, 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 (AFR) which provides accurate and meaningful information concerning the town's financial status and performance
- Provide guidance, research, and financial analysis to the organization



- Manage the Town's cash and debt and prepares a financing plan to the Town Manager for review and consideration within the Capital Improvement Program (CIP)
- Schedule bond issues consistent with the CIP financing plan, prepare official statements for bond issuance, and meet with rating agencies to attain rating for bond sales
- Guide the overall financial affairs of the Town and adhere to all laws and regulations
- Assist the Town Manager in the coordination and development of the Town's budget
- Provide timely and accurate monthly, quarterly, and annual financial reporting to the Town Manager, as well as on an as needed basis
- Maintain and update appropriate internal controls, financial policies, and procedures
- Ensure that Town funds are used for appropriate purposes and are recorded within approved budgetary functions/objects

ACCOUNTING AND CASH MANAGEMENT

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

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, commercial, and tangible
- Collect and record receipt of revenues from the Town's Wastewater user fees
- Enforce delinquent collections of taxes through various collection methods
- Submit delinquent motor vehicle and tangible personal property accounts to the Town's collection agency annually
- Maintain and coordinate annual Tax Sale for delinquent real estate and sewer accounts

TAX ASSESSOR

- Discover, list, and value all taxable and exempt real estate, vehicles, and tangible property
- Prepare 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
- Prepare appeal hearings and serve as a liaison for the Assessment Board of Review
- In specification of all building permits
- 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



FY 2024-2025 Goals & Objectives

Goals & Objectives

Prepare and submit a 6-year Capital Improvement Program (CIP) for the period of FY2024-2025 through FY2028-2029 to the Town Council.

Maintain or improve Aa1 rating with Moody's.

Complete FY2023-2024 Annual Financial Report with an unqualified opinion.

Enhance finance system module and upgrades to improve functionality, accountability, and reporting for the benefit of system end users and the reporting audience.

Encourage and foster trust among Town officials, employees, and the public.

Continue to achieve a collection rate over 98.0%.

Promote and preserve financial stability and sustainability of Town operations and ensure that resources are used responsibly and efficiently.

Implement electronic submission of direct check requests through MUNIS.

In collaboration with IT and Personnel, pursue implementation of the MUNIS Employee Self Service portal.

Enhance budget accountability by closing the gap in variances between budgeted and actual expenditures and revenues with more precise budgeting practices.

Discover, list, and provide for the orderly valuation of all taxable and exempt property, including real estate, commercial, 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.

Keep accurate records of property ownership, and market and cost trends; Coordinate all activities to prepare for triennial property valuation updates and revaluations.

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.

Serve as a liaison to the Assessment Board of Review, preparing all materials as needed.

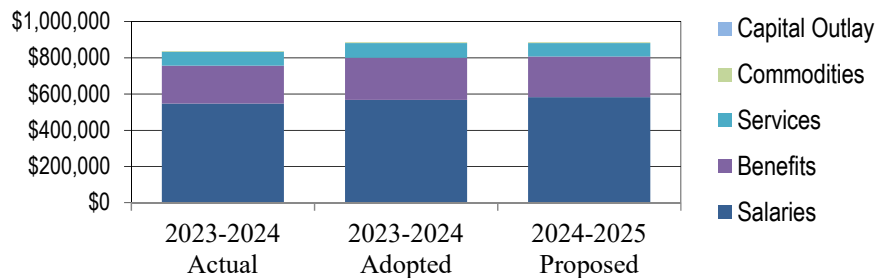
FY 2024-2025 Expenditure Statements

Finance Department	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	8	8	8	8	0
Salaries	\$547,144	\$567,257	\$548,705	\$582,423	\$15,166
Benefits	209,188	232,268	224,756	224,097	(8,171)
Subtotal Personnel Expenditures*	\$756,331	\$799,525	\$773,461	\$806,520	\$6,995
Services	\$76,914	\$81,600	\$61,260	\$73,900	(\$7,700)
Commodities	3,397	4,500	10,675	4,900	400
Capital Outlay	0	0	0	0	0
Subtotal Operating Expenditures	\$80,312	\$86,100	\$71,935	\$78,800	(\$7,300)
Total Expenditures	\$836,643	\$885,625	\$845,396	\$885,320	(\$305)

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



Finance Department
Budget Trends
Fiscal Years

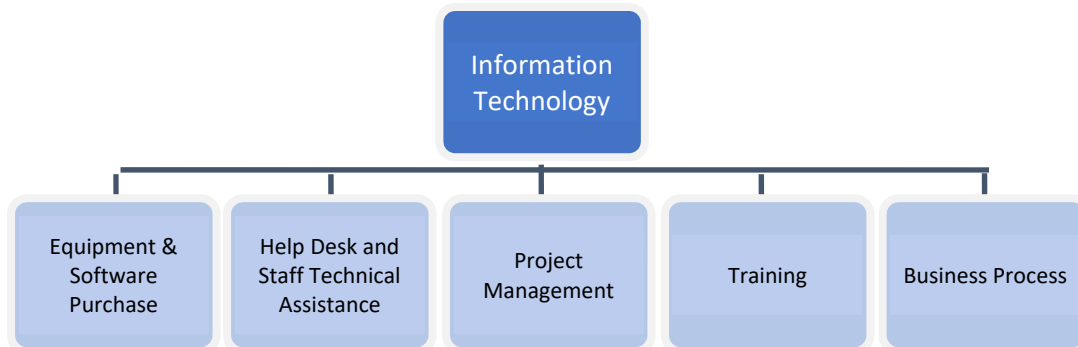


14210	Finance Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14210	00002 Full-Time Employees	\$541,186	\$564,151	\$545,919	\$579,156	2.66%
14210	00008 Overtime	\$82	\$500	\$180	\$400	-20.00%
14210	00004 Longevity	\$5,875	\$2,606	\$2,606	\$2,867	10.02%
14210	Subtotal Wages	\$547,144	\$567,257	\$548,705	\$582,423	2.67%
14210	522250 FICA	\$40,856	\$43,395	\$41,056	\$44,560	2.68%
14210	522300 Municipal Employees Retirement	\$31,370	\$27,010	\$26,814	\$25,475	-5.68%
14210	522302 TIAA CREF	\$5,513	\$5,777	\$5,746	\$5,995	3.77%
14210	522818 Health Insur-Active Employees	\$109,477	\$135,446	\$129,012	\$127,147	-6.13%
14210	522820 Health Insur-Retirees	\$15,976	\$13,635	\$14,870	\$13,667	0.23%
14210	522822 Dental Insur-Active Employees	\$3,826	\$4,835	\$4,445	\$4,433	-8.31%
14210	522860 Clothing Maintenance	\$1,000	\$913	\$913	\$913	0.00%
14210	522850 Life Insurance	\$1,170	\$1,257	\$1,250	\$1,257	0.00%
14210	552840 Insurance BuyBack	\$0	\$0	\$650	\$650	0.00%
14210	Subtotal Benefits	\$209,188	\$232,268	\$224,756	\$224,097	-3.52%
14210	00027 Advertising	\$187	\$50	\$25	\$50	0.00%
14210	00053 CONTINUING EDUCATION	\$1,500	\$0	\$535	\$0	0.00%
14210	11515 Membership Dues	\$1,350	\$1,300	\$1,300	\$1,500	0.00%
14210	00131 Printing Expenses	\$664	\$500	\$500	\$600	0.00%
14210	00159 Tax Book	\$0	\$250	\$200	\$250	0.00%
14210	00163 Audit & Accounting	\$43,303	\$54,500	\$41,250	\$51,500	0.00%
14210	00171 TRAINING/CONFERENCES	\$1,613	\$0	\$0	\$0	0.00%
14210	550070 MISCELLANEOUS	\$227	\$0	\$0	\$0	0.00%
14210	00375 Postage	\$26,788	\$25,000	\$17,450	\$20,000	-20.00%
1421014	00350 NEW EQUIPMENT	\$1,284	\$0	\$0	\$0	0.00%
14210	Subtotal Services	\$76,914	\$81,600	\$61,260	\$73,900	-9.44%
14210	00256 Office Materials & Supplies	\$3,350	\$4,000	\$10,225	\$4,500	12.50%
14210	00208 Books & Subscriptions	\$47	\$500	\$450	\$400	-20.00%
14210	Subtotal Commodities	\$3,397	\$4,500	\$10,675	\$4,900	8.89%
14210	Total Finance Department	\$836,643	\$885,625	\$845,396	\$885,320	-0.03%



Acct Number	Acct Description
4215	Information Technology

Organizational Chart



Mission Statement

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

Functions

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

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

General Fund (0101) Information Technology (4215), *continued*



FY 2024-2025 Goals & Objectives

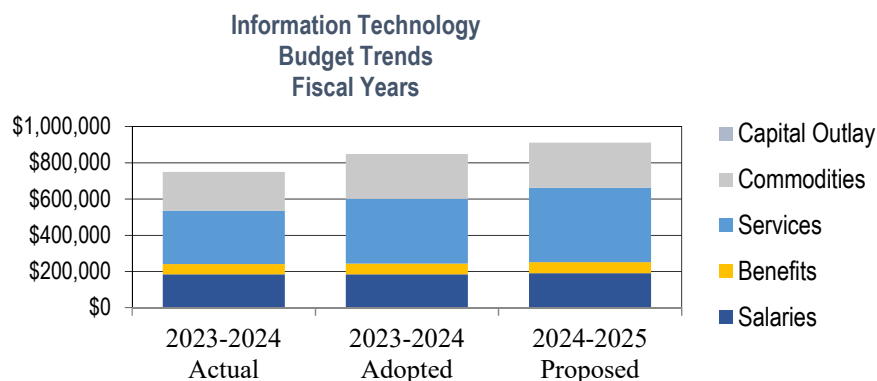
Goals & Objectives

Move our current Email on Premise Server to the Cloud using Office 365
 Upgrade Windows 10 computer to Windows 11 Operating System
 Upgrade our current virtual servers to a Nutanix Cloud System

FY 2024-2025 Expenditure Statements

Information Technology	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Increase Over Prior Year
Personnel FTE*	2.00	2.00	2.00	2.00	0.00
Salaries	\$184,368	\$184,407	\$191,135	\$190,670	\$6,263
Benefits	56,390	58,704	59,616	60,426	1,722
Subtotal Personnel Expenditures*	\$240,758	\$243,111	\$250,751	\$251,096	\$7,985
Services	\$295,008	\$357,600	\$356,815	\$410,500	\$52,900
Commodities	213,104	247,000	321,966	249,500	2,500
Capital Outlay	0	0	0	0	0
Subtotal Operating Expenditures	\$508,113	\$604,600	\$678,781	\$660,000	\$55,400
Total Expenditures	\$748,871	\$847,711	\$929,533	\$911,096	\$63,385

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



General Fund (0101) Information Technology (4215), *continued*

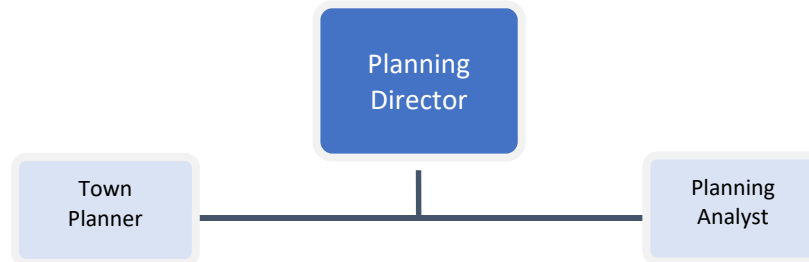


14215		Information Technology	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14215	000002	Full-Time Employees	\$184,368	\$184,407	\$191,135	\$190,670	3.40%
14215		Subtotal Wages	\$184,368	\$184,407	\$191,135	\$190,670	3.40%
14215	522250	FICA	\$13,678	\$14,107	\$14,045	\$14,586	3.40%
14215	522300	Municipal Employees Retirement	\$10,788	\$9,110	\$8,825	\$8,561	-6.03%
14215	522302	TIAA CREF	\$1,786	\$1,844	\$1,790	\$1,907	3.42%
14215	522818	Health Insur-Active Employees	\$28,838	\$32,223	\$33,485	\$33,910	5.24%
14215	522822	Dental Insur-Active Employees	\$1,019	\$1,139	\$1,190	\$1,181	3.69%
14215	522850	Life Insurance	\$281	\$281	\$281	\$281	0.00%
14215		Subtotal Benefits	\$56,390	\$58,704	\$59,616	\$60,426	2.93%
14215	00049	System Engineering	\$19,000	\$30,000	\$29,525	\$40,000	33.33%
14215	00075	Hardware Maintenance	\$11,003	\$25,000	\$24,465	\$25,000	0.00%
14215	00076	Software Maintenance	\$225,210	\$250,000	\$250,000	\$300,000	20.00%
14215	00078	Web Site	\$18,601	\$18,600	\$18,600	\$19,000	2.15%
14215	00115	Membership Dues	\$0	\$2,000	\$0	\$1,500	-25.00%
14215	00139	Communication Maintenance	\$20,920	\$32,000	\$30,660	\$25,000	-21.88%
14215	580100	Miscellaneous Expense	\$275	\$0	\$0	\$0	0.00%
14215	00202	Auto Parts	\$0	\$0	\$180	\$0	0.00%
14215	00210	Building Maintenance	\$0	\$0	\$3,385	\$0	0.00%
14215		Subtotal Services	\$295,008	\$357,600	\$356,815	\$410,500	14.79%
14215	00256	Office Materials & Supplies	\$10,390	\$1,500	\$0	\$1,500	0.00%
14215	00220	Computer Supplies	\$7,559	\$25,000	\$21,250	\$25,000	0.00%
14215	00244	Gasoline	\$473	\$500	\$500	\$500	0.00%
14215	00340	HARDWARE - EQUIPMENT	\$35,472	\$70,000	\$72,485	\$72,500	3.57%
14215	00341	SOFTWARE - EQUIPMENT	\$22,664	\$25,000	\$24,865	\$25,000	0.00%
14215	00451	EQUIPMENT LEASE	\$38,432	\$45,000	\$72,626	\$45,000	0.00%
14215	00385	Telecommunications	\$98,114	\$80,000	\$130,240	\$80,000	0.00%
14215		Subtotal Commodities	\$213,104	\$247,000	\$321,966	\$249,500	1.01%
14215		Total Information Technology	\$748,871	\$847,711	\$929,533	\$911,096	7.48%



Acct Number	Acct Description
4610	Planning Department

Organizational Chart



The **Planning Director** is responsible for the supervision and coordination of all functions of community planning and development in accordance with the Code of Ordinances and the Town's Comprehensive Community Plan. This position supervises the Planning Department staff which implements commercial site and housing development reviews according to the Development and Subdivision Review Regulations and Zoning Ordinance. The Planning Director oversees and directs the administration of the following boards and commissions: Planning Board, Zoning Board, Technical Review Committee, Historic District Commission, Historic Cemetery Commission, Municipal Land Trust, and Affordable Housing Commission. The Planning Director is responsible for the administration of the Planning Board, Technical Review Committee and Municipal Land Trust. The Planning Director and Town Planner serve as the Administrative Officers to the Planning Board. The Planning Director strives to build and maintain public trust and confidence in the Planning Department's activities. This involves conducting duties with transparency, professionalism, and integrity, and demonstrating a commitment to serving the best interests of the community.

The **Town Planner** assists the Planning Director to oversee, coordinate and direct the administration of the planning department services. The Town Planner is responsible for providing residents, the business community, and the general public information on current land use and development concerns. The Town Planner is also responsible for the administration of the Zoning Board and interpreting and enforcing the Zoning Ordinance. The Town Planner plays a vital role in managing land use and development within the town, ensuring that growth and development align with the community's goals and values while adhering to regulatory requirements. A key aspect of the Town Planner's role is to provide excellent customer service to the community. This includes offering personal attention to individual inquiries, providing accurate and detailed information, and ensuring timely responses to requests or complaints.

The **Planning Analyst** serves in a supporting capacity on a variety of Planning Department projects. The work is divided between the performance of varied administrative tasks requiring considerable knowledge of Planning Department's office operations, policies and procedures while also providing technical research with the use of Geographic Information Systems (GIS) and other technology applications. The Planning Analyst also focuses on the long-term document management of the department. The Planning Analyst is responsible for the administration of the Historic District Commission. The Planning Analyst assists the Town Planner in providing excellent customer service to the community.



Mission Statement

The Planning Department maintains the Comprehensive Plan, Zoning Ordinance, the Development and Subdivision Review Regulations and all related maps that provide the policy and regulatory bases for land use and development as mandated by State and local laws. The Planning Department advises the Town Manager, Town Council and its boards, commissions, residents, the business community and the general public on current land use and development concerns. The Planning Department is committed to promoting a well-designed, physically integrated, livable and prosperous community. It provides the community with personal attention, accurate and detailed information, and timely responses in a manner that instills public trust and confidence while exceeding service expectations. The Planning Department strives to build and maintain public trust and confidence in the Department's activities. This involves conducting duties with transparency, professionalism, and integrity, and demonstrating a commitment to serving the best interests of the community.

The Planning Department, in coordination with the Department of Public Works, maintains the Town's Geographic Information System (GIS). The goal of this system is to provide access to accurate geographic information about the Town, as a tool in decision-making for Town government and its citizens. This is accomplished through the development and maintenance of a functioning computer database and graphic interface that excels in providing geographic information and through linkage of this geographic data to other State and 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.

Of the Town's 12 formal, permanent, appointed boards and commission, the Planning Department is responsible for seven (7) of them. They include:

The Affordable Housing Committee (AHC) – The AHC promotes programs and services designed to ensure that East Greenwich meets its state-mandated minimum of at least ten percent (10%) of all housing units in Town being designated as affordable via deed restriction, subsidy, or other means. They work with and educate the Planning Board and Planning Department as they move toward recommending ordinance revisions pertaining to inclusionary zoning, density bonuses, and land donations as set asides for affordable housing developments.

The Historic Cemetery Commission (HCC) – Their mission is to raise awareness about this important piece of our history and to preserve the Town's 95 historic cemeteries. The HCC maintains an inventory of historical cemeteries within the Town; increase awareness among affected property owners and the general public about the importance of such sites; formulate, develop and recommend plans and programs to restore, rehabilitate and maintain historical cemeteries; recommends to the Town Council any actions, as may be necessary, to implement such plans and programs; investigate sources of funds to carry out their plan and programs, including fundraising, grants, Town Council appropriations and/or sponsorships.

The Historic District Commission (HDC) – Has purview over the construction, exterior alteration, repair, moving, and demolition of all buildings and structures within the historic districts or otherwise zoned as outlying "historic" properties.



The Municipal Land Trust – The Land Trust advises the Town Council and Town Manager on matters related to land conservation and permanent protection of the special places that contribute to the overall quality of life for current and future residents and ensure opportunities exist for connecting people to the farmlands, woodlands, open fields and waterways that enhance the community. The EGMLT advises the Town Council and Town Manager on the acquisition of land, development rights, and/or conservation easements consistent with the Town’s Comprehensive Plan; assists landowners who are interested in protecting their property from future development by serving as a resource clearinghouse regarding appropriate strategies, methods, and funding source for such conservation; and assist the Town in promoting its open spaces, forests, and shoreline for public enjoyment and recreation and in promoting the value of its conserved farmland for agricultural use.

The Planning Board – The Planning Board is charged with promoting the health, safety, and welfare of the Town’s citizens through adoption and implementation of the rules and regulations pertaining to the subdivision and development of land. They are also responsible for maintenance of the Town’s Comprehensive Plan and have other advisory duties.

The Zoning Board of Review (ZBR) – The Zoning Board is charged with hearing all petitions for zoning relief; projects not compliant with the use or dimensional standards established by the Zoning Code. It also hears appeals of decisions of the Building Official and the Historic District Commission.

The Technical Review Committee (TRC) – The Technical Review Committee is comprised of the Town Manager, Director of Public Works, Chief of Police, Fire Chief, Director of Parks and Recreation, Building Official/Zoning Enforcement Officer, and the Director of Planning, or their assigns, for the purpose of reviewing, commenting and making recommendations to the Planning Board or administrative officer, as set forth in the Development and Subdivision Review Regulations.

Functions

PLANNING DEPARTMENT

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

- Administer and implement the Town’s long-range land use planning and growth management efforts;
- Coordinate and provide staff support for updates to the East Greenwich Comprehensive Community Plan;
- Maintain, update, and enhance the Town’s Zoning Ordinance and review applications for Zoning Ordinance amendments;
- Draft amendments to update the Town’s Development and Subdivision Review Regulations as necessary;
- Administer the Technical Review Committee which reviews applications for land development and subdivision projects under the Town’s Development and Subdivision Review Regulations and Zoning Ordinance;
- Provide administration, coordination, development, and support functions regarding affordable housing production, planning for natural hazards and climate change, environmental and natural



resource protection, economic development, historic preservation, and long-term community resiliency;

- Perform grant writing and grant administration;
- Provide management oversight of Geographic Information System (GIS);
- Provide direct staff support to seven (7) formal, permanent, appointed boards and commission of the Town;
- Provide support to the Town Manager and other Town departments in municipal policy development relative to land use.

GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

The GIS provides but are not limited to, the following:

- Development and maintenance of Town's GIS data layers;
- Provide geospatial analysis and decision-making support services to Town departments;
- Link GIS data layers with Town databases and software;
- Provide access to GIS data and map production capability to Town staff;
- GIS data distribution and map sales to the public;
- Provide custom map production services to Town departments;
- Incorporate evolving GIS and spatial technological changes into the Town's GIS.

FY 2024-2025 Goals & Objectives

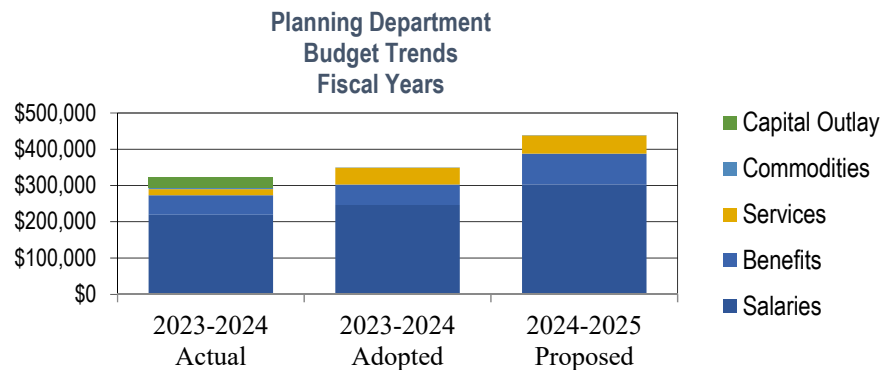
Goals & Objectives
• Conduct a Parking Study to address existing and future parking concerns specific to Main Street and the surrounding downtown area.
• Implement the goals and objectives of the Waterfront Study • Initiate the updating of the Town's Comprehensive Plan in accordance to Rhode Island's Comprehensive Planning and Land Use Act.
• Update and expand the Development and Subdivision Review Regulations according to adopted State laws and community needs.
• Implement the goals and objectives of the Town's Community Resiliency Building Plan. • Continue to expand the newly established Document Management system of the Planning Department.
• Continue to expand the existing GIS database and its capacities to better serve the staff and residents.
• Initiate the Main Street Revitalization project funded by the Rhode Island Infrastructure Bank



FY 2024-2025 Expenditure Statements

Planning Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Increase Over Prior Year
Personnel FTE*	3	3	3	4	1.0
Salaries	\$219,289	\$245,947	\$244,515	\$303,032	\$57,085
Benefits	53,450	56,628	68,046	84,768	28,140
Subtotal Personnel Expenditures*	\$272,739	\$302,575	\$312,561	\$387,800	\$85,225
Services	\$16,973	\$46,250	\$10,650	\$50,250	\$4,000
Commodities	4,256	1,000	500	1,000	0
Capital Outlay	30,000	0	0	0	0
Subtotal Operating Expenditures	\$51,229	\$47,250	\$11,150	\$51,250	\$4,000
Total Expenditures	\$323,968	\$349,825	\$323,711	\$439,050	\$89,225

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



General Fund (0101) Planning (4610), *continued*



14610		Planning Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14610	00002	Staff Pay	\$218,042	\$245,947	\$244,515	\$303,032	23.21%
14610	00004	Longevity	\$1,246	\$0	\$0	\$0	0.00%
14610		Subtotal Wages	\$219,289	\$245,947	\$244,515	\$303,032	23.21%
14610	522250	FICA	\$16,558	\$18,815	\$18,605	\$23,182	23.21%
14610	522300	Municipal Employees Retirement	\$12,667	\$12,150	\$12,100	\$13,606	11.98%
14610	522302	Retire-Defined Contribution	\$2,355	\$2,731	\$2,720	\$3,319	21.53%
14610	522818	Health Insur-Active Employees	\$16,941	\$18,070	\$28,040	\$38,556	113.37%
14610	522820	Health Insurance - Retiree	\$2,534	\$2,790	\$3,490	\$2,797	0.25%
14610	522822	Dental Insur-Active Employees	\$457	\$517	\$536	\$675	30.56%
14610	522840	Insurance Buyback	\$500	\$0	\$1,000	\$1,000	0.00%
14610	522850	Life Insurance	\$538	\$655	\$655	\$733	11.91%
14610	522860	Clothing Maintenance Allowance	\$900	\$900	\$900	\$900	0.00%
14610		Subtotal Benefits	\$53,450	\$56,628	\$68,046	\$84,768	49.69%
14610	00027	Advertising	\$0	\$1,200	\$760	\$1,200	0.00%
14610	00053	Continuing Education	\$1,500	\$5,500	\$0	\$6,500	0.00%
14610	00115	Membership Dues	\$972	\$1,450	\$1,390	\$1,450	0.00%
14610	00131	Printing	\$0	\$1,100	\$500	\$1,100	0.00%
14610	00133	Professional Services	\$14,501	\$37,000	\$8,000	\$40,000	8.11%
14610		Subtotal Services	\$16,973	\$46,250	\$10,650	\$50,250	8.65%
14610	00256	Office Supplies	\$2,858	\$500	\$500	\$500	0.00%
14610		Subtotal Materials/Supplies	\$2,858	\$500	\$500	\$500	0.00%
14610	00350	New Equipment	\$1,398	\$500	\$0	\$500	0.00%
14610	590999	Subtotal Transfer to Other Funds	\$30,000	\$0	\$0	\$0	0.00%
		Total Planning Department	\$323,968	\$349,825	\$323,711	\$439,050	25.51%

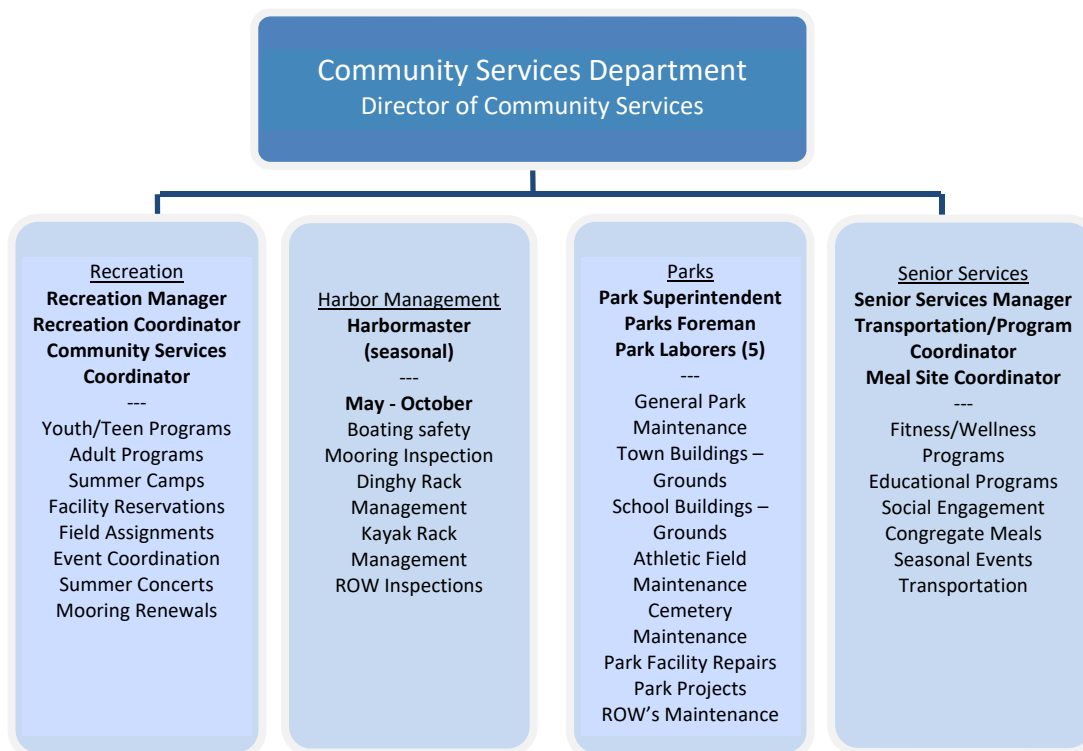
General Fund (0101) Community Services (4501,4520,4810 & 5025)



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

Acct Number	Acct Description
4510	Recreation
4520	Parks
4810	Social Services (Senior Services)
5025	Community Parks
14820	Substance Abuse Prevention & Mental Health Services

Organizational Chart

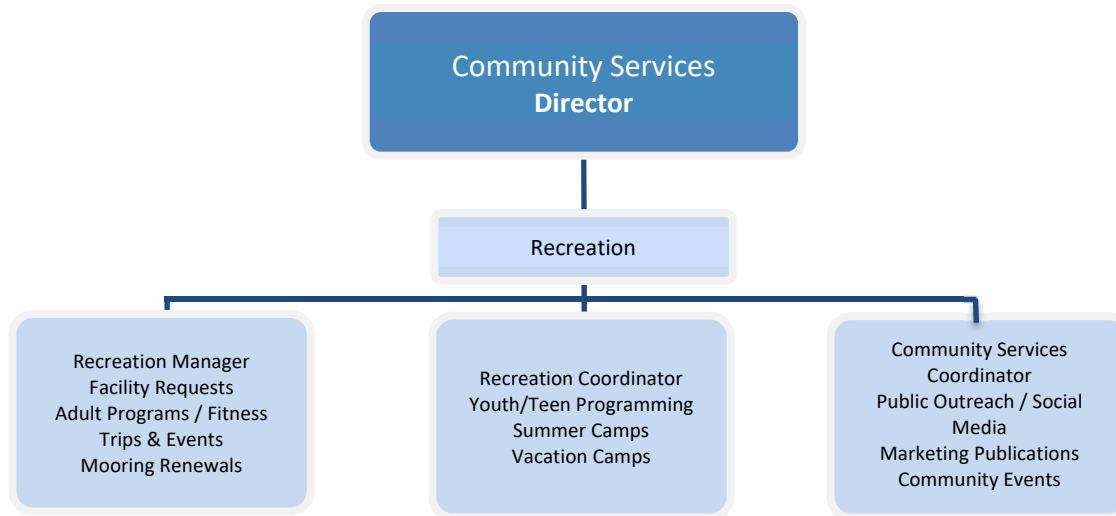


The Community Services Department provides effective and professional management and coordination of the following divisions: Recreation, Harbor Management, Senior Services and Parks.

The Department is committed to enhance the quality of life by providing safe, well-maintained parks and public places; a diverse offering of programs and services promoting health and wellness, safety of boating on public waters, preserving open space and historic resources; caring for people; strengthening the bonds of community; and creating opportunities for renewal, growth, and enrichment.



Organizational Chart



Mission Statement

The Recreation Division will improve the quality of life in East Greenwich by offering a diverse system of recreation and park facilities, programs, and services. The objective of the Department is to provide a well-rounded and balanced leisure services programming 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
- Facilitate community problem solving
- Strengthen community image and sense of place
- Maintain a high level of customer service to all patrons

Functions

The Recreation Department is responsible for the organization and administration of all Town-sponsored recreation activities and facilities. The Department serves a variety of functions, including, but not limited to, the following.

- Oversee administration and management of the Recreation Division for year-round public recreation and enrichment programs and facilities for all ages
- Recruit and hire part time and seasonal employees for athletics, day camp, and community wide programs
- Utilize recreation management software for program and facility tracking, registration, and rentals
- Develop new programming to meet the needs of the community
- Perform ongoing assessment of programming to meet the current needs of the community



FY 2024-2025 Goals & Objectives

Goals & Objectives

Diversify Youth Engagement Programs: While expanding programmatic offerings for teens was a success, consider further diversifying these programs to cater to a wider range of interests and demographics within the youth population. This could include introducing specialized workshops, mentorship programs, or skill-building activities.

Enhance Sustainability Initiatives: Implementing eco-friendly practices and promoting sustainability can have long-lasting benefits for your community. Consider initiatives such as reducing waste, promoting energy efficiency in facilities, and introducing educational programs on environmental conservation.

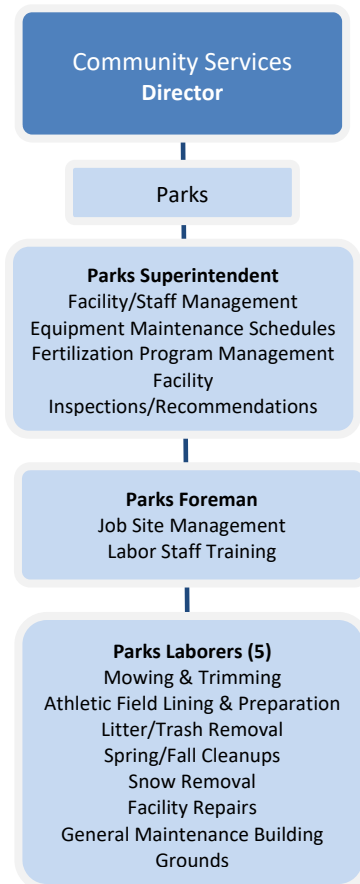
Expand Adult Education and Skill Development: While you've been focusing on youth programs, don't forget about the adult population. Offer adult education classes, skill development workshops, and vocational training programs to empower residents and enhance their employability.

Promote Cultural Diversity and Inclusion: Celebrate the diverse cultures within your community by organizing cultural festivals, events, and workshops that highlight different traditions, languages, and customs. Foster a sense of inclusivity and belonging among all residents.

Improve Access to Recreational Facilities for Underserved Communities: Ensure equitable access to recreational facilities by identifying and addressing barriers faced by underserved communities. This could involve offering transportation assistance, subsidizing fees for low-income residents, or establishing outreach programs to raise awareness about available resources.



Organizational Chart



Mission Statement

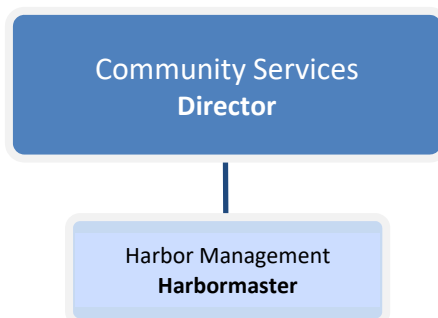
The Parks division is responsible for the care and maintenance of all Town parks, municipal grounds, athletic fields, school athletic fields, indoor recreation facilities, and various public spaces.

Functions

- Provide landscaping and general maintenance for a multitude of Town amenities, including but not limited to, landscaped beds and turf, open spaces, and selected Town buildings and structures.
- Plants, cultivates, trims, waters, and sprays ornamental plants, shrubs, hedges, trees, and flowers
- Mows, trims, fertilizes, and renovates grass and lawn areas
- Provide prompt, courteous, and effective service, emphasizing problem solving, inclusivity, and creativity.
- Performs general maintenance work on buildings, structures, and playground equipment in parks and landscaped areas
- Maintain and develop the network of municipal nature trails
- Carry out planned capital improvement projects that are identified annually in the Town's Capital Improvement Program



Organizational Chart



Mission Statement

The Harbor Management educates recreational boaters about the rules and regulations governing the use of Town waters in order to promote public safety and enjoyment. The Harbormaster also manages the Town's mooring fields, dinghy and kayak racks.

Functions

Principal functions include, but are not limited to:

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

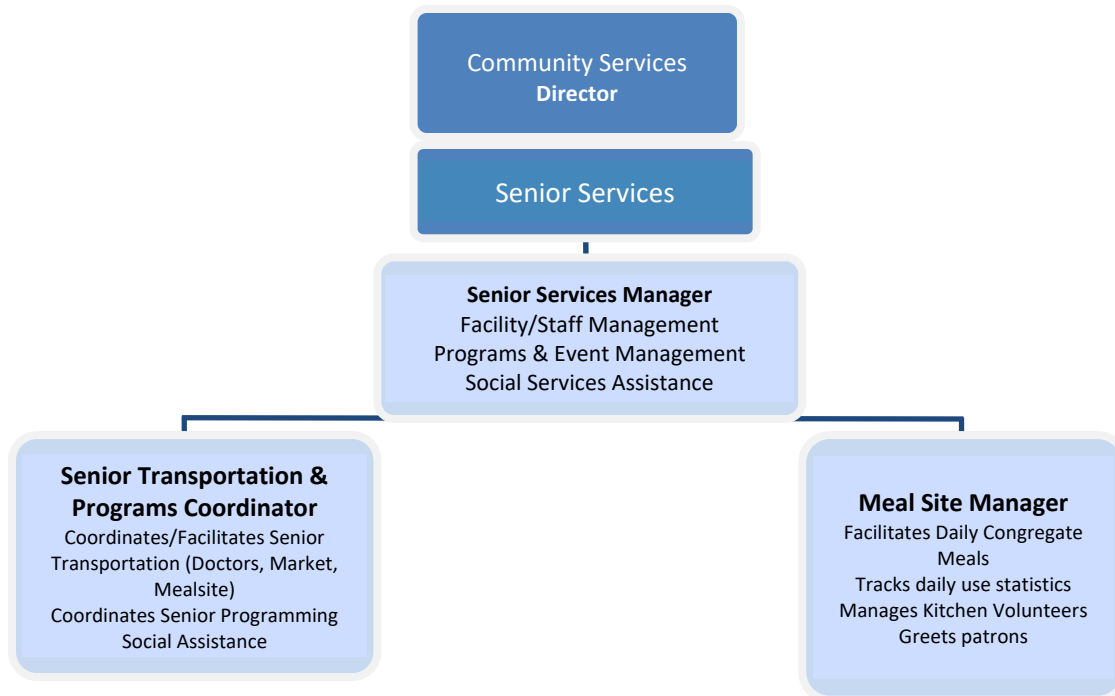
FY 2024-2025 Goals & Objectives

Goals & Objectives

Establish and nurture positive relationships, trust, and community engagement among cove users, promoting safety, environmental stewardship, and a sense of belonging.



Organizational Chart



Mission Statement

The mission of the Senior Services Division is to promote, enhance and maintain the wellbeing, dignity and independence of person age 55 and older by providing programs, services and resources to meet present and future needs.

The department ensures excellence in service delivery, advocacy, and public policy dedicated to the needs of older residents of the Town of East Greenwich, their families, and caregivers through a single, visible, and responsive department.

Functions

SENIOR CENTER PROGRAMS

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

SENIOR TRANSPORTATION PROGRAM

The East Greenwich Senior Transportation service, which helps seniors (55+) maintain their independence in the community and prevent social isolation, is available to any resident (55+ years) of the Town. The goal of the program is to assist seniors with the instrumental activities of daily living by providing transportation to doctor and dentist appointments, grocery stores, banks, pharmacies, and retail shops. This service is available Monday through Friday and is managed by the Transportation/ Programming Coordinator. The



Senior Services Department will continue to promote this valuable service as a way for seniors to maintain their independence and stay active in the community.

SENIOR NUTRITION PROGRAM

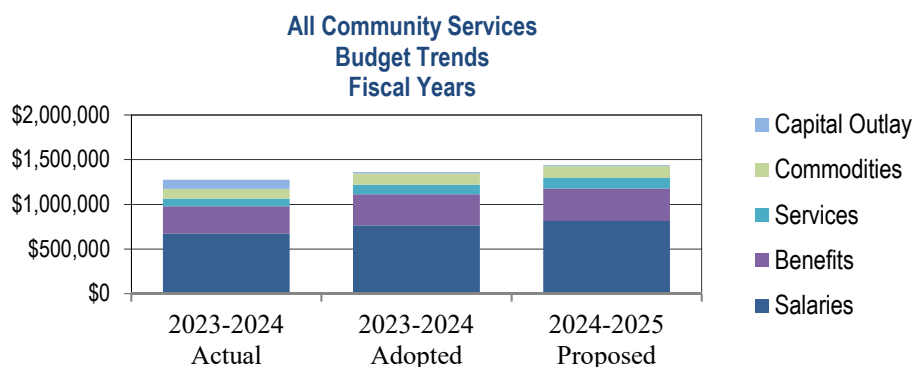
The Senior Nutrition Program provides meals daily at the Senior Center's congregate meal site. The objective of this program is to provide the Town's older persons with low cost, nutritious meals, and appropriate nutrition education. In addition to the primary health benefits of a balanced daily meal, seniors also receive the benefit of socialization with peers, as well as opportunities to take part in a variety of enrichment activities and services offered at The Center.

FY 2024-2025 Expenditure Statements

All Community Services	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	15	16	16	16	0.00
Salaries	\$669,327	\$765,025	\$749,870	\$812,919	\$47,894
Benefits	308,705	347,026	341,900	\$363,548	16,522
Subtotal Personnel Expenditures*	\$978,032	\$1,112,051	\$1,091,770	\$1,176,467	\$64,416
Services	\$85,067	\$107,550	\$99,805	\$118,300	\$10,750
Commodities	109,206	126,450	121,345	\$133,000	6,550
Capital Outlay	103,230	15,325	14,400	\$10,000	(5,325)
Subtotal Operating Expenditures	\$297,503	\$249,325	\$235,550	\$261,300	\$11,975
Total Expenditures	\$1,275,536	\$1,361,376	\$1,327,320	\$1,437,767	\$76,391

(Includes: Recreation, Community Services, and Parks & Grounds)

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



General Fund Community Services, *continued*



14510		Recreation	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14510	00008	Overtime	\$1,040	\$1,000	\$1,000	\$2,000	100.00%
14510	00013	Indoor	\$56	\$5,000	\$3,295	\$12,500	150.00%
14510		Subtotal Wages	\$1,096	\$6,000	\$4,295	\$14,500	141.67%
14510	522250	FICA	\$0	\$100	\$50	\$100	0.00%
14510	00218	CLOTHING MAINTENANCE	\$81	\$459	\$330	\$1,110	0.00%
14510		Subtotal Benefits	\$81	\$559	\$380	\$1,210	116.46%
14510	00027	Advertising	\$2,048	\$2,500	\$2,710	\$4,300	72.00%
14510	00091	HARBORMATER'S SUPPLIES	\$220	\$750	\$750	\$1,000	33.33%
14510	00115	Dues	\$6,627	\$7,000	\$6,450	\$7,000	0.00%
14510	00118	Recreation Program	\$2,040	\$6,000	\$4,900	\$6,500	8.33%
14510	0222	COPY COSTS	\$83	\$1,000	\$650	\$1,000	0.00%
14510	00256	OFFICE SUPPLIES	\$1,975	\$2,500	\$2,300	\$2,500	0.00%
14510	00270	PROGRAM EQUIPMENT	\$8,158	\$20,000	\$15,550	\$20,000	0.00%
14510	532004	Electricity	\$3,401	\$2,500	\$3,500	\$3,500	40.00%
14510	00403	Community Program	\$2,111	\$1,500	\$3,870	\$1,500	0.00%
14510	532008	Natural Gas	\$4,415	\$5,000	\$4,950	\$5,000	0.00%
14510		Subtotal Services	\$31,078	\$48,750	\$45,630	\$52,300	7.28%
14510	00210	Building Maintenance	\$0	\$4,000	\$4,000	\$0	-100.00%
14510	0242	Diesel Fuel	\$2,215	\$2,000	\$1,510	\$2,000	0.00%
14510	00244	Gasoline	\$399	\$750	\$750	\$1,000	33.33%
14510	00248	Janitorial Materials & Supp	\$0	\$0	\$0	\$0	0.00%
14510		Subtotal Commodities	\$2,613	\$6,750	\$6,260	\$3,000	-55.56%
14510		Total Recreation	\$34,868	\$62,059	\$56,565	\$71,010	14.42%
15025		Community Services	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
15025	00002	Full-Time Employees	\$651,840	\$732,729	\$717,300	\$771,329	5.27%
15025	00008	Overtime	\$18	\$0	\$0	\$0	0.00%
15025	00004	Longevity	\$9,305	\$13,321	\$16,225	\$11,590	-12.99%
15025	00012	OUT OF CLASS	\$1,343	\$0	\$275	\$0	0.00%
15025	00013	Program Staff	\$0	\$0	\$0	\$7,500	0.00%
15025		Subtotal Wages	\$662,506	\$746,050	\$733,800	\$790,419	5.95%
15025	522250	FICA	\$49,742	\$57,073	\$55,675	\$60,470	5.95%
15025	522300	Municipal Employees Retirement	\$39,245	\$35,867	\$35,100	\$34,030	-5.12%
15025	522302	TIAA CREF	\$6,318	\$7,102	\$6,795	\$7,411	4.35%
15025	522310	LIUNA	\$11,494	\$13,628	\$11,900	\$13,630	0.01%
15025	522312	Legal Fund	\$1,460	\$1,748	\$1,525	\$1,750	0.11%
15025	522818	Health Insur-Active Employees	\$174,185	\$201,401	\$199,575	\$212,052	5.29%
15025	522820	Health- Insur Retiree	\$8,040	\$9,420	\$10,100	\$13,195	40.07%
15025	522822	Dental Insur-Active Employees	\$6,322	\$7,491	\$7,600	\$7,771	3.74%
15025	522850	Life Insurance	\$2,569	\$2,714	\$2,650	\$2,714	0.00%
15025	522860	Uniforms And Other Clothing	\$8,813	\$8,700	\$10,100	\$8,700	0.00%
15025		Subtotal Benefits	\$308,187	\$345,144	\$341,020	\$361,723	4.80%
15025	00210	Building Maintenance	\$1,476	\$3,000	\$2,870	\$3,000	0.00%
15025	00236	Fertilizer - School	\$0	\$0	\$0	\$0	0.00%
15025		Subtotal Commodities	\$1,476	\$3,000	\$2,870	\$3,000	0.00%
15025	00350	New Equipment	\$1,075	\$0	\$0	\$0	0.00%
15025		Subtotal Capital Outlay	\$1,075	\$0	\$0	\$0	0.00%
15025		Total Community Services	\$973,244	\$1,094,194	\$1,077,690	\$1,155,142	5.57%

General Fund Community Services, *continued*



14520		Parks & Grounds	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14520	00003	Temporary Help	\$0	\$5,675	\$5,675	\$0	-100.00%
14520	00008	Overtime	\$5,725	\$6,300	\$6,100	\$7,000	0.00%
14520	00012	Out of Class	\$0	\$1,000	\$0	\$1,000	0.00%
14520		Subtotal Wages	\$5,725	\$12,975	\$11,775	\$8,000	-38.34%
14520	522250	FICA	\$436	\$1,323	\$500	\$615	-53.51%
14520		Subtotal Benefits	\$436	\$1,323	\$500	\$615	-53.51%
14520	00057	Contracted Services	\$4,469	\$0	\$60	\$6,000	0.00%
14520	00073	Equipment Maintenance	\$6,816	\$10,000	\$9,500	\$10,000	0.00%
14520	00101	Leased Land	\$6,210	\$7,000	\$6,690	\$8,000	14.29%
14520	00109	Lighting Repairs	\$101	\$2,500	\$1,000	\$2,500	0.00%
14520	00115	Dues	\$121	\$300	\$30	\$500	66.67%
14520	00177	Water	\$24,501	\$28,000	\$23,200	\$26,000	-7.14%
14520	00194	PortaJohns	\$2,689	\$4,000	\$4,000	\$5,000	25.00%
14520	532004	Electricity	\$2,624	\$2,500	\$2,900	\$3,000	20.00%
14520	532008	Natural Gas	\$6,459	\$4,500	\$6,795	\$5,000	11.11%
14520		Subtotal Services	\$53,990	\$58,800	\$54,175	\$66,000	12.24%
14520	00202	Auto Parts	\$14,831	\$20,000	\$17,700	\$20,000	0.00%
14520	00236	Fertilizer -School	\$24,668	\$30,000	\$29,100	\$30,000	0.00%
14520	00238	Field Lining	\$5,483	\$6,500	\$6,030	\$8,000	23.08%
14520	00242	Diesel Fuel	\$16,934	\$12,000	\$16,560	\$13,000	8.33%
14520	00244	Gasoline	\$6,357	\$9,000	\$6,385	\$9,000	0.00%
14520	00248	Janitorial Supplies	\$582	\$700	\$430	\$1,000	42.86%
14520	00250	Loam	\$18,834	\$9,000	\$8,625	\$11,000	22.22%
14520	00272	Park Supplies	\$7,003	\$8,000	\$7,485	\$8,000	0.00%
14520	00288	Seed & Sod	\$8,133	\$14,500	\$14,350	\$15,000	3.45%
14520	00308	Chemicals	\$482	\$2,000	\$1,800	\$2,000	0.00%
14520	00351	HS Varsity Field Repair	\$1,811	\$5,000	\$3,750	\$5,500	10.00%
14520	550013	Motor Vehicles	\$0	\$0	\$0	\$4,500	0.00%
14520		Subtotal Commodities	\$105,117	\$116,700	\$112,215	\$127,000	8.83%
14520	00350	New Equipment	\$2,154	\$15,325	\$14,400	\$10,000	-34.75%
14520		Subtotal Capital Outlay	\$2,154	\$15,325	\$14,400	\$10,000	-34.75%
14520	590999	Subtotal Transfer to Other Funds	\$100,000	\$0	\$0	\$0	0.00%
14520		Total Parks & Grounds	\$267,423	\$205,123	\$193,065	\$211,615	3.16%



Acct Number	Acct Description
14820	Substance Abuse Prevention & Mental Health Services

Organizational Chart



The East Greenwich Substance Abuse Prevention & Mental Health Services Department provides an array of Prevention, Early Intervention, Aftercare and Referral initiatives for the Town. Special emphasis is placed on networking with other Town Departments to create a comprehensive approach of support.

Originally created in 1983 the Department has expanded and modified over the years in order to remain current. Over the last 20 years Mental Health has gained significantly more emphasis and initiatives are regularly being developed to address this concern.

Mission Statement

The mission of the East Greenwich Substance Abuse Prevention & Mental Health Services is to provide a comprehensive array of services intended to ameliorate conditions related to Substance Abuse/Mental Health. In addition, curtailing concerns before they begin, or at the earliest point, is paramount.

By working together with many facets of the town, a community-based approach is offered. Age appropriate services are provided for all residents of East Greenwich.

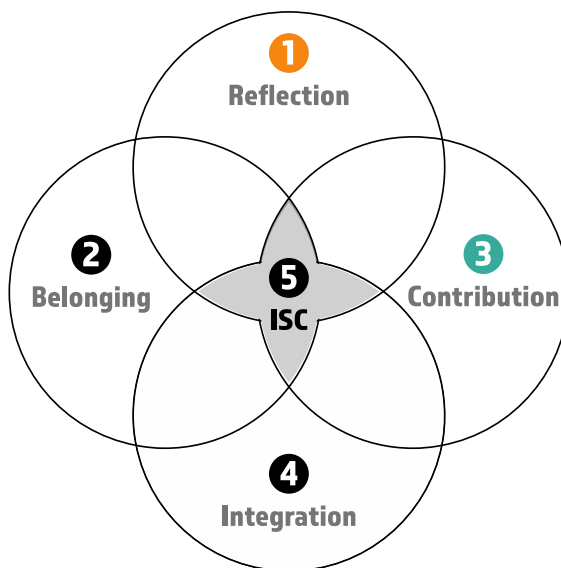
Functions

Part I of the program is to help formulate a comprehensive array of services which address mental health/substance abuse by embracing numerous community supports. Those struggling with stress, depression, alienation, substance use disorder and anxiety could all benefit by encountering multiple supports. With this in mind I have created a model called Integrated Social Capacity. This initiative includes treatment and prevention measures as well as looks for community connections.



Integrated Social Capacity (ISC)

Integrated Social Capacity (ISC) is a model of belonging. It is also an attempt to find where Substance Abuse Prevention and Treatment meet to create connections, self-worth and possibility. While not completely linear this five-component construct looks at developing communities which can augment efforts promoting mental health.



Part II of the program will be to detail a myriad of programs and services.

- School/Youth Based Programs
- Adult/Parent Community Programs

Part III will explore how the East Greenwich Drug Program can expand to meet future considerations. Special emphasis will be placed on Substance Use/Mental Health trends, building connections with local resources, opioid funds and why we should keep this (ISC) model.

Ongoing functions of the program:

- Intervene, assess and refer individuals experiencing Substance Abuse/Mental Health concerns.
- Create community awareness through articles in local news sources, forums, Podcasts, classroom presentations and town-wide media.
- Develop alternate activities for youth such as; the Teen Center, after school clubs, walks, sporting events.
- Network with state and local agencies.
- Liaison with the Town's Juvenile Hearing Board.
- Present regularly to Town Council.



- Ongoing written reports to the Town.
- Disseminate information through ad campaigns – PAWS.
- Develop pertinent curriculums – BEE SMART, ASAPP, ASAPP 2.
- Operate local Teen Center.
- Sit on state and local boards.
- Network with local treatment agencies.
- Provide consult to local schools/Police.
- Facilitate support groups – A Welcoming Place.
- See clients in school and community.
- Classroom presentations (K-12).
- Support marginalized populations.
- Involved with developing and creating policy.
- Network with local service organizations and faith communities.
- Provide in-service training for athletic coaches.
- Coordinate district's Opioid and Mental Health committee.

2024-2025 Goals & Objectives

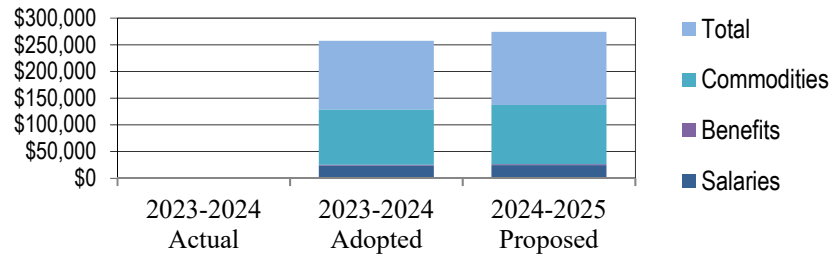
Goals & Objectives
• Evaluate administrative restructuring options for this program as we transition in the hiring of new professional staff to lead this effort. • Enhance collaboration between various town agencies to ensure a comprehensive level of support. • Promote Awareness and Education: Increase public awareness and understanding of substance abuse disorders and mental health issues, including their causes, symptoms, and available resources. • Reduce Stigma and Discrimination: Combat stigma and discrimination associated with substance abuse and mental illness to encourage individuals to seek help without fear of judgment or ostracism. • Improve education associated with known pathways to services. • Enhance supports for a myriad of mental health conditions through connections with local treatment professionals, social service agencies and state-wide resources. • Continue to work with the state's Opioid Advisory Committee in an attempt to remain current. • Develop and implement added supports for our local marginalized groups. • Work with schools, law enforcement and the Town to promote enhanced school safety. • Build sustainability and capacity into the department. • Expand partnerships and collaborative programs amongst service providers. • Work with local Recreation Department to enhance afterschool and seasonal community-based connections and opportunities for youth. • Network with local coalitions to develop evidence-based prevention initiatives.



Expenditure Statements 2024-2025

Substance Abuse/Mental Health	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Salaries	\$0	\$23,183	\$10,600	\$24,470	\$1,287
Benefits	0	1,800	530	1,778	(\$22)
Subtotal Personnel Expenditures*	\$0	\$24,983	\$11,130	\$26,248	\$1,265
Commodities	0	103,765	110,615	110,873	\$7,108
Subtotal Operating Expenditures	\$0	\$103,765	\$110,615	\$110,873	\$7,108
Total Expenditures	\$0	\$128,748	\$121,745	\$137,121	\$8,373

Substance Abuse /Mental Health
Budget Trends
Fiscal Years



14820	Substance Abuse/Mental Health		2022-2023	2023-2024	2023-2024	2024-2025	Percent Change
			Actual	Adopted	Projected	Proposed	
14820	511001	Staff Pay	\$0	\$23,183	\$10,600	\$24,470	5.55%
14820	Subtotal Services		\$0	\$23,183	\$10,600	\$24,470	5.55%
14820	522250	FICA	\$0	\$925	\$475	\$903	-2.38%
14820	522300	Municipal Employees Retirement	\$0	\$125	\$55	\$125	0.00%
14820	522302	TIAA CREF	\$0	\$100	\$0	\$100	0.00%
14820	522818	Health Insur-Active Employees	\$0	\$200	\$0	\$200	0.00%
14820	522822	Dental Insur-Active Employees	\$0	\$250	\$0	\$250	0.00%
14820	522850	Life Insurance	\$0	\$200	\$0	\$200	0.00%
14820	Subtotal Services		\$0	\$1,800	\$530	\$1,778	-1.22%
14820	00027	Advertising	\$0	\$90,950	\$100,285	\$93,575	2.89%
14820	00115	Dues	\$0	\$6,958	\$7,670	\$7,160	2.90%
14820	00131	Printing	\$0	\$4,493	\$2,185	\$4,202	-6.48%
14820	00256	Office Supplies	\$0	\$1,364	\$475	\$936	-31.38%
14820	00403	Comm Prog	\$0	\$0	\$0	\$5,000	
14820	Subtotal Commodities		\$0	\$103,765	\$110,615	\$110,873	6.85%
14820	Total Substance Abuse/Mental Health		\$0	\$128,748	\$121,745	\$137,121	6.50%



Police Department 6 - 1

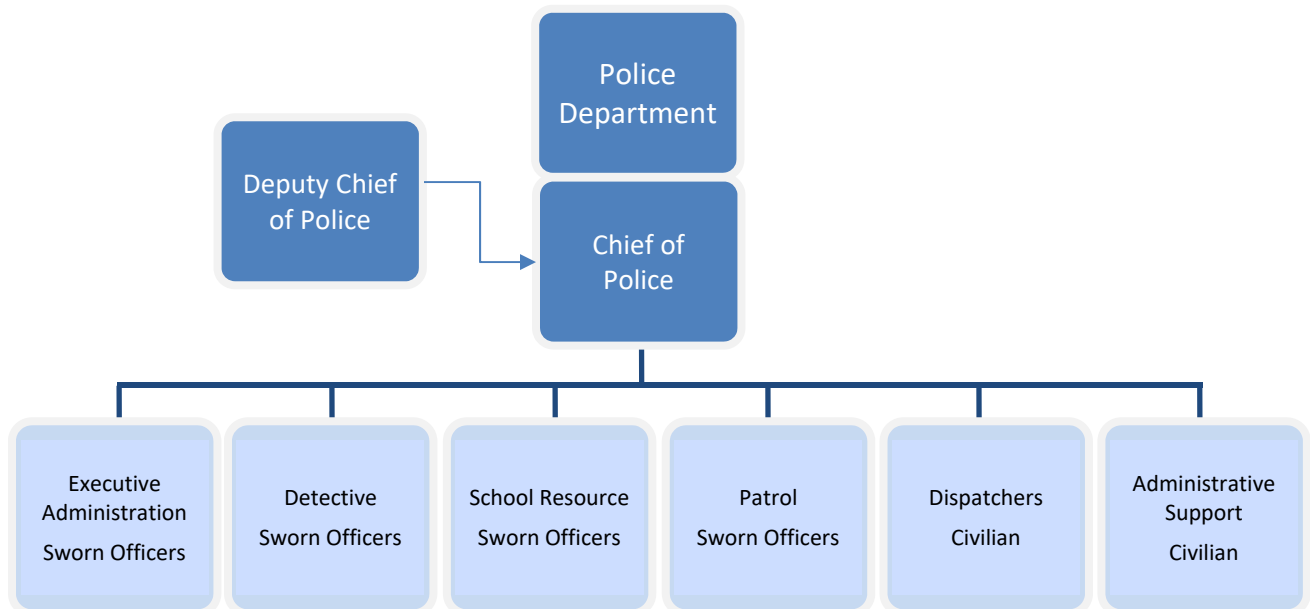
**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**

General Fund (0101) Police (4320)



Acct Number	Acct Description
4320	Police Department

Organizational Chart



Mission Statement

The East Greenwich Police Department is a full-service department that prides itself on exceptional service to the community. Officers of the East Greenwich 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 East Greenwich Police Department. The Department is committed to delivering the highest level of police professionalism to the Citizens of East Greenwich in a sensitive and efficient manner within the rule of law which guarantees individual rights to all our citizens.

Functions

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

- Identify, report, and remove a variety of public safety hazards and ensure citizen safety at every opportunity
- Investigate and prosecute all known criminal offenses
- Provide aid and counseling for a wide range of services from simple street directions to referrals of services of other agencies not provided by police
- Address traffic safety issues in the community:
 - Promote traffic safety initiatives through education and enforcement
 - Administer traffic detail program for road projects, etc.



- Interact cooperatively with the East Greenwich School Department, neighboring police departments, the RI State Police, multiple State and Federal agencies, and advocacy groups to form partnerships to keep East Greenwich a safe community
- Work in unison with Town Departments and multiple agencies on community emergency preparedness planning and administration; maintain state of readiness for emergency response; assist in coordinating with other Town Departments in the implementation of emergency evacuation shelters as needed
- Recruit and train police officers, and provide training and professional development to all department personnel
- Review and analyze the needs for police service and the efficiency of departmental operations; promote enhanced administrative, technical and operational police practices
- Develop and submit recommended annual operating budget and six-year capital improvement plan to the Town Manager

The Police Department also oversees the Animal Control Program which is detailed separately.

FY 2024-2025 Goals & Objectives

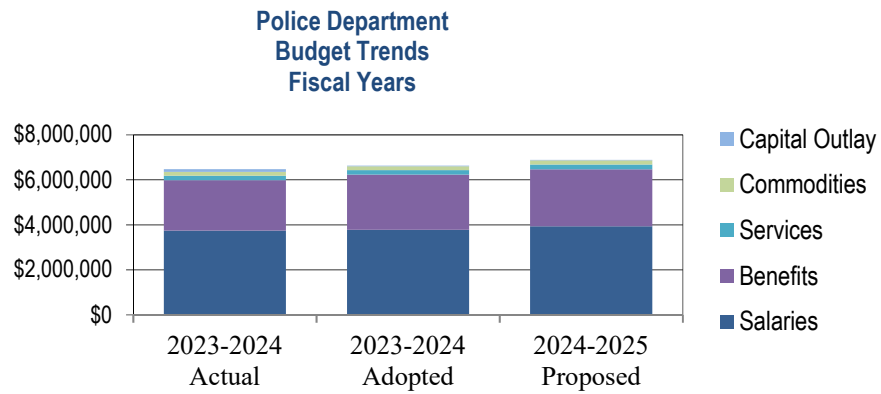
Goals & Objectives

- Increase transparency through the implementation of Body Worn Cameras
- Maintain policy and procedure standards as set forth through the department's accreditation from RIPAC
- Finalize plan to update/replace dispatch communications system
- Assist with town parking study

FY 2024-2025 Expenditure Statements

Police Department	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	42	42	42	42	0.00
Salaries	\$3,739,409	\$3,778,975	\$3,664,574	\$3,934,860	\$155,885
Benefits	2,244,688	2,452,650	2,405,274	2,532,819	80,169
Subtotal Personnel Expenditures*	\$5,984,097	\$6,231,625	\$6,069,848	\$6,467,679	\$236,054
Services	\$193,831	\$196,386	\$210,455	\$212,886	\$16,500
Commodities	172,339	175,150	175,843	183,450	8,300
Capital Outlay	120,350	25,000	21,580	24,000	(1,000)
Subtotal Operating Expenditures	\$486,520	\$396,536	\$407,878	\$420,336	\$23,800
Total Expenditures	\$6,470,616	\$6,628,161	\$6,477,726	\$6,888,015	\$259,854

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



General Fund Police, *continued*



14320		Police Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14320	00002	Full-Time Employees	\$2,941,441	\$2,932,879	\$2,923,428	\$3,092,914	5.46%
14320	00003	Temporary	\$0	\$0	\$5,580	\$0	0.00%
14320	00004	Longevity	\$146,317	\$143,956	\$138,385	\$166,446	15.62%
14320	00008	Overtime	\$432,933	\$388,000	\$364,088	\$400,000	3.09%
14320	00009	Holiday Pay	\$152,255	\$231,640	\$170,865	\$200,000	-13.66%
14320	00010	Court Time	\$10,506	\$22,000	\$12,260	\$18,000	-18.18%
14320	00011	Vacation Buyback	\$53,625	\$59,000	\$46,932	\$55,000	-6.78%
14320	00012	Out of Rank	\$2,333	\$1,500	\$3,036	\$2,500	66.67%
14320		Subtotal Wages	\$3,739,409	\$3,778,975	\$3,664,574	\$3,934,860	4.13%
14320	522250	Municipal Employees Retirement	\$285,239	\$289,092	\$279,326	\$301,170	4.18%
14320	522300	Retire-Deferred Contribution	\$24,186	\$22,760	\$21,087	\$21,684	-4.73%
14320	522302	Police Retirement	\$3,476	\$4,487	\$4,160	\$4,700	4.75%
14320	522304	Health Insur-Active Employees	\$837,948	\$938,094	\$902,313	\$937,581	-0.05%
14320	522818	Health Insur-Retirees	\$565,696	\$635,764	\$645,656	\$677,635	6.59%
14320	522820	Dental Insur-Active Employees	\$432,691	\$461,452	\$453,793	\$487,260	5.59%
14320	522822	Dental Insur-Retirees	\$19,865	\$21,295	\$22,564	\$22,932	7.69%
14320	522824	Dental Insurance - Retiree	\$8,200	\$7,920	\$8,900	\$9,256	16.87%
14320	522840	Insurance Buyback	\$8,150	\$7,900	\$6,800	\$6,900	-12.66%
14320	522850	Life Insurance	\$16,466	\$14,321	\$15,960	\$14,321	0.00%
14320	522855	Life Insurance-Retirees	\$6,440	\$8,850	\$6,920	\$8,665	-2.09%
14320	522860	Clothing Maintenance Allowance	\$36,330	\$40,715	\$37,795	\$40,715	0.00%
14320		Subtotal Benefits	\$2,244,688	\$2,452,650	\$2,405,274	\$2,532,819	3.27%
14320	00027	Advertising	\$47	\$250	\$0	\$250	0.00%
		NON-REIMBURSED POLICE					
14320	00028	DETAILS	\$6,755	\$7,000	\$6,485	\$8,000	14.29%
14320	0053	Continuing Education	\$4,361	\$10,000	\$4,350	\$20,000	100.00%
14320	00063	Dog Officer Expense	\$2,616	\$3,000	\$2,860	\$3,000	0.00%
14320	00073	EQUIPMENT MAINTENANCE	\$33,241	\$39,000	\$38,850	\$42,000	7.69%
14320	00097	Lab Testing	\$4,120	\$4,700	\$4,400	\$4,700	0.00%
14320	00115	Membership Dues	\$2,215	\$3,186	\$2,560	\$3,186	0.00%
14320	00149	School Expenses	\$1,975	\$4,000	\$2,450	\$4,000	0.00%
14320	00169	Training Special	\$0	\$500	\$0	\$500	0.00%
14320	00177	Water	\$1,046	\$1,500	\$1,750	\$1,500	0.00%
14320	532004	Electricity	\$72,694	\$70,000	\$89,850	\$70,000	0.00%
14320	532008	Natural Gas	\$14,345	\$10,500	\$15,650	\$13,000	23.81%
14320	540038	Uniforms	\$50,415	\$42,750	\$41,250	\$42,750	0.00%
14320		Subtotal Services	\$193,831	\$196,386	\$210,455	\$212,886	8.40%
14320	00200	Ammunition & Equipment	\$4,778	\$5,000	\$5,000	\$5,000	0.00%
14320	00202	Auto Parts	\$41,163	\$45,000	\$43,700	\$45,000	0.00%
14320	00206	BCI Supplies	\$3,304	\$4,000	\$3,485	\$4,000	0.00%
14320	00210	Building Maintenance	\$14,213	\$15,000	\$14,285	\$16,000	6.67%
14320	00244	Gasoline	\$68,439	\$62,000	\$65,650	\$68,000	9.68%
14320	00248	Janitorial Supplies	\$30,913	\$33,000	\$33,000	\$34,000	3.03%
14320	00256	Office Supplies	\$4,965	\$5,000	\$4,895	\$5,300	6.00%
14320	00268	Prisoner Meals	\$19	\$150	\$78	\$150	0.00%
14320	00274	Reference Materials	\$2,370	\$2,500	\$2,325	\$2,500	0.00%
14320	00275	Professional Development	\$495	\$1,000	\$1,275	\$1,000	0.00%
14320	00306	Uniform Replacement	\$0	\$500	\$500	\$500	0.00%

General Fund Police, *continued*



14320	Police Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14320	00312 Community Policing	\$1,182	\$1,500	\$1,150	\$1,500	0.00%
14320	00375 POSTAGE	\$498	\$500	\$500	\$500	0.00%
14320	Subtotal Commodities	\$172,339	\$175,150	\$175,843	\$183,450	4.74%
14320	00350 New Equipment	\$15,973	\$20,000	\$16,800	\$19,000	-5.00%
14320	00380 Tactical Response	\$4,378	\$5,000	\$4,780	\$5,000	0.00%
14320	Subtotal Capital Outlay	\$20,350	\$25,000	\$21,580	\$24,000	-4.00%
14320	Subtotal Transfer to Other Funds	\$100,000	\$0	\$0	\$0	0.00%
14320	Total Police Department	\$6,470,616	\$6,628,161	\$6,477,726	\$6,888,015	3.92%



Organizational Chart



Mission Statement

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

Functions

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

ANIMAL CONTROL OFFICERS

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

FY 2024-2025 Goals & Objectives

Goals & Objectives

Work with Parks and Recreation to update and finalize changes to town dog ordinance and assist with creation of dog park at Scalloptown Park.



Department of Public Works & Wastewater Division 7 - 1

**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**

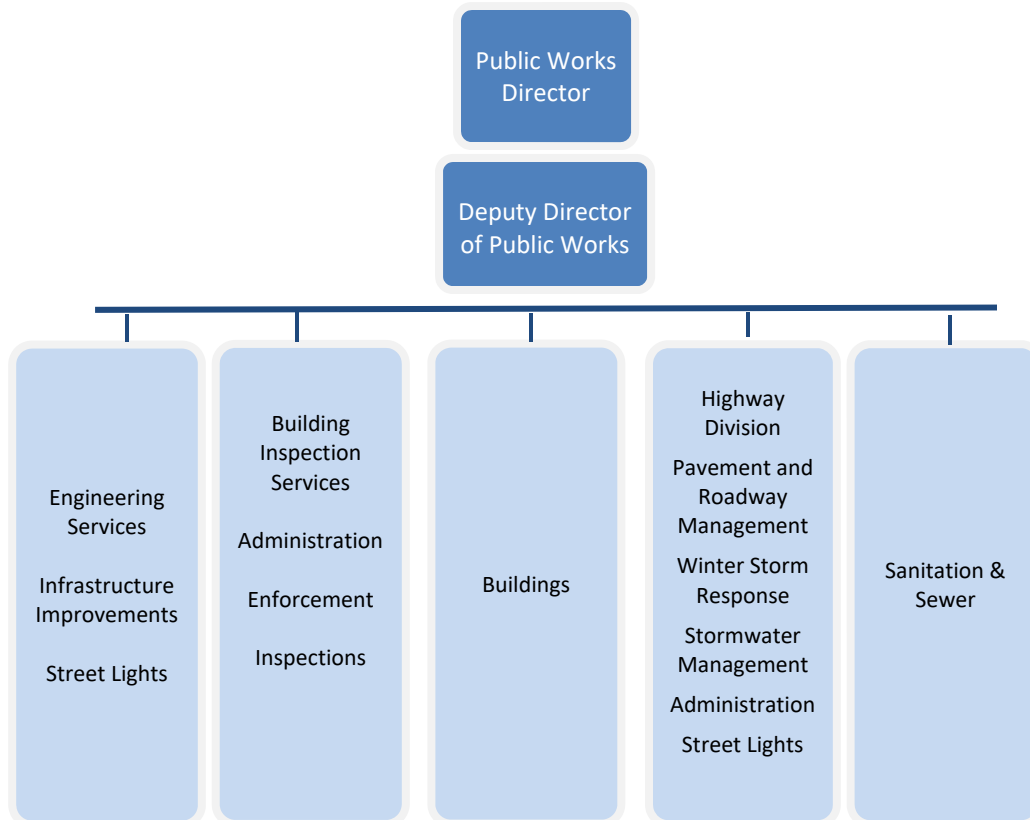
General Fund (0101) Public Works (4451 and 700)



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

Acct Number	Acct Description
4451	Department of Public Works
0700	Wastewater Enterprise

Organizational Chart



Mission Statement

The mission of the Department of Public Works is to maintain and improve Town facilities and infrastructure through cost effective management and forward-thinking asset prioritization. The Department strives to provide high quality services to the residents of East Greenwich and local businesses. Operations include engineering; streets and highway maintenances; public building maintenance, building inspection services; zoning regulation inspection; tree programs; street lighting; storm water management; and wastewater collection and treatment.

ENGINEERING DIVISION

The Engineering Department provides oversight to public infrastructure essential to the safety, health, mobility and quality of life for citizens, businesses and visitors in our community. Duties includes, but are not limited to:

- Engineering services, drafting, and surveying



- Municipal building support services
- Town right-of-way (ROW) permitting and enforcement
- Preparation of Departmental bid specifications and procurement services
- Coordination with State of RI DOT projects within the Town
- Municipal bridge management program
- Municipal dam management program
- Municipal building support services
- Review and inspection of private land-development projects

Building Inspector

Building Inspection Services is to provide information and guidance to residents, realtors, contractors, and attorneys to assist in the navigation of the Town's Building Codes, compliance inspections for R.I. State Minimum Housing and Occupancy standards, and Zoning Ordinance. Duties include, but are not limited to:

Building Inspector

- Reviews all construction plans and drawings for code compliance
- Issues building and required related permits
- Performs multi-part, on site, code compliance construction inspections
- Issues Certificates of Use and Occupancy for all new and/or renovated structures
- Performs annual victualing, liquor and other licensing inspections
- Works closely with the Planning Department on proposed building construction projects

Housing Official

- Performs inspections for R.I. State Minimum Housing and Occupancy Standards
- Work closely with East Greenwich Housing Authority, when requested

Zoning Official

- Enforce the State Building Codes and Town Zoning Ordinance
- Enforce the Town's ordinances and State law affecting health, safety, and welfare
- 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
- Prepare violation information for East Greenwich Municipal Court
- Issuance of Zoning Compliance certificates
- Attendance at Zoning Board of Review meetings
- Assist other municipal departments with construction projects, research, and investigations
- Work closely with Planning Department on proposed land subdivision and building construction projects
- Assist other municipal departments with construction projects, research, and investigations

TREE PROGRAM

The Department is responsible for the oversight and overall care of the trees located within municipal right-of-way's 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

STREET LIGHTS

The Department is responsible for overseeing the Town's street lighting program, which includes street lights on all town roads, municipal parking lots, and lanterns along Main Street, Kings Street and Water Street. Duties include, but are not limited to:

- Maintain and repair street lights
- Review feasibility of third-party lighting contractor for street light maintenance
- Coordinate the repair of ornamental lighting throughout town and municipal parking lot lighting by the Highway Division on an as needed basis

STREETS AND HIGHWAY

The mission of the Department of Public Works Highway Division is to provide many functions and services relating to streets, highways, sidewalks, bridges, watercourses and storm drains. The department performs construction, snow removal, maintenance, repairs and operations of public buildings and grounds. The highway division also maintains the town's fleet which includes but not limited to police, fire, highway, and parks & grounds vehicles.

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 right-of-way (ROW) tree and roadside vegetation maintenance
- Minor striping of municipal roads and municipal parking lots
- Municipal traffic control and street identifier signs
- Municipal bridge and landfill inspections and maintenance
- Town vehicle fleet maintenance
- Town vehicle fuel supply operations
- Assist other Town departments with support services for small projects and/or where third-party subcontractor work is not warranted



FY 2024-2025 Goals & Objectives

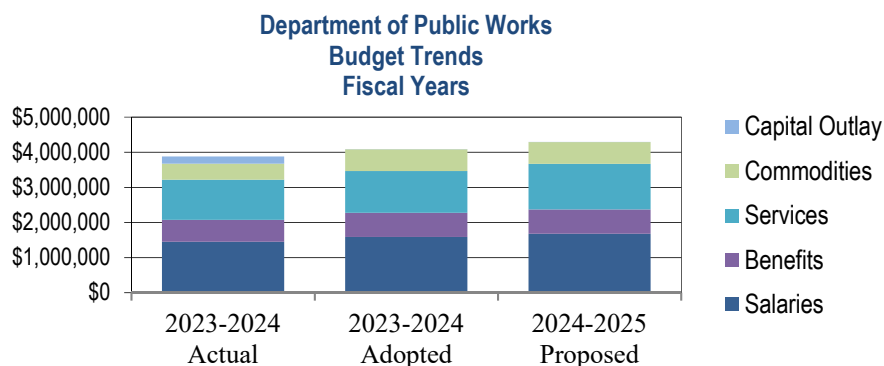
Goals & Objectives

Highway Facility Upgrades – secure funding and develop bid specifications
 Waste Water Facility Repairs – secure funding and develop bid specifications
 Waste Water Facility Disinfection Repair – secure funding and develop bid specifications
 Underground Bulk Petroleum Tank Relocation – complete evaluation and implement
 Complete Public Road Condition Assessment Study and Implement
 Improve Building Permit Application and Inspection Scheduling through e-permitting
 Complete LED Streetlighting Project – replace existing incandescent lamps with energy efficient LED

FY 2024-2025 Expenditure Statements

	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
Department of Public Works	Actual	Adopted	Projected	Proposed	
Personnel FTE*	20.5	21	21	21	0
Salaries	\$1,448,591	\$1,587,321	\$1,576,950	\$1,676,182	\$88,861
Benefits	625,195	687,499	675,925	695,940	8,441
Subtotal Personnel Expenditures*	\$2,073,786	\$2,274,820	\$2,252,875	\$2,372,122	\$97,302
Services	\$1,142,325	\$1,189,815	\$1,271,250	\$1,295,200	\$105,385
Commodities	456,908	617,815	512,125	620,215	2,400
Capital Outlay	203,329	3,000	0	3,000	0
Subtotal Operating Expenditures	\$1,802,561	\$1,810,630	\$1,783,375	\$1,918,415	\$107,785
Total Expenditures	\$3,876,348	\$4,085,450	\$4,036,250	\$4,290,537	\$205,087

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





General Fund (0101) Public Works, *continued*

14451		Department of Public Works	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14451	00002	Full-Time Employees	\$1,322,862	\$1,417,571	\$1,422,100	\$1,497,573	5.64%
14451	00003	Temporary	\$17,048	\$8,000	\$28,100	\$25,000	212.50%
14451	00004	Longevity	\$39,254	\$37,750	\$31,250	\$33,609	-10.97%
14451	00008	Overtime	\$69,322	\$124,000	\$95,500	\$120,000	-3.23%
14451	00024	Physical	\$105	\$0	\$0	\$0	0.00%
14451		Subtotal Wages	\$1,448,591	\$1,587,321	\$1,576,950	\$1,676,182	5.60%
14451	522250	FICA	\$111,242	\$121,430	\$120,800	\$128,228	5.60%
14451	522300	Municipal Employees Retirement	\$76,970	\$69,718	\$69,875	\$65,867	-5.52%
14451	522302	TIAA CREF	\$10,916	\$12,711	\$12,970	\$14,151	11.33%
14451	522310	LIUNA	\$29,113	\$29,203	\$28,265	\$29,203	0.00%
14451	522312	Legal Fund	\$3,747	\$3,745	\$3,650	\$3,744	-0.03%
14451	522818	Health Insur-Active Employees	\$308,154	\$352,490	\$326,250	\$341,719	-3.06%
14451	522820	Health Ins-Retiree	\$47,456	\$55,550	\$69,925	\$69,770	25.60%
14451	522822	Dental Insur-Active Employees	\$11,565	\$13,514	\$13,300	\$13,870	2.63%
14451	522840	Health Insur-Buyback	\$3,274	\$4,000	\$4,755	\$3,500	-12.50%
14451	522850	Life Insurance	\$5,090	\$5,313	\$5,435	\$5,313	0.00%
14451	522860	Clothing Maintenance Allowance	\$17,668	\$19,825	\$20,700	\$20,575	3.78%
14451		Subtotal Benefits	\$625,195	\$687,499	\$675,925	\$695,940	1.23%
14451	00027	Advertise	\$82	\$200	\$150	\$200	0.00%
14451	00035	BluePrints/Photos	\$0	\$300	\$250	\$300	0.00%
14451	00047	Collection Refuse	\$785,164	\$803,665	\$910,000	\$890,000	10.74%
14451	0053	CONTINUING EDUCATION	\$315	\$1,800	\$1,650	\$1,300	-27.78%
14451	00055	Solid Waste Contract	\$240,714	\$272,350	\$250,500	\$300,000	10.15%
14451	00061	Landfill Monitoring	\$9,800	\$11,800	\$11,350	\$11,800	0.00%
14451	00073	Equipment Maintenance	\$8,391	\$10,000	\$9,475	\$12,000	20.00%
14451	00076	SOFTWARE MAINTENANCE	\$10,805	\$11,000	\$10,500	\$0	0.00%
14451	00095	Inspection Services	\$14,652	\$10,000	\$9,250	\$10,000	0.00%
14451	00111	Litter Control Supplies	\$0	\$2,000	\$0	\$2,000	0.00%
14451	00115	Membership Dues	\$2,526	\$1,500	\$1,475	\$2,400	60.00%
14451	00131	Printing Expenses	\$980	\$1,000	\$900	\$1,000	0.00%
14451	00133	Professional Services	\$13,820	\$15,000	\$14,650	\$15,000	0.00%
14451	00177	Water	\$8,207	\$7,200	\$6,650	\$7,200	0.00%
14451	00192	EMA	\$2,257	\$0	\$0	\$0	0.00%
14451	532004	Electricity	\$30,773	\$27,000	\$31,300	\$27,000	0.00%
14451	532008	Natural Gas	\$13,839	\$15,000	\$13,150	\$15,000	0.00%
14451		Subtotal Services	\$1,142,325	\$1,189,815	\$1,271,250	\$1,295,200	8.86%

General Fund (0101) Public Works, *continued*



14451		Department of Public Works	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14451	00099	Lantern Repairs	\$6,390	\$5,000	\$4,500	\$12,000	140.00%
14451	00202	Auto Parts & Supplies	\$105,957	\$115,000	\$159,850	\$125,000	8.70%
14451	00204	Auto Registrations	\$432	\$985	\$920	\$985	0.00%
14451	00208	Books & Subscriptions	\$1,216	\$300	\$0	\$300	0.00%
14451	00210	Building Maintenance	\$32,062	\$19,200	\$16,500	\$21,000	9.38%
14451	00228	Drainage Maintenance	\$6,474	\$10,530	\$10,530	\$8,000	-24.03%
14451	00230	Engineering Supplies	\$0	\$1,400	\$500	\$1,800	28.57%
14451	00232	Equipment & Supplies	\$268	\$1,000	\$500	\$1,000	0.00%
14451	00242	Fuel-Diesel	\$72,628	\$65,337	\$61,200	\$60,600	-7.25%
14451	00244	Gasoline	\$99	\$16,500	\$13,350	\$16,500	0.00%
14451	00248	Janitorial Materials & Supp	\$1,517	\$2,430	\$2,180	\$1,530	-37.04%
14451	00252	Street Markings	\$27,102	\$30,000	\$6,950	\$30,000	0.00%
14451	00256	Office Supplies	\$2,242	\$1,600	\$1,580	\$2,000	25.00%
14451	00264	Plant Mixed Asphalt	\$12,334	\$14,263	\$10,500	\$28,000	96.32%
14451	00266	Planting	\$5,956	\$7,770	\$7,600	\$10,000	28.70%
14451	00284	Sand	\$46,036	\$90,000	\$57,890	\$80,000	-11.11%
14451	00290	Shop Supplies	\$16,206	\$8,000	\$7,500	\$10,000	25.00%
14451	00296	Signs	\$7,014	\$10,500	\$9,450	\$8,500	-19.05%
14451	00300	Sweeping Materials	\$7,774	\$9,000	\$8,300	\$9,000	0.00%
14451	00304	TREE MAINTENANCE	\$0	\$2,000	\$1,000	\$2,000	0.00%
14451	03234	SNOW PLOWING	\$3,822	\$17,000	\$14,000	\$17,000	0.00%
14451	532006	Street Lighting	\$81,678	\$165,000	\$92,650	\$150,000	-9.09%
14451	534000	Street Lighting Maintenance	\$19,702	\$25,000	\$24,675	\$25,000	0.00%
14451		Subtotal Commodities	\$456,908	\$617,815	\$512,125	\$620,215	0.39%
14451	000350	New Equipment	\$3,329	\$3,000	\$0	\$3,000	0.00%
14451		Subtotal Capital Outlay	\$3,329	\$3,000	\$0	\$3,000	0.00%
14451	590999	Transfers to Other Funds	\$200,000	\$0	\$0	\$0	0.00%
14451		Total Department of Public Works	\$3,876,348	\$4,085,450	\$4,036,250	\$4,290,537	5.02%



Organizational Chart



Mission Statement

The mission of the Wastewater Division, under the Department of Public Works, 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).

General Overview of the East Greenwich Wastewater Program

The East Greenwich Wastewater Treatment Facility (WWTF) is located at 21 Crompton Avenue in East Greenwich adjacent to Greenwich Cove. The WWTF was designed for an average daily flow of 1.7 MGD and a peak hourly flow of 3.0 MGD.

The WWTF is comprised of primary treatment with a mechanical bar rack screen and primary clarification. Flow from the two primary clarifiers is distributed to Rotating Biological Contactors (RBC's) that provide treatment of organic BOD and ammonia. Effluent from the RBC's is distributed to two secondary clarifiers. Effluent from the secondary clarifiers enters the nitrogen removal facility comprised of three biological aerated filters (BAF) and three denitrification filters (DNF). Effluent from this process is disinfected via ultraviolet and then discharged to Greenwich Cove. Solids collected throughout the WWTF are processed through two gravity thickener tanks and hauled off-site for incineration.

The Wastewater Division also maintains approximately 50 miles of sanitary sewer mains and three pump stations in the collection system.

The Wastewater Treatment Facility (WWTF) was constructed in the 1980's. As such, many of the process equipment and facilities have reached or exceeded their design life-expectancy. Upgrades to some of the process equipment began in 2017. The mechanical bar rack screen, the RBC's and the secondary clarifiers were the first to be upgraded. The second phase of upgrade will include the replacement of the primary clarifiers, gravity thickener tanks, the sand media in the biological aerated filters, the backup power generator and many of the electrical controls. This second phase of upgrade/modernization is approximately 70% complete, with the Generator & MCC (Motor Control Centers) work to still be completed this year.



General Overview of the East Greenwich Wastewater Program - continued

Additionally, improvements to the WWTF are also being planned for construction during 2023 to provide treatment operational resiliency during future climate changes. Such improvements will include flood protection of certain facilities.

The department will also undertake the updating of the Wastewater Facilities Plan during 2023. The Facilities Plan will take the existing conditions of the WWTF and the collection system and determine what and if, any changes will be needed to handle present conditions as well as future growth needs of the Town. Public outreach will be important for the completion of the plan.

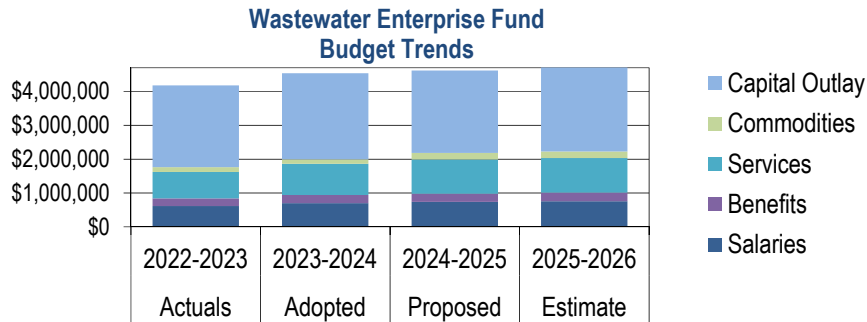
Future capital needs are also being planned to complete the WWTF improvements. This will include structural improvements of the buildings, electrical and mechanical systems and the upgrade of the disinfection (ultraviolet) system. The manufacturer of the ultraviolet system has indicated that the model that is in place at the WWTF will soon be obsolete and parts will cease to be manufactured. It will be imperative to replace this system in the very near future.

The collection system is also being evaluated for future upgrades. Approximately 30 % of the system was constructed in the 1930's and signs of aging are becoming evident in some areas. This includes structural failures and infiltration of ground water. Structural failures can result in backups into buildings and onto roadways and infiltration/inflow takes up valuable capacity at the WWTF.

The process of evaluating the collection system has started with the Main Street sewer mains and Hunts River Interceptor (western portion). There have been several lateral services that have failed resulting in backups into buildings and very costly repairs. Additionally, RIDOT have indicated that there are plans to upgrade the roadway along with the sidewalks on Main Street. It is therefore, important that the sewer system be evaluated and upgraded (where needed) prior to the road improvements on Main Street. The western portion of the "Hunts River interceptor" should also be evaluated for inflow and infiltration, and repaired as needed to reduce ground water flow to the Waste Water Treatment Facility

FY 2024-2025 Expenditure Statements

Wastewater Enterprise Fund	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Increase Over Prior Year
Personnel FTE*	6.0	6.5	6.5	6.5	0
Salaries	\$611,941	\$697,350	\$678,655	\$735,570	\$38,220
Benefits	230,727	243,684	232,840	240,686	(2,998)
Subtotal Personnel Expenditures*	\$842,668	\$941,034	\$911,495	\$976,256	\$35,222
Services	\$778,466	\$918,514	\$901,375	\$1,011,203	\$92,689
Commodities	\$139,893	\$133,250	\$143,545	\$193,250	60,000
Capital Outlay/Depreciation	2,417,667	2,541,120	2,414,097	2,434,834	(106,286)
Subtotal Operating Expenditures	\$3,336,026	\$3,592,884	\$3,459,017	\$3,639,287	\$46,403
Total Expenditures	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	\$81,625



Fund 0700		2022-2023	2023-2024	2023-2024	2024-2025	2024-2025	Percent
Wastewater Enterprise Fund		Actual	Adopted	Projected	Requested	Proposed	Change
20950511	00002 Staff Pay	\$526,946	\$580,769	\$552,825	\$603,160	\$603,160	3.86%
20950511	00003 Temporary	0	0	11,670	15,000	15,000	0.00%
20950511	00004 Longevity	17,178	15,581	15,500	16,410	16,410	0.00%
20950511	00008 Overtime	55,589	60,000	55,810	60,000	60,000	0.00%
20950511	00192 EMA Stipend	4,177	6,000	7,850	6,000	6,000	0.00%
20951735	511009 Accrued Vac & Sick Liability	8,051	35,000	35,000	35,000	35,000	0.00%
20950511	Subtotal Wages	\$611,941	\$697,350	\$678,655	\$735,570	\$735,570	5.48%
20950511	522250 FICA	45,888	50,670	49,100	53,600	53,600	5.78%
20950511	522300 Municipal Employees Retirement Retirement - Defined	32,440	29,756	27,960	28,088	28,088	-5.61%
20950511	522302 Contribution	4,568	5,365	4,925	5,576	5,576	3.93%
20950511	522310 LIUNA	5,841	5,841	5,865	5,841	5,841	0.00%
20950511	522312 Legal Fund	748	750	755	750	750	0.00%
20950511	522818 Medical Insur-Active Employees	119,489	128,100	123,800	121,755	121,755	-4.95%
20950511	522820 Medical Insur-Retirees	10,463	11,965	9,870	12,941	12,941	8.16%
20950511	522822 Dental Insur-Active Employees	3,845	4,177	4,295	4,225	4,225	1.15%
20950511	522840 Insurance Buyback	0	0	0	850	850	0.00%
20950511	522850 Life Insurance	1,584	1,772	1,545	1,772	1,772	0.00%
20950511	522860 Clothing Maintenance	5,863	5,288	4,725	5,288	5,288	0.00%
20950511	Subtotal Benefits	\$230,727	\$243,684	\$232,840	\$240,686	\$240,686	-1.23%
20950535	00057 Contractual Services	63,670	100,000	97,230	125,000	110,000	10.00%
20950535	00073 Equipment Maintenance	34,294	35,000	37,400	50,000	50,000	42.86%
20950535	00097 Lab Testing	41,102	60,000	47,655	75,000	75,000	25.00%
20950535	00123 Property Insurance	128,087	135,250	139,965	151,164	151,164	11.77%
20950535	00133 Professional Services	11,054	55,000	13,653	112,500	100,000	81.82%
20950535	00171 Training/Conferences	415	300	422	1,500	1,500	400.00%
20950535	00177 Water	1,081	1,000	1,090	1,000	1,000	0.00%
20950535	00181 Workers Compensation	11,578	13,200	8,775	8,775	8,775	-33.52%
20950535	00375 Postage	4,141	4,000	4,200	4,000	4,000	0.00%
20950535	532004 Electricity	173,220	175,000	217,775	175,000	170,000	-2.86%
20950535	532008 Natural Gas	59,894	50,000	70,710	50,000	50,000	0.00%
20950535	937 Billing & Collections	7,649	9,500	7,500	9,500	9,500	0.00%
20950535	938 Tipping	242,280	280,264	255,000	280,264	280,264	0.00%
20950535	Subtotal Services	\$778,466	\$918,514	\$901,375	\$1,043,703	\$1,011,203	10.09%

General Fund (0101) Public Works, *continued*



			2022-2023	2023-2024	2023-2024	2024-2025	2024-2025	Percent
Fund 0700	Wastewater Enterprise Fund		Actual	Adopted	Projected	Requested	Proposed	Change
20950535	00202	Auto Parts	3,987	2,500	2,490	2,500	2,500	0.00%
20950535	00210	Building Maintenance	3,938	10,000	6,640	25,000	25,000	150.00%
20950535	00214	Chemicals	106,264	90,000	99,440	100,000	100,000	11.11%
20950535	00242	Fuel/Diesel	1,717	2,500	2,460	2,500	2,500	0.00%
20950535	00244	Gasoline	2,333	2,750	4,770	2,750	2,750	0.00%
20950535	00248	Janitorial Supplies	240	500	425	500	500	0.00%
20950535	940	Materials & Supplies	21,415	25,000	27,320	70,000	60,000	140.00%
20950535	Subtotal Commodities		\$139,893	\$133,250	\$143,545	\$203,250	\$193,250	45.03%
20950535	00945	GO Bonds	357,713	345,913	345,913	334,113	334,113	-3.41%
20951735	00474	RIIB Bonds	1,926,068	1,553,707	1,450,805	1,519,220	1,519,220	-2.22%
20950535	Subtotal Debt		\$2,283,780	\$1,899,620	\$1,796,718	\$1,853,334	\$1,853,334	-2.44%
20950535	00350	New Equipment	21,192	25,000	34,054	35,000	30,000	20.00%
20950535	00385	Telecommunications	265	1,500	900	1,500	1,500	0.00%
20950535	951	Infrastructure Improvements	50,000	200,000	200,000	200,000	200,000	0.00%
20950535	943	Capital Improvements	62,430	265,000	32,425	250,000	200,000	-24.53%
20951735	570902	Depreciation	0	150,000	150,000	150,000	150,000	0.00%
20951735	55020	Engineering/Architect	0	0	200,000	0	0	0.00%
70492090	Subtotal Capital Outlay		\$133,887	\$641,500	\$617,379	\$636,500	\$581,500	-9.35%
20951735	Total Expenses		\$4,178,694	\$4,533,918	\$4,370,512	\$4,713,043	\$4,615,543	1.80%

The sewer use revenue is based on individual account usage; user consumption is expressed as cubic feet of water used per year. There are six user classifications, each classification has a factor assigned to it:

- 1) Residential *(based on 85% of consumption)*
- 2) Commercial A *(based on 100% of consumption)*
- 3) Commercial B *(based on 145% of consumption)*
- 4) Governmental *(based on 100% of consumption)*
- 5) Industrial A *(based on 100% of consumption)*
- 6) Industrial B *(based on 100% of consumption)*

General Fund (0101) Public Works, *continued*



FY 2024-2025 Revenues

0700	Wastewater Enterprise Fund	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
20305054	01052 Overpayments	(\$23,403)	\$0	\$0	\$0	0.00%
20305054	01279 Miscellaneous Revenues	30,215	10,000	2,500	2,500	-75.00%
20305054	01283 FEMA Revenue	6,000	6,000	6,000	6,000	0.00%
20305054	01289 Tax Sale Fee	8,008	6,500	10,275	8,000	23.08%
20305054	1154 Sewer Use Fees	3,841,885	3,857,396	3,622,551	3,978,477	3.14%
20305054	1155 Interest on Delinquent Sewer Use Accounts	16,244	15,000	25,230	20,000	33.33%
20305054	1157 Connection Fee	10,625	7,000	11,375	9,000	28.57%
20305054	1164 Industrial Permit	0	500	2,000	2,000	300.00%
20305054	417420 Deduct Meter Connection Fee	1,100	2,000	1,000	1,000	-50.00%
21305054	1154 Sewer Assessment Fees	603,301	603,956	833,578	515,000	-14.73%
21305054	1158 Interest on Delinquent Sewer Assessment Accts	5,956	8,000	6,500	6,000	-25.00%
21305054	1168 Road Assessments	17,566	17,566	17,566	17,566	0.00%
20305054	499050 Net Assets Forwarded to Operations	75,000	0	0	50,000	
0700	Total Wastewater Enterprise Fund Revenues	\$4,592,497	\$4,533,918	\$4,538,575	\$4,615,543	1.80%
0700	Total Wastewater Enterprise Fund Expenditures	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	
0700	Income Over (Under) Expenditures	\$413,803	\$0	\$168,063	\$0	



Fire Department..... 8 - 1

**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**

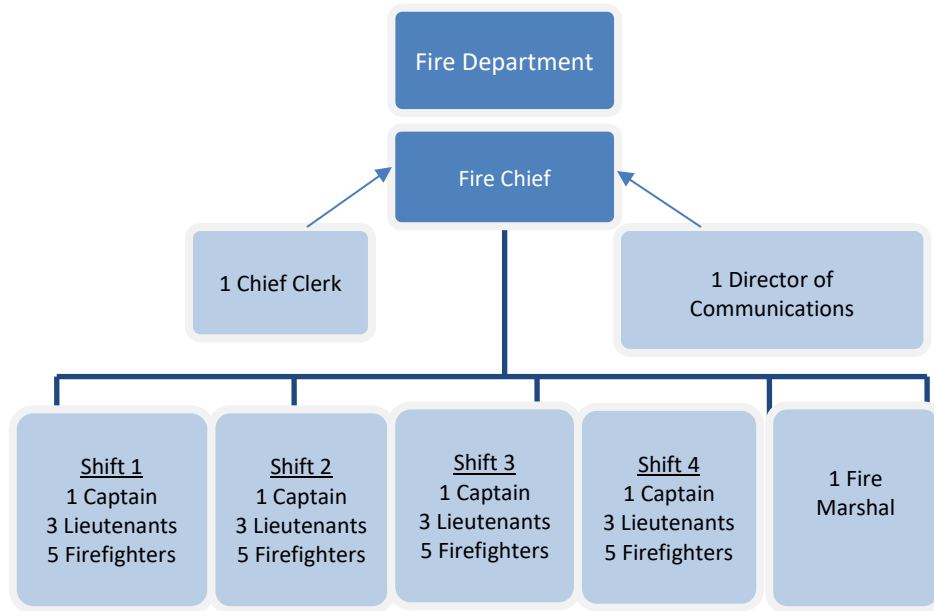
General Fund (0101) Fire Department (4910)



Acct Number	Acct Description
4910	Fire Department



Organizational Chart



Mission Statement

To protect lives, property and the environment through timely, professional, humanitarian services essential to the health, safety and well-being of the community.

Vision:

The East Greenwich Fire Department is a trusted community leader comprised of dedicated professionals, upholding proud traditions of commitment and teamwork while pursuing innovation and providing exceptional customer service to the public and fire and rescue service members.

Functions

Administration is responsible for the management and overall leadership of the Department. The Fire Chief establishes the department's short and long-term goals, operational analysis, and budget coordination and management. The Deputy Fire Chief is responsible for assisting the Fire Chief in all aspects of managing and directing the Fire Department and will also serve as Acting Chief in the absence of the Fire Chief. The Administrative Assistant is responsible for daily administrative tasks including payroll, accounts payable, purchasing, inventory, and liaison to the line personnel, the public, and the media. An Administrative Assistant supports the Chief of the Department in his duties.



Fire Marshal is responsible for fire safety and education, code enforcement (inspection and plans review), and fire investigation. The Division seeks to reduce the number of fires and fire related incidents through plan review, inspection, public education, research and enforcement of fire codes.

Director of Communications is responsible for the municipal Fire Alarm System, Fire Alarm inspections and plan review, The Department dispatch center, radio and telephone systems.

Firefighting division is responsible for fire suppression, Emergency Medical Services, property conservation, and the mitigation of other incidents which potentially could cause harm to the general public and the environment. The Fire Department responded to over 5,000 incidents in 2021. EGFD has 2 Fire stations. Station 1 on Main Street and Station 2 on Frenchtown Road. Engine 1 and Rescue 1 run out of Station 1 and Engine 2 and Rescue 2 run out of Station 2. The staffing for Rescue 2 cross man Ladder 1 out of Station 2. This means if there is a medical call they staff the rescue and if there is a fire call they staff the ladder truck. The Staffing is accomplished through the use of four shifts (groups). Each shift a minimum of 8 firefighters, a Captain and a firefighter assigned to Engine 1 and a Lieutenant and a firefighter assigned to Engine 2 and a Lieutenant and a firefighter assigned to each rescue. The 9th person on each shift “floats” to cover any spot that is vacant on a shift. Each shift works 42 hours per week. two ten-hour days, two fourteen-hour nights, and four consecutive days off. The shifts that are on their days off are subject to recall for emergencies such as multi- alarm fires, minimum staffing requirements, and civic details. Each rescue provides Advanced Life Support (ALS) capabilities. In addition to the rescues, the fire engines at each station are also equipped as Advanced Life Support vehicles to assist people in need of critical medical care. All Firefighters are licensed and deliver Advanced Life Support (ALS) services.

FY 2024-2025 Goals & Objectives

Goals & Objectives	
1.	Provide the best Fire Protection and Emergency Medical Services possible
2.	Refurbish and modernize the Fire Department dispatch center.
3.	Go live with new Computer Aided Dispatch and records management system
4.	Complete the transition to wireless fire alarm boxes
5.	Transition to 800 Mhz radio system

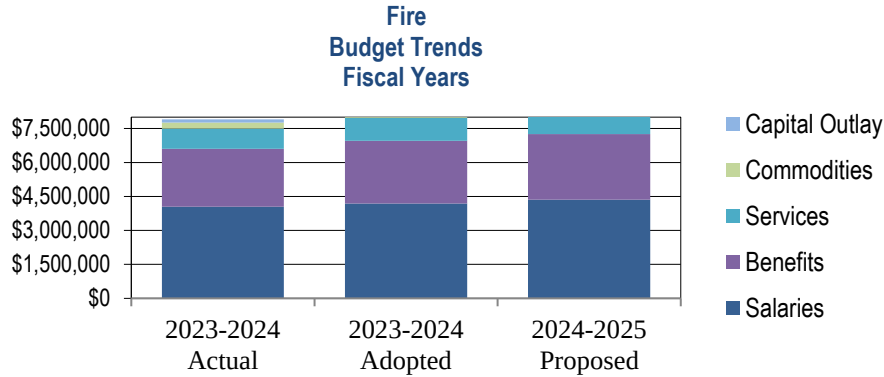
FY 2024-2025 Expenditure Statements

Fire Department	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Personnel FTE*	39	40	40	40	0
Salaries	\$4,041,404	\$4,191,779	\$4,065,185	\$4,353,735	\$161,956
Benefits	2,565,512	2,758,071	2,718,845	2,899,020	140,949
Subtotal Personnel Expenditures*	\$6,606,916	\$6,949,850	\$6,784,030	\$7,252,755	\$302,905
Services	\$889,657	\$1,025,200	\$1,060,075	\$1,023,400	(\$1,800)
Commodities	259,525	282,672	278,610	355,500	72,828
Capital Outlay	150,000	4,000	14,100	7,500	3,500
Subtotal Operating Expenditures	\$1,299,182	\$1,311,872	\$1,352,785	\$1,386,400	\$74,528
Total Expenditures	\$7,906,098	\$8,261,722	\$8,136,815	\$8,639,155	\$377,433

General Fund (0101) Fire Department (4910), *continued*



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



14910	Fire Department		2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14910	00002	Staff Pay	\$2,686,486	\$2,835,473	\$2,798,500	\$2,933,100	3.44%
14910	00004	Longevity	\$159,489	\$202,451	\$194,850	\$221,433	9.38%
14910	00008	Overtime	\$865,412	\$800,000	\$685,000	\$780,000	-2.50%
14910	00009	Holiday Pay	\$228,606	\$245,210	\$270,915	\$292,570	19.31%
14910	00012	Out of Class	\$12,375	\$8,000	\$12,350	\$15,000	87.50%
14910	00022	Collateral	\$20,748	\$30,500	\$35,225	\$35,000	14.75%
14910	00025	Endotracheal Intubation Certification	\$43,200	\$43,800	\$42,000	\$49,000	11.87%
14910	00096	Pension COLA Appeal	\$25,088	\$26,345	\$26,345	\$27,632	4.89%
14910	Subtotal Wages		\$4,041,404	\$4,191,779	\$4,065,185	\$4,353,735	3.86%
14910	522250	FICA	\$305,420	\$349,256	\$327,325	\$364,225	4.29%

General Fund (0101) Fire Department (4910), *continued*



14910	522306	Fire Retirement	\$1,054,983	\$1,089,907	\$1,067,625	\$1,128,472	3.54%
14910	522308	Fire Defined Contribution	\$444	\$447	\$470	\$508	13.65%
14910	522818	Health Insur-Active Employees	\$703,438	\$796,900	\$781,540	\$813,292	2.06%
14910	522820	Health Insur-Retirees	\$393,542	\$409,565	\$429,475	\$473,028	15.50%
14910	522822	Dental Insur-Active Employees	\$34,111	\$36,406	\$39,320	\$38,170	4.85%
14910	522824	Dental Insur-Retirees	\$20,557	\$21,925	\$22,445	\$24,160	10.19%
14910	522840	Insurance Buyback	\$4,550	\$4,500	\$4,025	\$6,500	44.44%
14910	522850	Life Insurance	\$10,418	\$10,665	\$11,420	\$10,665	0.00%
14910	522860	Clothing Maintenance Allowance	\$38,050	\$38,500	\$35,200	\$40,000	3.90%
Subtotal Benefits			\$2,565,512	\$2,758,071	\$2,718,845	\$2,899,020	5.11%
14910	00053	Continuing Education	\$9,982	\$15,000	\$22,320	\$22,500	50.00%
14910	00024	Physical Assessment	\$480	\$4,000	\$3,665	\$4,000	0.00%
14910	00056	Fire Alarm School	\$0	\$1,100	\$0	\$1,200	9.09%
14910	00073	Equipment Maintenance	\$12,088	\$21,500	\$15,200	\$15,000	-30.23%
14910	00086	Rescue Billing Fees	\$6,000	\$38,000	\$105,800	\$40,000	5.26%
14910	000865	Miscellaneous Expenses	\$5,133	\$6,750	\$6,125	\$7,000	3.70%
14910	00136	Service Agreement	\$32,462	\$35,315	\$44,100	\$47,500	34.50%
14910	00138	DISPATCH SERVICES	\$404,325	\$400,000	\$418,200	\$415,000	3.75%
14910	00139	Communication Maintenance	\$0	\$0	\$0	\$10,000	0.00%
14910	00177	Water	\$1,341	\$2,335	\$1,450	\$2,000	-14.35%
14910	00192	E.M.A.	\$3,984	\$4,000	\$4,035	\$4,000	0.00%
14910	00196	Eye Exam	\$3,486	\$3,000	\$2,725	\$3,000	0.00%
14910	00199	Hydrant Rentals	\$266,878	\$345,000	\$294,675	\$305,000	-11.59%
14910	00201	Fire Prevention Education	\$3,023	\$5,700	\$2,750	\$5,700	0.00%
14910	00203	Apparatus & Equipment Maint	\$40,832	\$50,000	\$48,800	\$50,000	0.00%
14910	532004	Electricity	\$28,260	\$30,000	\$33,100	\$30,000	0.00%
14910	532008	Natural Gas	\$15,269	\$11,500	\$11,600	\$11,500	0.00%
14910	534010	Motor Vehicle Maintenance	\$11,068	\$12,000	\$7,680	\$10,000	-16.67%
14910	540038	Uniforms & Other Clothing	\$44,372	\$38,500	\$36,750	\$38,500	0.00%
14910	00115	Membership Dues	\$672	\$1,500	\$1,100	\$1,500	0.00%
Subtotal Services			\$889,657	\$1,025,200	\$1,060,075	\$1,023,400	-0.18%

General Fund (0101) Fire Department (4910), *continued*



14910	Fire Department	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14910	00140 Fire Protection Systems	\$3,869	\$6,500	\$5,025	\$6,500	0.00%
14910	00202 Auto Parts	\$56,761	\$64,445	\$73,750	\$120,000	86.21%
14910	00210 Building Maintenance	\$50,158	\$75,000	\$54,300	\$70,000	-6.67%
14910	00219 Turn Out Gear	\$21,793	\$18,000	\$16,800	\$20,000	11.11%
14910	00231 Building Supplies		\$0	\$0	\$2,500	0.00%
14910	00242 Diesel Fuel	\$57,500	\$41,250	\$59,200	\$55,000	33.33%
14910	00244 Gasoline	\$5,420	\$6,077	\$5,560	\$7,000	15.19%
14910	00248 Janitorial Supplies	\$3,559	\$3,600	\$3,075	\$5,000	38.89%
14910	00253 Medical Supplies	\$44,868	\$46,000	\$44,800	\$46,000	0.00%
14910	00256 Office Supplies	\$2,450	\$3,000	\$3,000	\$3,000	0.00%
14910	00360 Dive Team	\$349	\$2,300	\$1,475	\$2,000	-13.04%
14910	00361 Training Aids	\$205	\$8,500	\$8,000	\$9,000	5.88%
14910	00362 Fire Equipment	\$2,385	\$4,000	\$3,625	\$4,500	12.50%
14910	00363 Other Equipment	\$10,207	\$4,000	\$0	\$5,000	25.00%
	Subtotal Commodities	\$259,525	\$282,672	\$278,610	\$355,500	25.76%
14910	550002 Computer Equipment	\$0	\$4,000	\$14,100	\$7,500	87.50%
14910	550004 Public Safety Equipment	\$0	\$0	\$0	\$0	0.00%
14910	Subtotal Capital Outlay	\$0	\$4,000	\$14,100	\$7,500	87.50%
14910	Subtotal Transfer To Other Funds	\$150,000	\$0	\$0	\$0	0.00%
14910	Total Fire Department	\$7,906,098	\$8,261,722	\$8,136,815	\$8,639,155	4.57%



Insurance & Claims	9 - 1
Outside Agency (Grants & Contributions)	9 - 4

**FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND**



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

Acct Number	Acct Description
4070	Municipal Insurance Workers Compensation Unemployment Insurance
4080	Fund Contingency
5010	Contribution to Outside Agency

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. 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.

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.

WORKERS' COMPENSATION

This account provides funding for Workers' Compensation Insurance for Town personnel budgeted in the General Fund, with the exception of Public Safety employees, who are covered under separate State statutes for on-the-job injuries. The Town works closely with Beacon Mutual, Blue Cross, and employees for claims management.

FUND CONTINGENCY

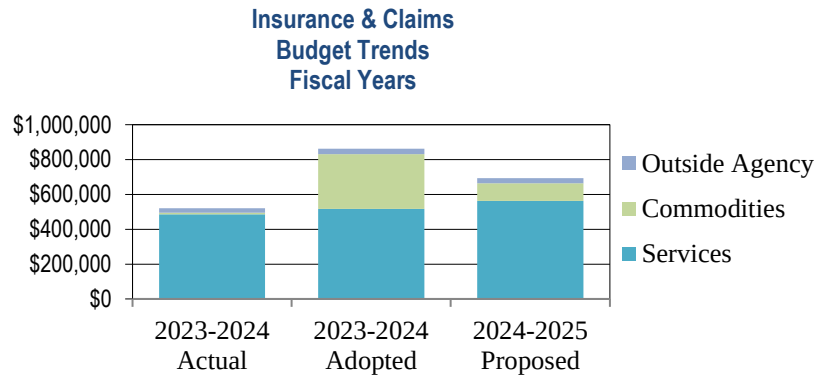
This account provides funds to accommodate any emergency situation that might arise during the fiscal year for which there are not sufficient funds budgeted. Situations such as a major fire, major equipment breakdown, or unanticipated snow removal costs such as those due to severe winter storms would be charged to this account.

General Fund Insurance & Claims, Contingency, Grants & Contributions



FY 2024-2025 Expenditure Statements

Insurance & Claims	2022-2023	2023-2024	2023-2024	2024-2025	Increase Over Prior Year
	Actual	Adopted	Projected	Proposed	
Services	\$485,771	\$517,500	\$551,522	\$563,265	\$45,765
Commodities	8,915	314,171	195,000	100,000	(214,171)
Contributions to Outside Agencies	25,000	30,000	30,000	30,000	
Subtotal Operating Expenditures	\$519,686	\$861,671	\$776,522	\$693,265	(\$168,406)
Total Expenditures	\$519,686	\$861,671	\$776,521	\$693,265	(\$168,406)



	Total Insurance & Claims Contingency, Grants & Contributions	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14070	Subtotal Municipal Property Insurance	\$401,310	\$417,500	\$419,363	\$454,165	8.78%
14060	Subtotal Unemployment Insurance	\$7,692	\$15,000	\$31,958	\$20,000	33.33%
	Subtotal Worker's Compensation					
14070	Insurance	\$76,769	\$85,000	\$100,201	\$89,100	4.82%
15010	Subtotal Grants & Contributions	\$25,000	\$30,000	\$30,000	\$30,000	0.00%
14080	Subtotal Fund Contingency	\$8,915	\$314,171	\$195,000	\$100,000	-68.17%
	Total Insurance & Claims Program	\$519,686	\$861,671	\$776,521	\$693,265	-19.54%

General Fund Insurance & Claims, Contingency, Grants & Contributions



14070		Municipal Property Insurance	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14070	00123	Property Insurance	\$401,310	\$417,500	\$419,363	\$454,165	8.78%
14070		Subtotal Services	\$401,310	\$417,500	\$419,363	\$454,165	8.78%
14070		Total Municipal Insurance	\$401,310	\$417,500	\$419,363	\$454,165	8.78%
14060		Unemployment Insurance	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14060	00173	Unemployment Insurance	\$7,692	\$15,000	\$31,958	\$20,000	33.33%
14060		Subtotal Services	\$7,692	\$15,000	\$31,958	\$20,000	33.33%
14060		Total Unemployment Insurance	\$7,692	\$15,000	\$31,958	\$20,000	33.33%
14070		Worker's Compensation Insurance	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14070	00181	Worker's Compensation Ins	\$76,769	\$85,000	\$100,201	\$89,100	4.82%
14070		Subtotal Services	\$76,769	\$85,000	\$100,201	\$89,100	4.82%
14070		Total Workers' Compensation Ins	\$76,769	\$85,000	\$100,201	\$89,100	4.82%
14080		Fund Contingency Outside Services	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
14080	00051	Miscellaneous Expenses	\$8,915	\$314,171	\$195,000	\$100,000	-68.17%
14080		Subtotal Commodities	\$8,915	\$314,171	\$195,000	\$100,000	-68.17%
14080		Total Fund Contingency Outside Services	\$8,915	\$314,171	\$195,000	\$100,000	-68.17%

General Fund Insurance & Claims, Contingency, Grants & Contributions



Acct. Number	Account Description
5010	Chamber of Commerce

Functions

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

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 East Greenwich and creates opportunities for the growth and development of its member businesses. Funding in the amount of \$25,000 for the 2024-2025 fiscal year; which is a zero increase over the amount received in FY 2022-2023.

FY 2024-2025 Expenditure Statements

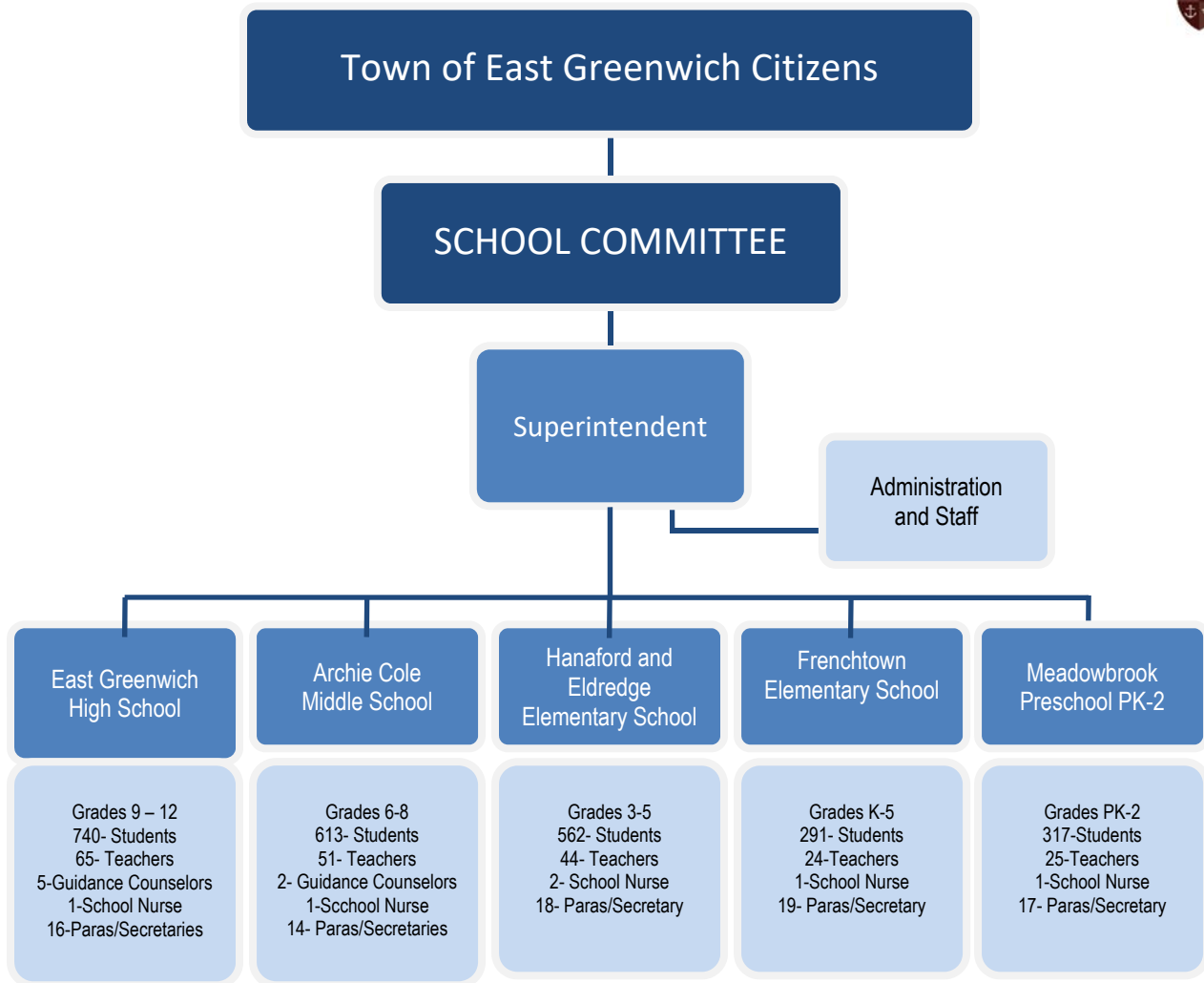
15010	Total Grants & Contributions	2022-2023 Actual	2023-2024 Adopted	2023-2024 Projected	2024-2025 Proposed	Percent Change
15010 00426	Chamber	\$25,000	\$30,000	\$30,000	\$30,000	0.00%
15010	Subtotal	\$25,000	\$30,000	\$30,000	\$30,000	0.00%
15010	Total Grants & Contributions	\$25,000	\$30,000	\$30,000	\$30,000	0.00%



TAB 10
SCHOOL DEPARTMENT

School Department 10 - 1

FISCAL YEAR 2024-2025 PROPOSED
MUNICIPAL BUDGET PROGRAM
TOWN OF EAST GREENWICH, RHODE ISLAND



Mission Statement

This Mission of the East Greenwich Public Schools is to genuinely know, support and celebrate all students in meeting their full potential. We are committed to meaningful collaboration among faculty, staff, students, families and the community, recognizing our collective responsibility to continue to deliver high-quality education system for all.

Staffing at A Glance

2523 Students	10 Other (Non-Union) Staff	1 District Wide Physical Therapist
209 Teachers	15 Administration	4 District Psychologists
7 Guidance Counselors	2 District ELL Teachers	3 District Social Workers
6 School Nurses	1 District Wide Adapted PE Teacher	7 District Speech Therapist
90 Paras/Secretaries/Tech	5 District Occupational Therapists	1 District BCBA Therapist
24 Custodians/Maintenance		



REVENUE FROM LOCAL & FEDERAL SOURCES

ACCOUNTS FOR:			FY22	FY23	FY24	FY25	FY25	PCT
School Dept Operating Fund			Actual	Actual	Budgeted	Proposed	ADOPTED	CHANGE
	School Dept Operating Fund Rev							
	41210	Town Tax Transfer	\$38,125,802	\$38,769,576	\$39,723,435	\$41,863,776		5.39%
	41250	Re-appropriated Fund Balance	\$753,100	\$1,023,832	\$857,451	\$842,000		-1.80%
	41310	Tuition from Individuals	\$86,015	\$116,383	\$295,000	\$295,000		0.00%
	41510	Investment Income	\$147	\$5,029	\$200	\$8,000		3900.00%
	41520	Hanaford Trust Fund Income	\$40,038	\$45,615	\$40,000	\$40,000		0.00%
	41901	Rental Income	\$27,958	\$65,643	\$125,000	\$125,000		0.00%
	41920	Contributions and Donations	\$24,873	\$3,502	\$20,000	\$20,000		0.00%
	41990	Miscellaneous Revenue	\$331	\$69	\$0	\$0		0.00%
	41980	Prior Year Refund/Misc	\$34,333	\$25,558	\$15,000	\$15,000		0.00%
	41301	State Aid- Unrestricted	\$4,450,983	\$4,702,396	\$5,968,974	\$6,731,190		12.77%
	44202	Medicaid Revenue	\$360,635	\$328,248	\$385,000	\$385,000		
	44901	Revenue-Federal Sources	\$110,690	\$0	\$0	\$0		0.00%
TOTAL	School Dept Operating		\$44,014,904	\$45,085,851	\$47,430,060	\$50,324,966	0	6.10%

East Greenwich School Department

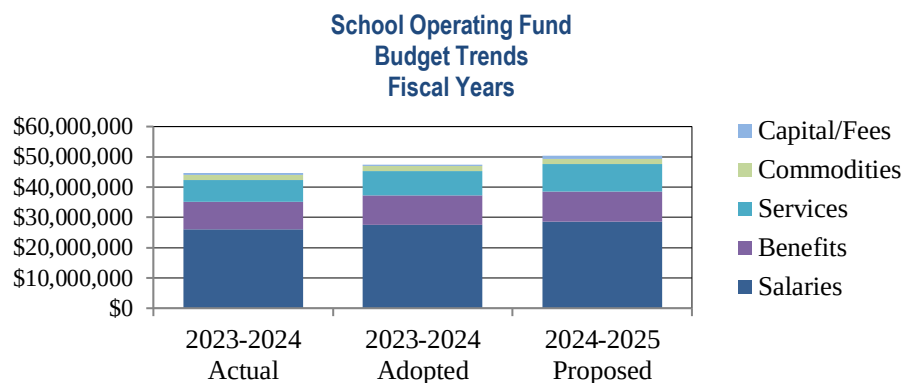
General Fund Actual & Budgeted by Object
Fiscal Years 2021 - 2025

Object Code	Object Description	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Budget Request
REVENUE FROM LOCAL & FEDERAL SOURCES						
41210	Other Taxes - Local Government	\$37,441,266.00	\$38,125,802.00	\$38,769,576.00	\$39,723,435.00	\$41,863,776.00
41250	Reappropriation of Fund Balance	\$586,525.00	\$753,100.16	\$1,023,832.00	\$857,451.00	\$842,000.00
41310	Tuition from Individuals	\$46,040.70	\$86,015.00	\$116,383.00	\$295,000.00	\$295,000.00
41510	Earnings on Hanaford Investment	\$0.00	\$146.79	\$5,029.42	\$200.00	\$8,000.00
41520	Hanaford Trust Fund Income	\$52,600.00	\$40,037.50	\$45,614.50	\$40,000.00	\$40,000.00
41901	Rental Income	\$37,288.00	\$27,958.33	\$65,643.00	\$125,000.00	\$125,000.00
41920	Contributions and Donations	\$2,849.88	\$24,873.00	\$3,502.00	\$20,000.00	\$20,000.00
41980	Prior Year Expenditure Refund	\$41,043.35	\$34,333.07	\$25,558.15	\$15,000.00	\$15,000.00
41990	Miscellaneous Revenue	\$29,019.86	\$330.97	\$69.41	\$0.00	\$0.00
43101	State Aid - Unrestricted	\$3,415,359.00	\$4,450,983.00	\$4,702,396.00	\$5,968,974.00	\$6,731,190.00
44202	Medicaid Revenue	\$219,150.00	\$360,634.76	\$328,247.90	\$385,000.00	\$385,000.00
44901	Revenue - Federal Source	\$498,252.43	\$110,690.08	\$0.00	\$0.00	\$0.00
TOTAL REVENUE FROM LOCAL & FEDERAL SOURCES		\$42,369,394.22	\$44,014,904.66	\$45,085,851.38	\$47,430,060.00	\$50,324,966
PERSONNEL SERVICES - COMPENSATION						
51110	Regular Salaries	\$22,842,634.85	\$23,279,811.31	\$23,752,159.19	\$25,771,430.95	\$26,885,384.15
51113	Professional Days	\$0.00	\$401,995.91	\$410,171.45	\$0.00	\$0.00
51115	Substitute Salaries	\$533,014.92	\$632,052.65	\$660,261.29	\$425,000.00	\$445,000.00
51131	Differential Pay	\$0.00	\$4,767.84	\$4,583.36	\$5,000.00	\$5,000.00
51132	Non-Teaching (Dept Heads, etc)	\$277,777.69	\$325,431.23	\$303,711.60	\$346,196.33	\$338,533.98
51201	Overtime	\$31,347.17	\$85,895.59	\$132,903.91	\$90,000.00	\$90,000.00
51202	Snow Removal Overtime	\$1,179.68	\$4,241.28	\$115.86	\$0.00	\$0.00
51309	Tutoring	\$0.00	\$13,416.25	\$16,425.00	\$6,000.00	\$19,000.00
51323	Detention Coverage	\$750.00	\$1,820.10	\$3,960.00	\$4,000.00	\$4,000.00
51327	Other Additional Compensation	\$11,987.80	\$73,330.05	\$50,837.83	\$49,500.00	\$69,000.00
51328	Early Retirement Payments	\$0.00	\$3,894.94	\$35,700.00	\$10,000.00	\$15,000.00
51336	Class Overage	\$2,696.10	\$0.00	\$0.00	\$3,500.00	\$1,000.00
51338	Summer Pay	\$40,233.84	\$56,202.33	\$59,276.35	\$59,000.00	\$100,000.00
51339	Class Coverage	\$27,111.20	\$40,560.65	\$18,699.60	\$15,000.00	\$15,000.00
51401	Stipend - Other	\$83,753.38	\$127,260.72	\$378,166.14	\$425,611.35	\$288,522.87
51403	Stipend - Athletic Director	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00
51404	Stipend - Coaches / EC Advisor	\$200,863.91	\$212,802.89	\$207,224.73	\$287,000.00	\$287,000.00
51406	Stipend - Athletic Officials	\$16,550.00	\$15,405.81	\$18,995.00	\$17,000.00	\$17,000.00
51407	Stipend Mentors	\$32,500.00	\$25,239.84	\$33,500.00	\$25,000.00	\$25,000.00
TOTAL PERSONNEL SERVICES COMPENSATION		\$24,104,900.54	\$25,304,129.39	\$26,086,691.31	\$27,539,238.63	\$28,604,441.00
PERSONNEL SERVICES - EMPLOYEE BENEFITS						
52102	Life Insurance	\$30,683.70	\$31,886.37	\$34,810.97	\$37,917.21	\$37,215.30
52103	Dental Insurance	\$212,790.92	\$224,546.11	\$206,751.53	\$200,634.99	\$209,634.12
52121	Health and Medical - Self Insured/Active	\$3,219,061.28	\$3,602,265.34	\$3,743,535.26	\$4,147,248.69	\$4,243,010.12
52122	Health and Medical - Self Insured/Retiree	\$128,651.68	\$148,381.64	\$164,431.19	\$69,555.98	\$74,859.88
52125	Dental - Self Insured/Retiree	\$7,776.33	\$8,339.10	\$11,158.83	\$5,978.38	\$3,984.18
52203	Teacher/Administrative Pension - ERSRI	\$2,831,285.29	\$2,988,355.02	\$3,088,635.24	\$3,290,828.69	\$3,273,152.88
52207	Survivor's Benefits - ERSRI	\$28,780.31	\$28,623.14	\$27,358.57	\$28,827.39	\$29,038.65
52208	MERS Pension	\$177,239.78	\$205,096.09	\$233,561.43	\$205,972.52	\$209,116.84
52213	Teacher Pension DC	\$508,229.74	\$497,986.07	\$571,045.08	\$582,920.24	\$604,051.93
52218	MERS Pension DC	\$34,922.70	\$37,883.94	\$39,402.80	\$42,113.38	\$47,746.70
52301	FICA	\$251,687.48	\$284,656.49	\$298,661.39	\$331,886.99	\$358,978.02
52302	Medicare	\$332,874.92	\$348,510.34	\$359,789.52	\$399,316.91	\$415,435.38
52501	Unemployment	\$10,203.50	\$24,019.00	\$8,010.16	\$12,000.00	\$12,000.00
52710	Worker's Compensation	\$217,231.00	\$215,602.00	\$235,215.00	\$254,550.00	\$276,400.00
52917	Tuition Reimburs - NonTax	\$36,200.00	\$38,082.00	\$33,090.00	\$53,000.00	\$53,000.00
TOTAL PERSONNEL SERVICES - EMPLOYEE BENEFITS		\$8,027,618.63	\$8,684,232.65	\$9,055,456.97	\$9,662,751.37	\$9,847,624.00
PURCHASED SERVICES						
53202	Speech & Language Therapists	\$85,492.14	\$8,929.74	\$270.00	\$10,500.00	\$10,500.00
53203	Occupational Therapists	\$21,936.50	\$16,476.00	\$39,493.00	\$5,400.00	\$5,400.00
53204	BCBA Therapists	\$0.00	\$0.00	\$0.00	\$0.00	\$42,000.00
53207	Interpreters & Translators	\$945.00	\$1,130.00	\$3,069.50	\$2,300.00	\$6,350.00
53208	Orientation and Mobility Services	\$53,181.05	\$35,143.36	\$51,204.10	\$50,750.00	\$28,000.00
53209	Bus Monitors	\$354,505.77	\$380,136.00	\$328,282.63	\$262,085.00	\$362,585.00
53210	Performing Arts	\$13,367.00	\$15,777.00	\$14,607.00	\$15,300.00	\$15,055.00
53211	Physical Therapists	\$20,957.59	\$3,332.50	\$0.00	\$5,400.00	\$5,400.00
53213	Evaluations	\$2,027.50	\$17,297.29	\$12,125.00	\$4,100.00	\$4,200.00
53216	Tutoring Services	\$20,960.00	\$20,197.50	\$5,058.26	\$12,500.00	\$9,000.00
53220	Other Purchased Professional Education Services	\$485,501.08	\$80,398.46	\$125,842.04	\$138,000.00	\$148,000.00
53221	Virtual Classrooms	\$320.00	\$0.00	\$3,555.00	\$1,500.00	\$1,550.00
53222	Web-Based Instructional Programs	\$156,640.48	\$142,150.03	\$181,739.56	\$226,384.00	\$325,542.00
53223	Instructional Teachers	\$0.00	\$37,680.00	\$0.00	\$0.00	\$0.00
53224	Personal-Care Attendants (previously in 53220)	\$0.00	\$525,234.31	\$530,328.59	\$646,500.00	\$648,500.00
53301	Professional Development & Training Services	\$28,968.40	\$24,845.09	\$26,018.99	\$63,620.00	\$61,225.00
53303	Conferences/Workshops	\$10,823.00	\$18,488.68	\$13,908.79	\$42,100.00	\$43,100.00
53401	Auditing Services	\$24,807.00	\$26,100.00	\$75,358.95	\$36,500.00	\$38,500.00
53402	Legal Services	\$139,164.31	\$210,190.32	\$280,939.49	\$190,000.00	\$295,000.00
53406	Other Services	\$72,956.33	\$66,873.65	\$59,999.08	\$122,180.00	\$87,780.00
53410	Police and Fire Details	\$1,350.00	\$1,080.00	\$3,420.00	\$0.00	\$3,000.00
53411	Physicians	\$2,000.00	\$2,000.00	\$2,500.00	\$2,500.00	\$2,500.00
53412	Dentists	\$0.00	\$3,000.00	\$3,150.00	\$3,000.00	\$3,150.00

Object Code	Object Description	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Budget Request
53414	Medicaid Claims Provider	\$9,861.77	\$16,228.57	\$14,761.84	\$18,500.00	\$20,000.00
53416	Officials/Referees	\$27,395.00	\$26,777.00	\$39,734.74	\$61,000.00	\$61,000.00
53417	Contracted Nursing Services	\$112,163.38	\$237,735.72	\$324,459.71	\$347,500.00	\$357,000.00
53502	Other Technology Services	\$141,573.80	\$245,799.63	\$177,683.68	\$267,971.00	\$285,440.00
53503	Testing	\$4,204.14	\$6,085.21	\$5,409.96	\$8,676.00	\$12,594.00
53705	Shipping & Postage	\$6,545.37	\$7,342.79	\$6,629.28	\$8,534.00	\$8,300.00
53706	Catering/Food Reimbursement	\$0.00	\$402.05	\$852.68	\$1,200.00	\$3,000.00
TOTAL PURCHASED SERVICES		\$1,797,646.61	\$2,176,830.90	\$2,330,401.87	\$2,554,000.00	\$2,893,671.00
PURCHASED PROPERTY SERVICES						
54201	Rubbish Disposal Services	\$600.00	\$941.00	\$4,495.20	\$1,600.00	\$85,182.00
54202	Snow Plowing Services	\$750.00	\$0.00	\$0.00	\$1,000.00	\$0.00
54203	Custodial Services	\$485,948.40	\$0.00	\$0.00	\$0.00	\$0.00
54204	Groundskeeping Services	\$5,762.49	\$16,000.92	\$15,750.00	\$35,000.00	\$33,000.00
54205	Rodent & Pest Control Services	\$6,882.00	\$7,536.00	\$7,196.03	\$8,200.00	\$8,200.00
54206	Cleaning Services	\$16,560.89	\$18,522.58	\$15,548.35	\$23,400.00	\$23,400.00
54310	Maintenance & Repairs - Non-Technology	\$0.00	\$235.14	\$1,690.96	\$3,690.00	\$3,990.00
54311	Maintenance & Repairs - Fixtures and Equipment	\$46,027.66	\$91,952.65	\$76,507.54	\$119,492.00	\$197,992.00
54312	Maintenance & Repairs - General	\$18,860.25	\$37,913.48	\$51,383.00	\$60,500.00	\$60,500.00
54313	Maintenance & Repairs - Non-Student Transp Vehicles	\$1,619.27	\$2,944.91	\$2,226.08	\$6,000.00	\$6,000.00
54320	Maintenance: Tech Hardware	\$44,885.00	\$34,861.15	\$13,663.45	\$58,620.00	\$35,000.00
54321	Maintenance & Repairs - Electrical	\$0.00	\$24,968.08	\$37,833.90	\$40,000.00	\$35,000.00
54322	Maintenance & Repairs - HVAC	\$197,541.34	\$175,988.29	\$253,797.92	\$220,000.00	\$236,000.00
54323	Maintenance & Repairs - Glass	\$0.00	\$1,935.00	\$3,919.00	\$1,600.00	\$1,600.00
54324	Maintenance & Repairs - Plumbing	\$11,939.90	\$52,699.60	\$59,694.68	\$50,000.00	\$61,450.00
54402	Water Usage	\$62,661.88	\$50,883.08	\$55,277.15	\$66,500.00	\$66,500.00
54403	Telephone	\$25,033.70	\$24,044.26	\$23,597.85	\$20,000.00	\$20,000.00
54405	Sewage/Cesspool Usage	\$74,170.96	\$67,557.54	\$91,987.44	\$71,000.00	\$123,700.00
54406	Wireless Communication	\$14,308.65	\$11,594.60	\$9,384.33	\$16,200.00	\$16,200.00
54407	Internet Connectivity	\$9,058.89	\$8,491.50	\$10,843.62	\$13,300.00	\$13,300.00
54601	Renting Land and Buildings	\$24,108.00	\$29,868.00	\$31,068.00	\$31,500.00	\$36,800.00
54602	Rental of Equipment and Vehicles	\$165,206.36	\$146,341.48	\$83,008.00	\$65,500.00	\$141,788.00
54604	Graduation Rentals	\$4,329.70	\$11,885.29	\$14,600.00	\$16,000.00	\$16,800.00
54605	Ice Rink Rental	\$15,560.00	\$23,540.00	\$14,095.00	\$31,000.00	\$28,000.00
54606	Pool Rental	\$5,490.00	\$6,075.00	\$6,210.00	\$9,000.00	\$9,000.00
54902	Alarm and Fire Safety Services	\$47,860.66	\$50,987.35	\$61,986.14	\$78,500.00	\$0.00
54903	Moving & Rigging Services	\$0.00	\$10,615.00	\$0.00	\$0.00	\$0.00
54904	Vehicle Registration - Non-Student Transp Vehicles	\$160.50	\$0.00	\$13.00	\$200.00	\$200.00
TOTAL PURCHASED PROPERTY SERVICES		\$1,285,326.50	\$908,381.90	\$945,776.64	\$1,047,802.00	\$1,259,602.00
OTHER PURCHASED SERVICES						
55111	Transportation	\$1,878,284.62	\$2,260,160.80	\$2,205,562.52	\$2,340,049.00	\$2,689,415.00
55201	Property/Liability Insurance	\$198,693.00	\$211,530.00	\$229,923.00	\$242,880.00	\$259,800.00
55204	Student Accident Insurance	\$0.00	\$800.00	\$800.00	\$800.00	\$800.00
55401	Advertising Costs	\$4,909.84	\$9.13	\$1,079.05	\$1,500.00	\$1,200.00
55501	Printing	\$2,782.54	\$4,379.16	\$4,325.30	\$5,610.00	\$6,545.00
55503	Document Copying	\$64,657.21	\$69,879.46	\$74,733.89	\$90,600.00	\$0.00
55610	Tuition to Career and Technical Schools	\$203,655.88	\$296,407.10	\$343,412.38	\$334,789.00	\$416,000.00
55630	Tuition to Private Sources	\$1,120,552.01	\$1,063,675.35	\$901,436.40	\$1,285,000.00	\$1,356,570.00
55640	Tuition to Education Services within the state	\$61,500.00	\$59,562.50	\$36,225.00	\$46,000.00	\$90,000.00
55660	Tuition to Charter Schools	\$206,624.00	\$146,812.50	\$167,408.50	\$138,290.00	\$155,100.00
55690	Tuition - Other (Dual Enrollment Program)	\$9,808.45	\$21,310.00	\$9,523.89	\$10,000.00	\$35,000.00
55803	Employee Travel - Non-Teachers	\$2,876.83	\$2,269.76	\$5,647.90	\$10,700.00	\$10,550.00
55807	Student Travel	\$0.00	\$2,997.81	\$0.00	\$0.00	\$0.00
55809	Employee Travel - Teachers	\$1,515.47	\$2,723.30	\$3,535.77	\$5,760.00	\$5,760.00
55810	Travel Other	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00
TOTAL OTHER PURCHASED SERVICES		\$3,755,859.85	\$4,142,516.87	\$3,983,613.60	\$4,512,978.00	\$5,027,740.00
SUPPLIES						
56101	Gen Supplies / Materials	\$263,759.93	\$228,195.89	\$192,986.90	\$456,799.00	\$226,050.00
56112	Uniform Supplies	\$14,361.99	\$10,409.69	\$8,928.62	\$9,150.00	\$10,250.00
56113	Graduation Supplies	\$16,218.80	\$7,435.85	\$10,380.34	\$13,500.00	\$13,500.00
56115	Medical Supplies	\$9,842.87	\$12,202.77	\$13,304.46	\$15,550.00	\$17,302.00
56116	Athletic Supplies (incl Uniforms)	\$20,625.18	\$14,851.94	\$14,176.74	\$18,000.00	\$18,000.00
56117	Honors/Award Supplies	\$3,248.74	\$2,277.02	\$2,661.98	\$3,000.00	\$3,000.00
56201	Natural Gas	\$255,660.91	\$234,374.12	\$390,737.10	\$372,000.00	\$382,000.00
56202	Gasoline	\$265.21	\$356.73	\$0.00	\$2,000.00	\$2,000.00
56203	Diesel Fuel	\$3,440.19	\$9,879.23	\$6,477.28	\$10,000.00	\$10,000.00
56204	Propane	\$0.00	\$0.00	\$125.73	\$500.00	\$500.00
56211	Other Supplies	\$328,729.93	\$51,883.97	\$10,925.83	\$38,000.00	\$38,000.00
56214	Paint	\$49.46	\$0.00	\$3,546.82	\$1,800.00	\$5,000.00
56215	Electricity	\$426,033.04	\$409,591.43	\$428,712.78	\$295,500.00	\$295,500.00
56216	Lumber Supplies	\$7,074.66	\$11,329.70	\$9,452.14	\$16,000.00	\$13,000.00
56217	Plumbing and Heating Supplies	\$2,777.53	\$1,366.27	\$3,433.20	\$8,000.00	\$6,000.00
56218	Electrical Supplies	\$1,070.73	\$2,207.35	\$1,096.68	\$6,000.00	\$5,800.00
56219	Custodial Supplies	\$66,857.30	\$160,625.81	\$170,741.25	\$175,000.00	\$175,000.00
56220	Materials for Snow & Ice Removal	\$4,449.60	\$3,725.15	\$1,639.16	\$9,500.00	\$5,000.00
56221	Lamps & Lights	\$0.00	\$1,330.06	\$68.67	\$2,000.00	\$2,000.00
56401	Textbooks	\$35,969.65	\$105,682.81	\$269,378.32	\$95,410.00	\$307,160.00
56402	Library Books	\$12,885.89	\$15,939.14	\$14,698.92	\$16,120.00	\$18,290.00
56403	Reference Books	\$0.00	\$5,563.76	\$0.00	\$200.00	\$200.00
56404	Subscriptions/Periodicals	\$16,947.69	\$15,252.12	\$11,806.87	\$81,331.50	\$10,878.00
56406	Textbooks - Non-Public	\$1,627.60	\$3,127.86	\$1,820.26	\$2,200.00	\$5,000.00
56407	Library Web Based Software	\$0.00	\$11,795.04	\$11,205.21	\$2,400.00	\$9,500.00

Object Code	Object Description	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Budget Request
56501	Technology Supplies	\$23,340.51	\$40,067.56	\$42,996.01	\$41,845.00	\$32,625.00
TOTAL SUPPLIES		\$1,515,237.41	\$1,359,471.27	\$1,621,301.27	\$1,691,805.50	\$1,611,555.00
PROPERTY						
57201	Building Purchase	\$0.00	\$0.00	\$0.00	\$0.00	\$48,000.00
57202	Building Improvements	\$8,382.19	\$78,261.27	\$45,592.78	\$25,000.00	\$492,117.00
57305	Equipment	\$56,729.97	\$75,913.28	\$80,954.93	\$107,164.00	\$105,799.00
57306	Furniture & Fixtures	\$14,116.58	\$32,126.66	\$65,285.76	\$16,830.00	\$25,221.00
57309	Technology - Hardware	\$169,417.86	\$164,966.96	\$250,344.19	\$138,870.00	\$135,210.00
57311	Technology - Software	\$24,878.91	\$49,368.21	\$49,648.81	\$23,000.00	\$60,600.00
TOTAL PROPERTY		\$273,525.51	\$400,636.38	\$491,826.47	\$310,864.00	\$866,947.00
DEBT SERVICE AND MISCELLANEOUS						
58101	Professional Organization Fees	\$1,208.00	\$23,628.00	\$24,997.00	\$27,663.50	\$25,134.00
58102	Other Dues and Fees	\$39,555.23	\$39,381.51	\$49,155.57	\$82,957.00	\$93,252.00
58206	Claims and Settlements	\$0.00	\$310,000.00	\$45,000.00	\$0.00	\$95,000.00
TOTAL DEBT SERVICE AND MISCELLANEOUS		\$40,763.23	\$373,009.51	\$119,152.57	\$110,620.50	\$213,386.00
TOTAL EXPENDITURES		\$40,800,878.28	\$43,349,208.87	\$44,634,220.70	\$47,430,060.00	\$50,324,966.00

School Operating Fund	2021-2022 Actual	FY23 Actual	FY24 Adopted	2024-2025 Proposed	Increase Over Prior Year
Full Time FTE	0	372	372	375	3.00
Student Enrollments	0	2,556	2,556	2,535	(21.00)
Salaries	\$25,304,129	\$26,086,691	\$27,539,239	\$28,604,441	\$2,517,750
Benefits	8,684,233	9,055,457	9,662,751	9,847,624	792,167
Subtotal Personnel Expenditures	\$33,988,362	\$35,142,148	\$37,201,990	\$38,452,065	\$3,309,917
Services	\$7,227,730	\$7,259,792	\$8,114,780	\$9,181,013	\$1,921,221
Commodities	1,359,471	1,621,301	1,691,806	1,611,555	(9,746)
Capital Outlay	400,636	491,826	310,864	866,947	375,121
Misc Fees	373,010	119,153	110,621	213,386	94,233
Town Managers Reduction					
Subtotal Operating Expenditures	\$9,360,847	\$9,492,072	\$10,228,070	\$11,872,901	\$2,286,595
Total Expenditures	\$43,349,209	\$44,634,221	\$47,430,060	\$50,324,966	\$5,690,745





EAST GREENWICH MUNICIPAL BUDGET TEAM



Andrew E. Nota
Town Manager - CAO

A municipal veteran with 33 years of RI municipal service, serving four Towns, East Greenwich for 5-years, boasting leadership roles with the RI League of Cities and Towns, RI Interlocal Risk Management Trust, Employee Retirement System of RI, along with several decades of expertise in municipal budgeting.

Rose Emilio
Administrative Services Manager

A complement to the municipal team for 4 years, with expertise in health and human resources, collective bargaining negotiations, municipal policy research and analysis and development of the town's municipal budget.

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Council President Mark Schwager
Vice President Michael Donegan
Councilwoman Caryn Corenthall
Councilwoman Renu Engelhart
Councilman Michael Zarrella

2025 Budget Process & Timeline

01

Long Term Capital Investment Plan

- Six-Year Capital Plan formulation
- Focus on needs to address immediate health & safety to include roads, drainage, parks, etc



02

Department Budgets

- Department heads prepare & submit requests January/February
- Finance Director completes personnel budgets



03

Management Team Review

- Budgets due to Town Manager March
- Advertise to Public (March 15)
- School Committee to hold Public Hearing (April 1st)
- School Committee Budget due to Town Manager (April 15th)



04

Council Review & Public Presentation

- Town Manager submits budget to Town Council (May 1st)
- Public Hearing on Town Budget (May 15th)
- Final Adoption (June 10th)



2025 HIGHLIGHTS



4 Year Surpluses

Surplus was replenished by \$2.196M since 2019 for East Greenwich.

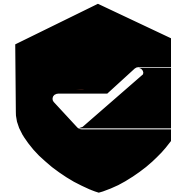
Contributing factors included savings from vacant positions, excess tax collections, permits & fees and meals & beverage taxes exceeding expectations



Capital Accomplishments

Increased PayGo from \$100,000 to \$850,000 since 2019; goal is to budget \$1.5M annually for road paying and capital equipment maintenance.

Various drainage improvements, park enhancements, and new Public Works and public safety equipment purchases.



Strong Collections

Tax collections stood at 98.27% in 2023, one of the highest rates in recent history. Goal is to maintain 98% or greater.

Substantial progress made in Rescue Billing, meals & beverage, building permit revenues exceeding revenue expectations as well as investment income.



Public Safety Investments

Continued investment in portable radios, CAD dispatch system upgrades and infrastructure enhancements.

Continued investment in police and fire capital equipment to ensure safety



Police Department

- In 2023 the police department responded to 22,380 calls
- Currently staffed is 16 patrol officers, 3 Lts. and 3 Sgts.
- In total, the department has 42 employees.



Fire Department

- 36 fire service personnel staffing 4 shifts out of a total of 40 personnel.
- In 2023 the fire department responded to 5,328 runs.
- In 2023 the Fire Marshal responded to 458 calls and conducted 110 additional plan approvals.



Department of Public Works

- Transfer Station: **450** annual passes and **150** one-time passes distributed annually. Average visitors are **1800** per year with an average of **150** on a Saturday.
- In 2023 Highway responded to 144 call tickets and in 2024 to date they have responded to 169 call tickets.
- 4-million-dollar Road Bond: anticipated 12.5 miles and completed 4 miles this year.
- Received \$400,000 for sidewalks repair which is be scheduled to be worked on.



- Construction permits issued in 2023 which includes building, electrical, mechanical, plumbing: **1,861**
- Engineering permits issued in 2023 which includes soil erosion, right of way, sewer connection/wastewater discharge application: **150**



Recreation: Summer Camps- Vacation weeks- After School- Adult Programs

- Added a 3rd Playground Campsite at Hanaford School which sold out all 6 weeks of camp in 2023
- Increased from 140 campers to 165 campers due to increased demand. Despite the increase, most weeks at all 3 camps had a lengthy waitlist.
- Added additional morning camps, and increased capacity for afternoon field trips from 30 to 45 (due to increased demand)
- 2023-2024: Steady growth in many of our afterschool activities including LEGO programs, Art classes, and Chess programs.
- FY 2023 we had 1,683 participants in 74 adult programs and FY 24 it increased to 2,039 and 87 programs.



East Greenwich Library- 6,439 Registered Borrowers and 54,900 Library Visits in 2023

- Number of programs are up 33% and attendance at the programs increased 5.6%
- Computer usage up 10%
- Wireless usage up 2.5%, Outdoor wireless usage up 27.3%
- Museum pass usage up 87% and Hoopla usage up 22%

Town of East Greenwich Budget Document

2024-2025

Sections 1-2

Town Manager develops section 1 and 2:

Introduction, Organizational Chart, Municipal Budget Program, East Greenwich at A Glance, School Department, Town Council Priorities & Goals, Budget Message and Future Considerations.

Section 3

Finance Director develops section 3:

Government Structure, Budgetary Process, Town Charter, Fund Structure, General Revenue, All Budgeted Funds, General Fund Expenditures, All Budgeted Expenditures, All Budgeted Funds Expenditures, All budgeted Funds Summaries, Capital Improvement, Full Time Employee Summary.

Sections 4-10

Administrative Services Manager develops sections 4 through 10:

Each department's budget, which includes their mission, functions, goals & objectives, expenditure charts and statements.

Highlights

Town Manager – Added position for a Purchasing Agent
Planning – Added position for a Resiliency Planner (1/2 year funded)
Police and Fire- Dispatch System Upgrades
Information Technology- Continue upgrading infrastructure

Municipal Budget Multi-Year Snapshot

\$27.07M Total Budget (\$18.09M tax-supported & \$8.98M from revenues)

Expenditures

	<u>2023 Actuals</u>	<u>2024 Estimated</u>	<u>2025 Budget</u>
Salaries	\$ 12,101,639 - 49.41%	\$ 12,357,265 – 48.73%	\$ 13,269,307 – 49.01%
Benefits	\$ 6,373,679 - 26.02%	\$ 6,792,163 – 26.79%	\$ 7,223,326 – 26.68%
Services	\$ 2,790,486 – 11.39%	\$ 3,157,204 – 12.45%	\$ 3,377,831 – 12.48%
Materials/Supplies	\$ 1,002,874 – 4.09%	\$ 1,082,287 – 4.27%	\$ 1,243,015 – 4.59%
Capital Outlay	\$ 1,076,157 – 4.39%	\$ 1,202,296 – 4.74%	\$ 1,274,000 – 4.71%
Other Misc. Expenses	\$ 485,771 – 0.13%	\$ 551,521 – 2.18%	\$ 563,265 – 2.08%
Transfers To Capital	\$ 630,000 – 2.57%	\$ 0	\$ 0
Total	\$ 24,493,978	\$ 25,357,090	\$ 27,073,044

Revenues

	<u>2023 Actuals</u>	<u>2024 Estimated</u>	<u>2025 Budget</u>
Tax Levy	\$ 16,062,853	\$ 17,537,936	\$ 18,095,193
Other Revenue Sources	\$ 9,047,367	\$ 9,489,941	\$ 8,977,851
Total	\$ 25,100,220	\$ 27,027,877	\$ 27,073,044

TOWN OF EAST GREENWICH



Proposed FY 2024-2025 Town Budget Program

Andrew E. Nota, Town Manager



EAST GREENWICH
MUNICIPAL BUDGET TEAM



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Town Manager - CAO

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Council President	Mark Schwager
Vice President	Michael Donegan
Councilwoman	Caryn Corenthall
Councilwoman	Renu Engelhart
Councilman	Michael Zarrella

TOPIC SCHEDULE

- Budget Impacts
- Tax Levy/Tax Dollars
 - General Fund
 - School District
 - Debt Service
 - EG Public Library
- Revenue & Expenditure Overview
- Tax Impact

BUDGET STRUCTURE ADJUSTMENTS

- 1) Expenditures indicated by department area to transparently reflect cost centers;
 - a) Repositioning of other Contractual Costs (ongoing);
 - b) FY22- FY25 Working toward all Town/School operational costs reflected in appropriate municipal budget accounts;
 - a) Remaining: Community Services(Parks), Police(SRO), DPW, Substance Use/Mental Health: Est. \$500,000+/-.
 - b) Addressed most Technology/Finance, Fleet Parts, and Solid Waste.
 - c) FY 2024 - Established **Substance Abuse Prevention and Mental Health Services department.**
- 2) **Established Debt Service Fund** – Removed debt expenses from General Fund and now allows for clear tracking of General Fund and School Operating Programs.

SUMMARY OF MAJOR BUDGET IMPACTS

- **Proposed Tax Levy Impact:** Approximately 4.00% or an increase of \$2,489,890.
- **Proposed Tax Rates:**
 - Residential Property: \$15.00 (decrease from \$21.85 or (31.36%))
 - Commercial Property: \$25.00 (increase from \$24.93 or (0.28%))
 - Personal Property Tax: \$45.50 (level funded from 2024)
- **Tax Levy Funded Programs:** \$63,477,422
 - School Department:** TM proposed transfer \$41,246,446, a \$1,523,011 inc. or 3.83%
 - General Fund:** \$18,095,193, a \$786,527 increase or 4.54%
 - Debt Service:** \$3,546,649, a \$167,914 increase or 4.97%
 - Library:** \$589,134, a \$25,839 increase or 4.59%

SUMMARY of MAJOR BUDGET IMPACTS

All Budgeted Fund Expenditures: \$87,381,148

(Increase of \$3,720,928 or 4.45% over FY 2024)

Expenditures:

- **General Fund**: **\$27,073,0447** (without debt) increase of 4.81%. Original Dept. request \$28,474,978 or 10.23% increase, (*reduced by \$1,401,934*)
- **Debt Service**: **\$5,395,791**, increase of 1.78% or \$94,442.
- **Library** : **\$589,134**, an increase of 4.59% or \$25,839 over the FY 2024 appropriation.
- **School**: Total Requested \$50,324,966 (requested \$2,894,906 or 6.10% inc.)
 - TM - reduced transfer by (\$617,330) lowered total program to **\$49,707,636** resulting in a district increase of **\$2,277,576** or **4.80%** in district program.
- **Levy Transfer EGSD Proposed = FY24: \$39,723,435**
Town Manager's Proposed Budget to reduce (\$617,330)
FY25: **\$41,246,446; 3.83% or \$1,523,011.**

Levy/Tax Dollars Detail

Proposed Net Levy: \$64,746,970 - FY25
Net Levy Increase: \$ 2,490,040 - FY25
Levy Increase : 4.00% FY25, (FY24: 3.96%)

Proposed Tax Rates: Residential \$15.00 decrease \$6.85
Commercial \$25.00 increase \$0.07
PPT \$45.50 level funded

Tax Dollars:

School Transfer (TM): Inc. \$1,523,011 / 3.83 %
General Fund: Inc. \$786,527 / 4.54 %
Debt Service Fund: Inc. \$167,914 / 4.97%
Library: Inc. \$25,839 / 4.59%

Summary of Major Budget Impacts

Town Employment and Contractual Obligations and Challenges:

- Year 3 of contractual obligations;
- Salaries: Proposed increase of \$665,600 or 5.29% and 49.01% of total budget;
- Benefits: Proposed increase of \$310,394 or 4.49% and 26.68% of total budget;
 - Union: Entering 3rd year of three-year CBA for all bargaining groups.
 - FTE: Two new positions proposed in FY25 (remain with 151.50 FT positions)
 - Purchasing/Risk management
 - Resiliency Planner
 - Continuing to evaluate needs in Parks and Highway operators/laborers, Human Services, Public Safety/Fire/EMS study 2023.

School Contractual Obligations:

- 76.4% of expenses as proposed by EGSD represent personnel and benefits;
- FTE 5.4 positions proposed in FY25 (2) Math Specialists, (1) HS Guidance Counselors, (2) Paraprofessionals, (2) RBT Certified Paras., (.40) Facilities Clerk at cost of \$583,910; Total unbudgeted positions (5) estimated at \$585,032;
- State Unrestricted Education Aid: Inc. of \$762,216 or proposed total aid of \$6,731,190;
- Avg. 5-yr. Total Budget Increase \$2,018,485 (Low \$1.59 mil/High \$2.54 mil.);
- Avg. 5-yr. Tax Transfer \$977,777 (Low \$643,774/High \$1,523,011);
- Supplemental Grants: Esser II, Esser III, Idea-Pt B and IDEA PK, Rethink: \$ TBD;
- Federal Grants: Title I, II, IV IDEA B, IDEA PreSchool: \$ TBD .

Town Unassigned Reserve: Use ARPA Federal Funding thru Dec, 31. 2026, systematically build reserve to address capital needs. lessen debt obligation and smooth tax burden.

COMBINED STATEMENT OF SOURCES & USES

	General	School	Debt Service	Wastewater	EG Library	Total
Revenues & Other Financing Sources:						
General Property Taxes	\$19,947,763	\$41,246,446	\$3,546,649		\$589,134	\$65,329,992
User Fees				4,537,043		4,537,043
State Aid	3,598,051	6,731,190	1,286,731			11,615,972
Federal Aid	-	385,000	559,910			944,910
Licenses/Fees/Rents	857,350	125,000				982,350
Revenues from Investments	525,000	8,000	2,500			535,500
Departmental Revenue/Fines/Charges	1,615,430			20,000		1,635,430
Transfers In		40,000				40,000
Miscellaneous	29,450	330,000	-	8,500		367,950
Fund Balance Applied	500,000	842,000		50,000		1,392,000
Total Revenues	\$ 27,073,044	\$ 49,707,636	\$ 5,395,790	\$ 4,615,543	\$ 589,134	\$ 87,381,147
Expenditures & Other Financing Sources:						
General government	\$1,338,232					\$1,338,232
General services	2,786,073					2,786,073
Police Department	6,888,015					6,888,015
Public works	4,290,537			2,182,209		6,472,746
Community Resources and Parks	1,437,767					1,437,767
Fire Department	8,639,155					8,639,155
Non-departmental	693,265					693,265
Education		49,458,019				49,458,019
Debt Service			\$5,395,790	1,853,334		7,249,124
Public libraries					589,134	589,134
Capital Expenditures	1,000,000	866,947		580,000		2,446,947
Total Expenditures	\$ 27,073,044	\$ 50,324,966	\$ 5,395,790	\$ 4,615,543	\$ 589,134	\$ 87,998,477
Excess (Deficiency) of Revenues Over Expenditures	\$0	(\$617,330)	\$0	\$0	\$0	(\$617,330)

Property Tax History and Impact

Property Tax Rate History							FY20-25	
	Adopted FY2019-20	Adopted FY2020-21	Adopted FY2021-22	Adopted FY2022-23	Adopted FY2023-24	Proposed FY2023-24	Rate Inc./ (Dec.)	Avg. Rate
Residential Rate	\$23.21	\$23.43	\$21.01	\$21.42	\$21.85	\$15.00	(\$8.21)	\$20.99
		0.95%	-10.33%	1.95%	2.01%	-31.35%		
Commercial Rate	\$23.44	\$23.90	\$23.25	\$24.16	\$24.93	\$25.50	\$2.06	\$24.20
		1.96%	-2.72%	3.91%	3.19%	2.29%		
PPT	\$23.44	\$29.25	\$28.75	\$31.77	\$45.50	\$45.50	\$22.06	\$34.04
		24.79%	-1.71%	10.50%	43.22%	0.00%		

	Actual FY 2023-2024 Tax Levy	Maximum FY 2024-2025 Tax Levy	Proposed FY 2024-2025 Tax Levy	Amount (Below) Statutory Tax Cap
Compliance with State Property Tax Cap				
Residential real estate	\$48,786,950	\$48,516,398	\$48,516,398	\$0
Commercial real estate	\$9,750,250	\$11,432,109	\$11,432,109	\$0
Personal Property	\$3,719,729	\$4,798,314	\$4,798,314	\$0
Net Levy	\$62,256,929	\$64,746,821	\$64,746,821	\$0
Increase in Levy	\$2,371,737	\$2,489,892	\$2,489,892	\$0
Percent Increase	3.96%	4.00%	4.00%	0.00%
Residential Property Tax Rate	\$21.85	\$15.00	\$15.00	\$0.00

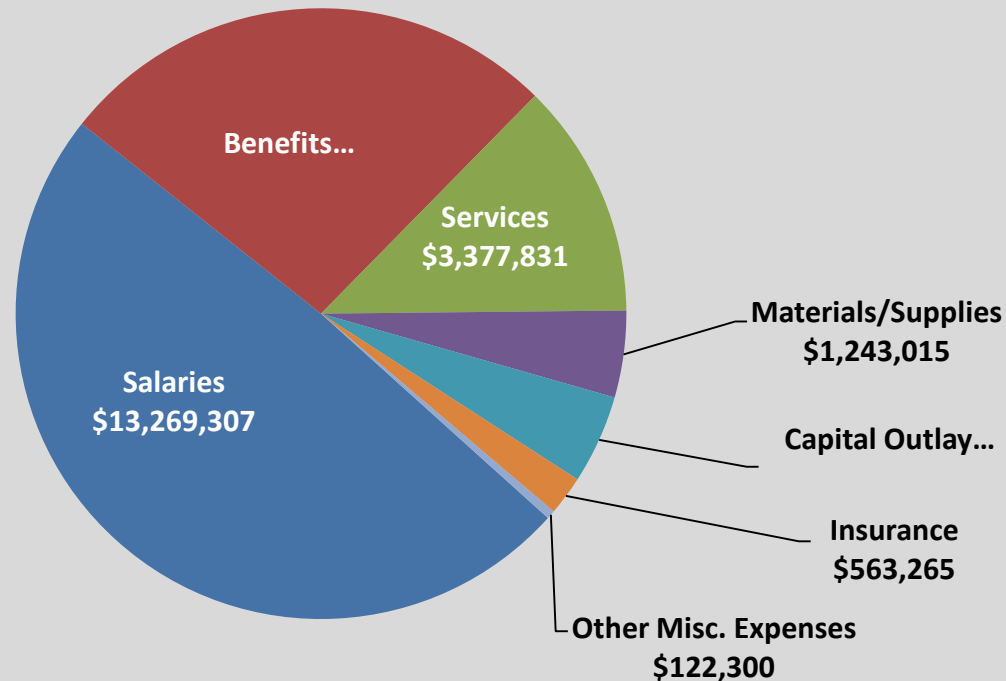
FY 2025 Detail by Area of Service – General Fund

Function	Description Area of Service	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Department Request FY 2024-2025	Proposed FY 2024-2025
14020	Town Manager	\$415,057	\$426,823	\$425,902	\$537,063	\$540,334
14030	Town Clerk	413,781	418,310	430,912	432,228	432,228
14040	Legal Services	285,399	294,000	259,589	302,670	302,670
14045	Municipal Court	16,000	16,000	16,000	17,000	17,000
14050	Probate Court	10,000	10,000	10,000	10,000	10,000
14110	Board of Canvassers	27,827	28,750	27,665	36,000	36,000
Subtotal	GENERAL GOVERNMENT	\$1,168,065	\$1,193,883	\$1,170,068	\$1,334,961	\$1,338,232
14210	Finance Department	\$836,643	\$885,625	\$845,396	\$885,320	\$885,320
14215	Information Technology	748,871	847,711	929,532	938,596	911,096
14420	Town Hall Operations	108,304	72,500	71,030	74,900	74,900
14610	Planning Department	323,968	349,825	323,711	385,513	439,050
14810	Senior & Human Services	409,842	304,926	290,976	344,086	338,586
14820	Substance Abuse/Mental Health Co	0	128,748	121,745	132,121	137,121
Subtotal	GENERAL SERVICES	\$2,427,629	\$2,589,335	\$2,582,390	\$2,760,536	\$2,786,073
14320	Police Department	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
Subtotal	POLICE DEPARTMENT	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
14451	Public Works	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
Subtotal	PUBLIC WORKS	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
14225	Community Resources and Parks	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
Subtotal	COMMUNITY RESOURCES & PARI	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
14910	Fire Department	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
Subtotal	FIRE DEPARTMENT	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
14070	Insurance & Claims	485,771	517,500	551,521	563,265	563,265
14080	Contingency Fund	8,915	314,171	195,000	100,000	100,000
15010	Contributions to Outside Agencies	25,000	30,000	30,000	30,000	30,000
Subtotal	NON-DEPARTMENTALS	\$519,686	\$861,671	\$776,521	\$693,265	\$693,265
17010	Capital Outlay	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Subtotal	CAPITAL OUTLAY	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Total GENERAL FUND OPERATIONS		\$24,493,978	\$25,831,598	\$25,357,090	\$28,474,978	\$27,073,044

EXPENDITURES BY USE TYPE

FY 2024-2025 General Fund Expenditures by Use Type

Expenditure by Use Type	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	% of Total Budget
Salaries	\$12,101,639	12,603,707	\$12,357,265	\$13,269,307	49.01%
Benefits	6,373,679	6,912,932	6,792,163	7,223,326	26.68%
Services	2,790,486	3,210,326	3,157,204	3,377,831	12.48%
Materials/Supplies	1,002,874	1,137,212	1,082,287	1,243,015	4.59%
Capital Outlay	1,076,157	1,115,500	1,202,296	1,274,000	4.71%
Insurance	485,771	517,500	551,521	563,265	2.08%
Other Misc. Expenses	33,370	334,421	214,354	122,300	0.45%
Transfers to Capital Reserves	630,000	0	0	0	0.00%
Total General Fund Expenditures	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044	100.00%

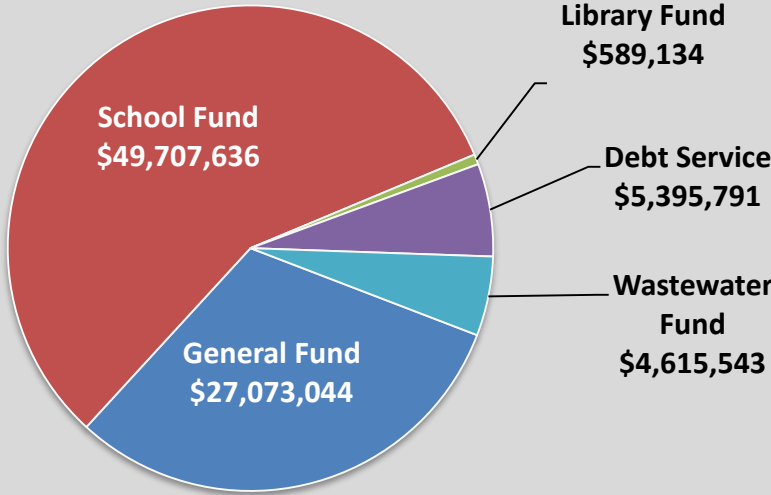


FY 2024-2025 ALL BUDGETED FUND EXPENDITURES

Fund Type	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	% of Total Budget
General Fund					
General Government	\$1,168,065	\$1,193,883	\$1,170,068	\$1,338,232	4.94%
General Services	2,427,629	2,589,335	2,582,390	2,786,073	10.29%
Public Safety	6,470,616	6,628,161	6,477,726	6,888,015	25.44%
Public Works	3,876,348	4,085,450	4,036,250	4,290,537	15.85%
Community Resources & Park	1,275,536	1,361,376	1,327,320	1,437,767	5.31%
Fire Department	7,906,098	8,261,722	8,136,815	8,639,155	31.91%
Non-Departmentals	519,686	861,671	776,521	693,265	2.56%
Capital Outlay	850,000	850,000	850,000	1,000,000	3.69%
Subtotal General Fund	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044	100.00%
Debt Service Fund					
Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	100.00%
Subtotal Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	100.00%
Wastewater Fund					
Wastewater Fund	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	100.00%
Subtotal Wastewater Fund	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543	100.00%
School Operating Budget					
School Operating Budget	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636	100.00%
Subtotal School Operating Budget	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636	100.00%
Library Services Fund					
Library Services Fund	\$546,645	\$563,295	\$563,295	\$589,134	100.00%
Subtotal Enterprise Funds	\$546,645	\$563,295	\$563,295	\$589,134	100.00%
GRAND TOTAL ALL BUDGETED FUNDS	\$78,872,622	\$83,660,220	\$83,203,811	\$87,381,148	

EXPENDITURE SUMMARY BY FUND TYPE

FY2024-2025 Proposed Expenditures: All 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.

Revenue By Fund	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
General Fund (0001)	\$25,110,220	\$25,831,598	\$27,027,877	\$27,073,044
School Fund (1000)	45,085,851	47,202,998	47,620,026	49,710,636
Debt Service Fund (0400)	5,195,791	5,301,349	5,316,099	5,395,791
Wastewater Fund (0700)	4,592,497	4,533,918	4,538,575	4,615,543
Total Revenue By Fund	\$79,984,358	\$82,869,863	\$84,502,577	\$86,795,014

Expenditures By Fund	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
General Fund (0001)	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044
School Fund (1000)	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636
Debt Service Fund (0400)	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791
Wastewater Fund (0700)	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543
Total Expenditures By Fund	\$78,325,977	\$83,096,925	\$82,640,516	\$86,792,014

EXPENDITURES BY AREA OF SERVICE - DETAIL

Function	Description Area of Service	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Department Request FY 2024-2025	Proposed FY 2024-2025
14020	Town Manager	\$415,057	\$426,823	\$425,902	\$537,063	\$540,334
14030	Town Clerk	413,781	418,310	430,912	432,228	432,228
14040	Legal Services	285,399	294,000	259,589	302,670	302,670
14045	Municipal Court	16,000	16,000	16,000	17,000	17,000
14050	Probate Court	10,000	10,000	10,000	10,000	10,000
14110	Board of Canvassers	27,827	28,750	27,665	36,000	36,000
Subtotal	GENERAL GOVERNMENT	\$1,168,065	\$1,193,883	\$1,170,068	\$1,334,961	\$1,338,232
14210	Finance Department	\$836,643	\$885,625	\$845,396	\$885,320	\$885,320
14215	Information Technology	748,871	847,711	929,532	938,596	911,096
14420	Town Hall Operations	108,304	72,500	71,030	74,900	74,900
14610	Planning Department	323,968	349,825	323,711	385,513	439,050
14810	Senior & Human Services	409,842	304,926	290,976	344,086	338,586
14820	Substance Abuse/Mental Health Co	0	128,748	121,745	132,121	137,121
Subtotal	GENERAL SERVICES	\$2,427,629	\$2,589,335	\$2,582,390	\$2,760,536	\$2,786,073
14320	Police Department	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
Subtotal	POLICE DEPARTMENT	\$6,470,616	\$6,628,161	\$6,477,726	\$6,940,592	\$6,888,015
14451	Public Works	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
Subtotal	PUBLIC WORKS	\$3,876,348	\$4,085,450	\$4,036,250	\$4,370,373	\$4,290,537
14225	Community Resources and Parks	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
Subtotal	COMMUNITY RESOURCES & PARKS	\$1,275,536	\$1,361,376	\$1,327,320	\$1,436,985	\$1,437,767
14910	Fire Department	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
Subtotal	FIRE DEPARTMENT	\$7,906,098	\$8,261,722	\$8,136,815	\$8,531,785	\$8,639,155
14070	Insurance & Claims	485,771	517,500	551,521	563,265	563,265
14080	Contingency Fund	8,915	314,171	195,000	100,000	100,000
15010	Contributions to Outside Agencies	25,000	30,000	30,000	30,000	30,000
Subtotal	NON-DEPARTMENTALS	\$519,686	\$861,671	\$776,521	\$693,265	\$693,265
17010	Capital Outlay	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Subtotal	CAPITAL OUTLAY	\$850,000	\$850,000	\$850,000	\$2,406,481	\$1,000,000
Total GENERAL FUND OPERATIONS		\$24,493,978	\$25,831,598	\$25,357,090	\$28,474,978	\$27,073,044
OTHER FUNDS						
0400	Debt Service Fund	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791	\$5,395,791
0020	Wastewater Fund	4,178,694	4,533,918	4,370,512	4,713,042	\$4,615,543
1000	School Department	44,634,221	47,430,060	47,611,565	50,324,966	\$49,707,636
3095	Library Services	546,645	563,295	563,295	589,134	\$589,134
Total	OTHER FUNDS	\$54,378,644	\$57,828,622	\$57,846,721	\$61,022,933	\$60,308,104
GRAND TOTAL ALL BUDGETED FUNDS		\$78,872,622	\$83,660,220	\$83,203,811	\$89,497,911	\$87,381,148

All Budgeted Funds Summaries

Budget in Brief

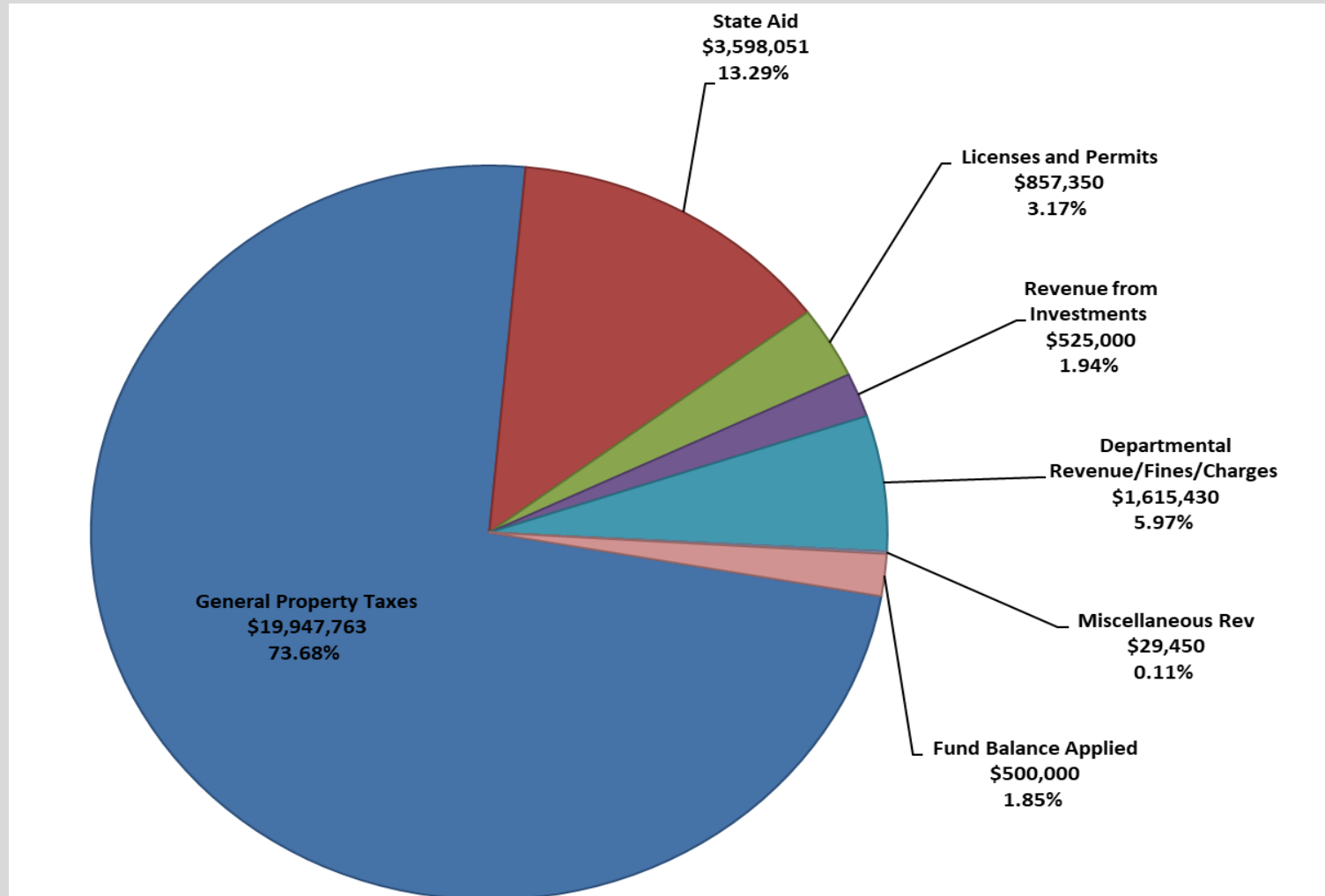
The following tables summarize revenues and expenditures by fund for the previous fiscal year's actual budget, the current fiscal year's adjusted and projected budgets, and the next fiscal year's Proposed budget.

	Actual	Adopted	Projected	Proposed
Revenue By Fund	FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
General Fund (0001)	\$25,110,220	\$25,831,598	\$27,027,877	\$27,073,044
School Fund (1000)	45,085,851	47,202,998	47,620,026	49,710,636
Debt Service Fund (0400)	5,195,791	5,301,349	5,316,099	5,395,791
Wastewater Fund (0700)	4,592,497	4,533,918	4,538,575	4,615,543
Total Revenue By Fund	\$79,984,358	\$82,869,863	\$84,502,577	\$86,795,014

	Actual	Adopted	Projected	Proposed
Expenditures By Fund	FY 2022-2023	FY 2023-2024	FY 2023-2024	FY 2024-2025
General Fund (0001)	\$24,493,978	\$25,831,598	\$25,357,090	\$27,073,044
School Fund (1000)	\$44,634,221	\$47,430,060	\$47,611,565	\$49,707,636
Debt Service Fund (0400)	\$5,019,084	\$5,301,349	\$5,301,349	\$5,395,791
Wastewater Fund (0700)	\$4,178,694	\$4,533,918	\$4,370,512	\$4,615,543
Total Expenditures By Fund	\$78,325,977	\$83,096,925	\$82,640,516	\$86,792,014

GENERAL FUND REVENUE DISTRIBUTION

General Fund Revenue
FY 2024-2025
\$27,073,044



State Revenues – Pass through/Education Aid

State Aid to Education: \$6,731,190

Municipal Aid Pass Through:

Public Services Corp. Tax:	\$185,149	(inc. \$23,149)
Hotel Tax:	\$ 3,700	(inc. \$700)
Meal & Beverage	<u>\$975,000</u>	(inc. \$150,000)
Total	\$1,163,849	(inc. \$173,849)

Appropriated State Aid:

PILOT (NEIT):	\$ 802,570	
PILOT (Kent Hosp./W&I)	<u>\$ 16,870</u>	
Total PILOT	\$ 819,440	(inc. \$14,990)
Library	\$ 148,306	(dec. \$1,533)
MV Reimb. Base amount:	\$ 84,112	
MV Reimb. Phase-out:	<u>\$2,333,221</u>	
Total	\$3,385,079	(inc. \$13,457)

Total Shared and Appropriated Aid: \$4,548,928 (inc. \$187,306)

SUMMARY BY CATEGORY AND SOURCE

Description	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
General Property Taxes				
Current Taxes	\$58,740,711	\$60,974,131	\$61,203,401	\$63,477,422
Prior Year Taxes	814,154	\$950,000	\$955,655	\$900,000
Interest on Taxes	132,131	195,000	133,800	\$150,000
Payment in Lieu of taxes	758,398	788,100	788,100	802,570
Subtotal General Property Taxes	\$60,445,394	\$62,907,231	\$63,080,956	\$65,329,992
State/Federal Aid				
Public Service Corp Tax	162,262	162,000	185,149	185,149
State PILOT Revenue	15,733	16,350	16,350	16,870
MV Excise Tax phase-out	2,417,332	2,417,332	2,417,332	2,417,332
Meals & Beverage Tax	1,067,751	825,000	1,082,000	975,000
Hotel Tax	2,882	3,000	4,200	3,700
Coronavirus Relief Act Aid	0	0	0	0
Subtotal State/Federal Aid - Town	\$3,665,961	\$3,423,682	\$3,705,031	\$3,598,051
Licenses & Permits				
Business licenses and fees-TC	224,909	255,100	281,750	251,350
Business licenses and fees-B/Z	123,284	80,500	121,000	106,000
Communications Tower	148,454	145,000	147,000	150,000
Real Estate conveyance fees	374,413	350,000	384,000	350,000
Subtotal Licenses & Permits	\$871,060	\$830,600	\$933,750	\$857,350
Revenue from Investments				
Interest on Investments	\$338,971	\$300,000	\$511,000	\$525,000
Subtotal Revenue from Investments	\$338,971	\$300,000	\$511,000	\$525,000
Departmental Revenues/Fines/Charges				
Town Clerk - Misc Copies/Grants	1,763	2,500	2,750	2,500
Finance - MLC's/Tax Sale Fees	17,193	21,000	15,000	17,500
Police Dept - Fees/Fines	244,092	203,400	244,130	226,430
Public Works Dept - Permits/Fees	767,472	349,700	697,500	452,500
Municipal Court - Penalties/Fines	8,189	5,000	9,000	6,500
Planning Dept - Subdivision/ZBR Fee	15,004	16,000	11,900	13,000
Fire Department - Rescue Billing Rev	720,317	765,000	765,000	850,000
Mooring fees - Harbor	31,620	32,000	32,000	32,000
Recreation Dept - Activities/Rental	0	0	0	0
Senior Services Dept-Programs/Reimb	22,291	17,500	23,900	15,000
Subtotal Dept. Revenues/Fines/Cha	\$1,827,942	\$1,412,100	\$1,801,180	\$1,615,430

SUMMARY BY CATEGORY AND SOURCE

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

Description	Actual FY 2022-2023	Adopted FY 2023-2024	Projected FY 2023-2024	Proposed FY 2024-2025
Miscellaneous Departmental Rev				
Town Clerk	9,598	750	1,225	750
Police Dept	8,682	7,500	8,500	8,000
Public Works Dept	11	200	200	200
Municipal Court	1,225	0	1,500	500
Fire Dept	0	0	0	0
Town General Fund	69,234	15,000	50,000	20,000
Subtotal Miscellaneous Dept Rev	\$88,750	\$23,450	\$61,425	\$29,450
Operating Transfers Out				
Transfer to School Department	(\$38,769,576)	(\$39,723,435)	(\$39,723,435)	(\$41,246,446)
Transfer to EG Library	(546,645)	(563,295)	(563,295)	(589,134)
Transfer To Debt Service Fund	(3,261,637)	(3,378,735)	(3,378,735)	(3,546,649)
Misc Tax Transfer	(\$100,000)	\$0	\$0	\$0
Subtotal Operating Transfers Out	(\$42,677,858)	(\$43,665,465)	(\$43,665,465)	(\$45,382,229)
Fund Balance Applied				
Fund Balance Applied	\$550,000	\$600,000	\$600,000	\$500,000
Subtotal Fund Balance Applied	\$550,000	\$600,000	\$600,000	\$500,000
Total General Fund Revenue	\$25,110,220	\$25,831,598	\$27,027,877	\$27,073,044

GENERAL FUND REVENUES

The General Fund revenues for FY 2024-2025 are reported to be \$1,241,446 greater than the current fiscal year, due to four major factors:

- General Property Taxes:
 - 4.1% increase in the tax need to support the general fund budget mainly attributed to collective bargaining agreements, an increase of 7% in healthcare and required retirement contributions. There are two additional positions being proposed; Purchasing/Risk Manager and Resiliency Planner
 - 3.83% increase in the tax transfer to the school department; an increase of \$1,523,011 of additional tax effort
 - 4.97% increase in the tax transfer to the debt service fund; a minor increase of \$167,914 associated with the anticipation of issuing the \$4M Road Bonds, \$2.85M Capital Equipment Bond and an additional \$100,000 to be retained in the fund balance to help finance the \$150M School Bonds when they are issued. These anticipated issues are offset by debt maturity
 - Prior year and interest on taxes have been budgeted lower since the collection rate has increased so we'll collect more in current year taxes
 - Payment In Lieu of Taxes from New England Tech has increased by \$14,470
- State/Federal Aid:
 - Motor vehicle excise phase out was accelerated in 2023 by the Governor and therefore has been level-funded ;
 - WE are continuing to experience significant increases in the meal & beverage taxes and, as such, have budgeted a moderate increase of \$150,000;
- License & Permits/Departmental Revenues
 - Continuing to see better than budgeted revenues in this category due to homeowners continuing to work remotely and working on home building/renovation projects;
 - Town staff will be researching departmental fees and comparing them to the allowable state limits for consideration in 2025 budget;
- Unassigned Fund Balance
 - Management is proposing to use \$500,000 of unassigned fund balance to offset the tax need.

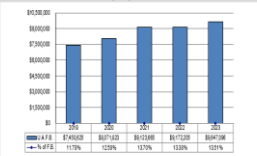
The Unassigned Fund Balance forwarded to the General Fund is proposed to be \$500,000. It is management's desire to not rely on using unassigned fund balance as a means of balancing the budget but rather to provide a closer review of anticipated other revenue sources being generated which minimizes the tax rate impact. One could question the use of a sizable fund balance could result in a structural deficit, however, management has agreed that the American Rescue Plan dollars will be used to supplant tax dollars to support capital projects and over the next few years plan to reduce the operating budget, seek other revenue sources and/or slightly balance the tax need at the same rate of the reduction in fund balance use. This Federal funding is provided to support the State and municipalities with relief, and in a manner deemed a priority and eligible through the U.S. Department of Treasury FINAL RULE guidance as determined on January 6, 2022.

UNASSIGNED FUND BALANCE

UNASSIGNED FUND BALANCE

Unassigned Fund Balance

Policy adopted August 25, 2008 states in part, "the general fund will be maintained at an eight-point three (8.3) and ten (10) percent of the sum of the total of the general fund annual operating budget and the property tax commitment for the school". For this purpose, the general fund budget shall include the municipal and school budgets. The general GFOA standard is to achieve a 10% - 17% threshold depending on the risk profile of the community. A history of the Unassigned Fund Balance over the last five-year period is shown below.

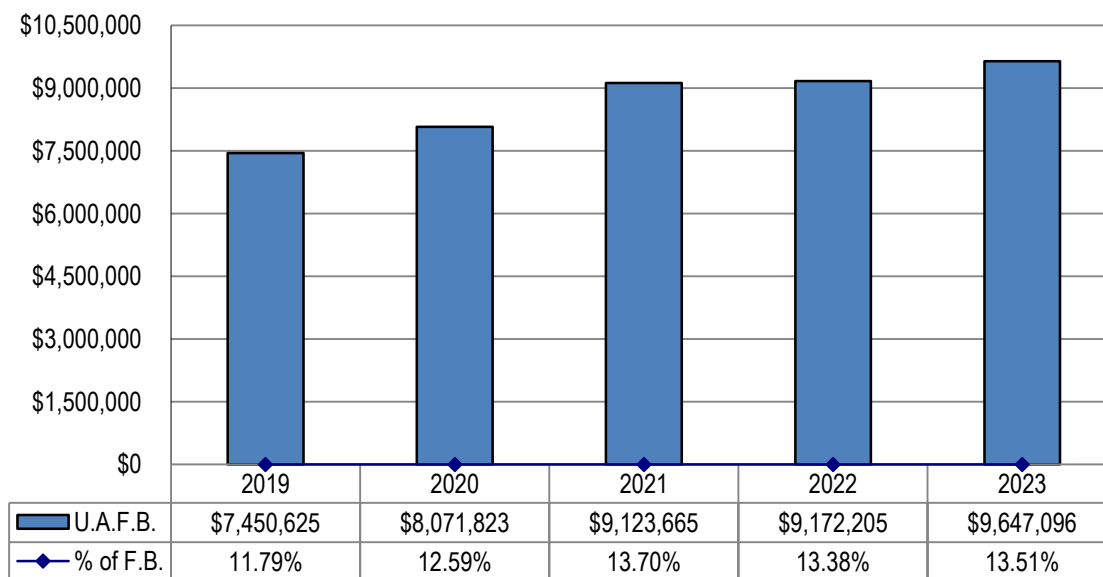


Calculated based on prior year-end balance of unassigned reserve, divided by general fund total, school tax transfer, debt service fund and library fund total of next years adopted expenditure budget program.

UNASSIGNED FUND BALANCE

UNASSIGNED FUND BALANCE

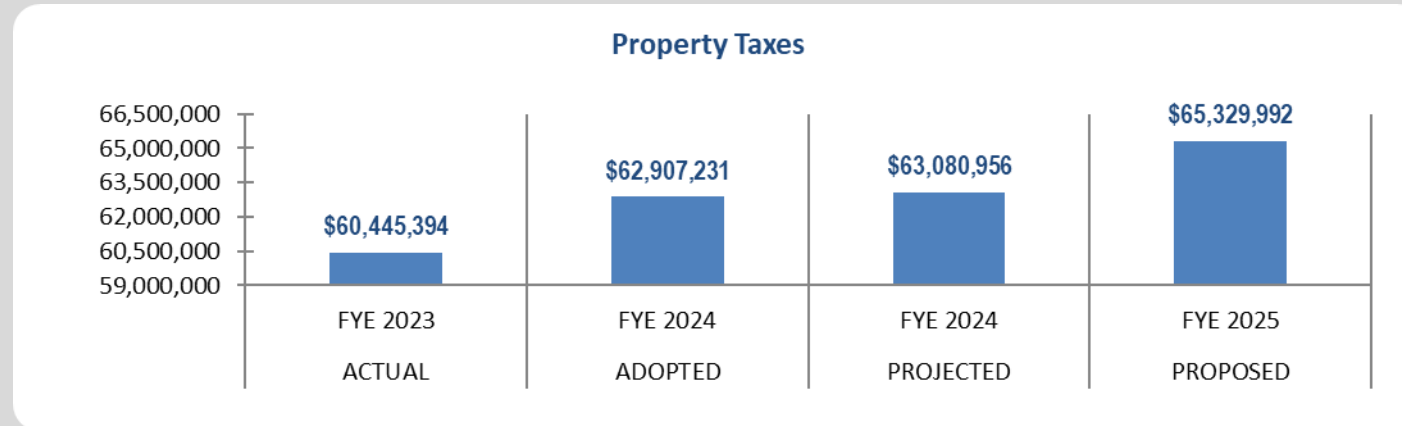
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Calculated based on prior year-end balance of unassigned reserve, divided by general fund total, school tax transfer, debt service fund and library fund total of next years adopted expenditure budget program.

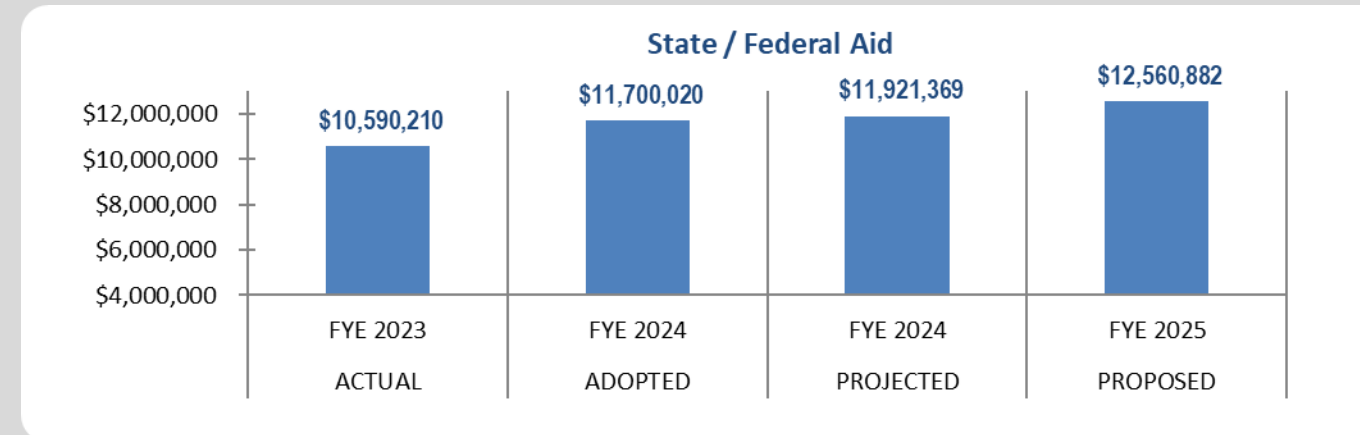
PROPERTY TAXES

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Property Taxes				
Current Taxes	\$58,740,711	\$60,974,131	\$61,203,401	\$63,477,422
Prior Year Taxes	814,154	950,000	955,655	900,000
Interest on Taxes	132,131	195,000	133,800	150,000
Payment in Lieu of Taxes	758,398	788,100	788,100	802,570
Total	\$60,445,394	\$62,907,231	\$63,080,956	\$65,329,992



SCHOOL HOUSING AID & STATE AID

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
State / Federal Aid				
School Housing Aid	\$1,333,699	\$1,365,864	\$1,365,865	\$1,268,731
Public Services Corp Tax	162,262	162,000	185,149	185,149
State PILOT Revenue	15,733	16,350	16,350	16,870
MV Excise Tax Phase -Out	2,417,332	2,417,332	2,417,332	2,417,332
Meals & Beverage Tax	1,067,751	825,000	1,082,000	975,000
Hotel Tax	2,882	3,000	4,200	3,700
State Aid to Education	4,702,396	5,968,974	5,968,974	6,731,190
Bond Subsidy	559,907	556,500	556,500	559,910
Medicaid	328,248	385,000	325,000	385,000
FEMA Reimbursement	0	0	0	0
Total	\$10,590,210	\$11,700,020	\$11,921,369	\$12,560,882



SCHOOL OPERATING COSTS & SHARED SERVICES

Services provided to District, although funded in the General Fund.
(Estimated impact in the range of \$500,000+/-)

Community Services: \$245,000 salary only (50%)-benefits estimate is being Developed (Estimated total cost in the range \$300,000)

SRO Support: Estimate \$120,000 in cost per officer. Base wage reflected in IBPO CBA agreement.

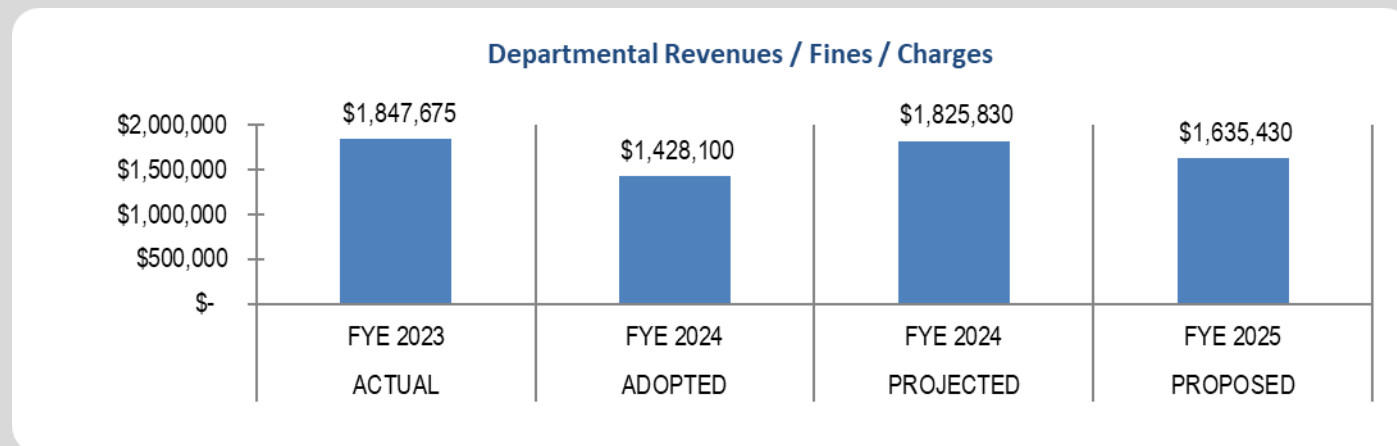
Public Works: \$65,000 – annual average for plowing, sweeping, sand/salt, catch basins & leaf cleaning, plus vehicle maintenance.

Substance Abuse and Mental Health Services: \$45,000 balance in cost unaddressed School address approx. 15% of cost, although staff provides estimate of 50% of time in school or working on school programs.

(Finance/Audit/Payroll/Munis, IT Services, Turf Field, Solid Waste and some aspects of fleet management is already in place)

DEPARTMENTAL REVENUE/FINES/CHARGES

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Departmental Revenues/Fines/Charges				
Senior & Human Services/Recreation Activities	\$22,291	\$17,500	\$23,900	\$15,000
Town Clerk Miscellaneous	3,313	4,500	4,750	4,500
Finance Department - MLC's/Tax Sale Fees	17,193	21,000	15,000	17,500
Police Department - fees/fines	246,926	204,400	246,630	227,930
Municipal Court – court costs/penalties	3,805	2,000	4,500	3,000
Public Works Department	767,472	349,700	697,500	452,500
Rescue Billing Revenue	720,317	765,000	765,000	850,000
Mooring fees – Harbor	31,620	32,000	32,000	32,000
Planning Department – platting & subdivision	15,004	16,000	11,900	13,000
Wastewater – permits/connection fees	19,733	16,000	24,650	20,000
Total	\$1,847,675	\$1,428,100	\$1,825,830	\$1,635,430

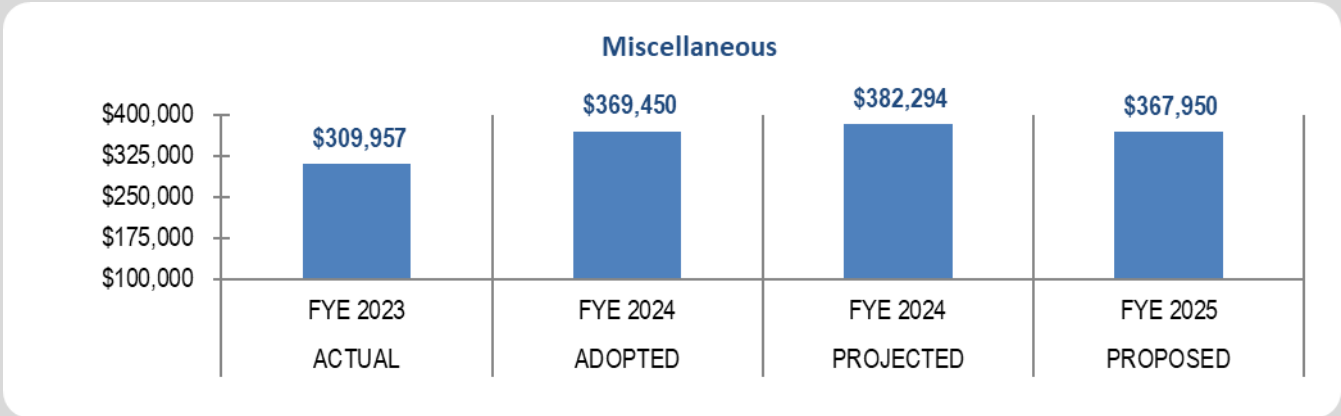


MISCELLANEOUS REVENUE

MISCELLANEOUS REVENUE

This revenue category encompasses small, one-time fees for services offered to the public, such as transportation for senior programs, donations, tuition payments for students living outside the district who attend East Greenwich High School, prorated new water accounts and/or addendum billings.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-20243 Projected	FY 2024-2025 Proposed
Miscellaneous Revenue				
General Miscellaneous Rev	\$88,750	\$23,450	\$61,425	\$29,450
Revenue from Bond Refunding	39,479	0	0	0
Sewer Use & Sewer Assess Misc	36,215	16,000	8,500	8,500
Tuition - Other Districts	116,383	295,000	277,369	295,000
School Fund Raising & Other Misc	29,129	35,000	35,000	35,000
Miscellaneous	\$309,957	\$369,450	\$382,294	\$367,950

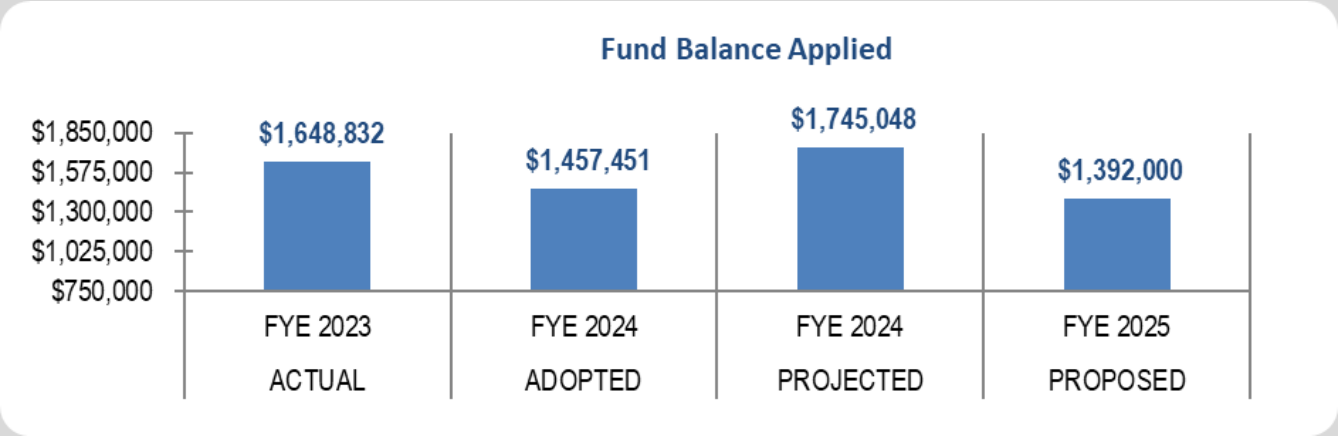


FUND BALANCE APPLIED

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 Enterprise Funds to be used to fund the operating budget for the fiscal year.

	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed
Fund Balance Applied				
Designated F/B– General	\$550,000	\$600,000	\$600,000	\$500,000
Net Assets Forwarded to OpsWastewater	75,000	0	0	75,000
Re-Appropriate Fund BalanceSchool	1,023,832	857,451	1,145,048	842,000
Total	\$1,648,832	\$1,457,451	\$1,745,048	\$1,392,000



FULL-TIME EMPLOYEES

Full Time Employee Comparison

FULL-TIME EMPLOYEES FY 2023-2024 AS COMPARED TO FY 2024-2025					
Function Number & Description	FY 2022-2023 Actual	FY 2023-2024 Adopted	FY 2023-2024 Projected	FY 2024-2025 Proposed	FY 2024-2025 Difference
01402011-Town Council (5 Council Members)	5.00	5.00	5.00	5.00	0.00
01402011-Town Manager's Office	2.00	2.00	2.00	3.00	1.00
01403011-Town Clerk's Office	4.00	4.00	4.00	4.00	0.00
Subtotal General Government FTE	11.00	11.00	11.00	12.00	1.00
01421011-Finance Department	8.00	8.00	8.00	8.00	0.00
01421511-Information Technology	2.00	2.00	2.00	2.00	0.00
01461011-Planning Department	3.00	3.00	3.00	4.00	1.00
Subtotal General Services FTE	13.00	13.00	13.00	14.00	1.00
01432011-Police Department	38.00	38.00	38.00	38.00	0.00
01432011-Police Dispatchers	4.00	4.00	4.00	4.00	0.00
Subtotal Public Safety FTE	42.00	42.00	42.00	42.00	0.00
01445111-Public Works	20.00	21.00	21.00	21.00	0.00
Subtotal Public Works FTE	20.00	21.00	21.00	21.00	0.00
01491011-Fire Department (incl Civilian Clerk)	39.00	40.00	40.00	40.00	0.00
Subtotal Fire Department FTE	39.00	40.00	40.00	40.00	0.00
01502511-Community Services & Parks	10.00	11.00	11.00	11.00	0.00
Subtotal Parks & Recreation FTE	10.00	11.00	11.00	11.00	0.00
01481011-Senior & Human Services	5.00	5.00	5.00	5.00	0.00
Subtotal Senior & Human Services FTE	5.00	5.00	5.00	5.00	0.00
General Fund Total FTE	140.00	143.00	143.00	145.00	2.00
20950511-Wastewater Division	6.00	6.50	6.50	6.50	0.00
Subtotal Wastewater Funds FTE	6.00	6.50	6.50	6.50	0.00
Total FTE All Funds FTE	146.00	149.50	149.50	151.50	2.00

FTE PROPOSED CHANGES

Full-time Employee (FTE) Change Description

The total Full Time equivalent (FTE) Proposed for FY 2024-2025 is 150.50. The Town Manager's Proposed General Fund Budget is recommending two new positions:

- A) Purchasing/Risk Manager** in the Town Manager's office (1.0 FTE)
- B) Resiliency Planner** (1.0 FTE) which is budgeted to begin January 1, 2025.

Other Future considerations as follows:

- 1) Public Works/Community Services Parks:** Consideration in future years to add to the Operator /Laborer positions, as added field employees are needed to maintain the consistency in work outcomes and changing local demands.
- 2) Deputy Fire Chief:** In the past few years, the Administration contemplated the hiring of Deputy Chief, although with direct input from the IAFF and Chief, we opted to support the reintroduction of a full-time Director Communications.

NON-UNION EMPLOYEES POSITION ALLOCATION TO PAY SCHEDULE FY 2024-2025

NON-UNION EMPLOYEES POSITION ALLOCATION TO PAY SCHEDULE FY 2024-2025

Grade 1

Community Resource Manager

Grade 2

Technician II

Senior Center Manager

Recreation Manager

Grade 3

N/A

Grade 4

N/A

Grade 5

N/A

Grade 6

Deputy Fire Chief

Tax Assessor

Grade 9

Town Clerk/Executive Assistant to Town Manager

Administrative Services Manager

Finance Manager

Substance Abuse Director

Grade 10

Fire Chief

Deputy Chief

Director of Community Services and Parks

Director of Planning

Grade 11

Director of Public Works

Director of Information Technology

Grade 12

Finance Director

Police Chief

NON-UNION EMPLOYEES PAY PLAN FY 2024-2025

Grade	Minimum	Intermediate	Maximum
1	\$45,000	\$50,000	\$55,000
2	\$50,000	\$55,000	\$60,000
3	\$72,500	\$75,000	\$77,500
4	\$65,000	\$70,000	\$80,000
5	\$70,000	\$77,500	\$88,000
6	\$80,000	\$84,500-\$90,000	\$95,000
7	\$80,000	\$89,500	\$99,000
8	\$80,000	\$90,000	\$100,000
9	\$70,000-\$95,000	\$80,000-\$100,000	\$105,000
10	\$95,000	\$105,000	\$115,000
11	\$100,000	\$110,000	\$130,000
12	\$105,000	\$117,500	\$150,000

Capital Program Summary

The six-year CIP includes two related elements, a Long-Term Major Projects Element (\$27,421,368) and a Pay As You Go Element (\$14,838,390), for a total CIP Program of \$42,259,767. The Capital Budget is the first year of the CIP’s Pay As You Go Element, and proposes General Fund spending of \$1,000,000 in the 2024-2025 fiscal year. The major CIP projects included in the Pay As You Go element are presented in three program areas:

- Park Rehabilitation/Road Improvements/Facility Improvements: \$1,199,200 (49.83%)
- Equipment Acquisition/Replacement: \$1,157,281 (48.09%)
- Property Appraisal Program: \$50,000 (2.08%)

Historic Annual Capital Improvement Programs (Pay As You Go)								
	Fiscal Year FY2019	Fiscal Year FY2020	Fiscal Year FY2021	Fiscal Year FY2022	Fiscal Year FY2023	Fiscal Year FY2024	6-Year Avg. Annual	Proposed Fiscal Year FY2025
Capital Improvements	\$686,471	\$100,000	\$100,000	\$750,000	\$850,000	\$850,000	\$556,079	\$1,000,000
FY23 also realized a capital reserve transfer of \$590,000 at FY21 year end. Initial proposed CIP FY25 = \$2,580,660 then reduced to \$2,406,481, then later in the budget process reduced to \$1,000,000. Working toward annual CIP investment range of \$1.1 mil. to \$1.5 mil.								

The individual department requests received earlier in the budget development process totaled, \$2,580,660 and was later reduced in the Town Manager review to \$2,406,481 which was presented to the Town Council in February. As we begin to move away from our present economic environment and evaluate how the Town will be integrating the added federal funding to the annual capital program, it is the Administrations’ goal to provide for a more well-balanced program, sufficient to allow for needed annual investment in all areas within the community. The modified annual FY2025 request as noted previously is now proposed at \$1,000,000, with adjustments to be made in the Community Services, Public Works, Public Safety Program, Fire Department and General Government Program.

Capital Program Summary

CIP Debt Service Detail

All MUNICIPAL DEBT SERVICE PROGRAM FY 2024-2025 THROUGH FY 2029-2030							
Debt Service Function	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2029-2030
Existing Municipal Debt Service							
School Debt Service	\$4,258,842	\$3,808,259	\$3,795,443	\$3,783,888	\$3,774,573	\$3,607,216	\$2,329,496
Town Debt Service	1,042,006	1,034,278	787,736	781,414	774,559	385,207	383,485
Wastewater Debt Service	1,811,506	1,853,326	1,838,222	1,822,504	1,809,490	1,343,764	1,065,885
Subtotal Municipal Debt Service	\$7,112,354	\$6,695,864	\$6,421,400	\$6,387,806	\$6,358,621	\$5,336,188	\$3,778,866
Proposed New Debt Issues							
New Municipal Debt	\$0	\$410,000	\$983,300	\$1,948,450	\$1,902,700	\$1,891,950	\$2,003,913
New School Debt \$2.4M & \$150M 20	0	221,200	211,200	4,283,200	5,609,065	8,959,239	11,509,039
Subtotal Planned New Debt Servi	\$0	\$631,200	\$1,194,500	\$6,231,650	\$7,511,765	\$10,851,189	\$13,512,952
Total Debt Service	\$7,112,354	\$7,327,064	\$7,615,900	\$12,619,456	\$13,870,386	\$16,187,377	\$17,291,818
Town and School Debt Service	\$5,300,848	\$5,473,737	\$5,777,678	\$10,796,952	\$12,060,897	\$14,843,613	\$16,225,933
Less Other Income							
School Housing Aid & Federal Credit	\$1,896,901	\$1,981,319	\$1,888,566	\$1,903,951	\$1,900,350	\$9,850,929	\$6,679,989
Total Third Party Revenue	\$1,896,901	\$1,981,319	\$1,888,566	\$1,903,951	\$1,900,350	\$9,850,929	\$6,679,989
Total Property Tax Need	\$3,403,947	\$3,492,418	\$3,889,112	\$8,893,001	\$10,160,546	\$4,992,684	\$9,545,944

GENERAL OBLIGATION BONDS

General Obligation Bonds include debt which pertains to the Town and School. This debt obligation includes refunded bonds issued in 2016 and 2020. The bonds were issued for a new middle school, renovations, open space, new police station, road and bridge improvements and town and school playfields. Interest rates range from 1.0%-5.5%. Bonds in the amount of \$2,695,000 were issued in October, 2022 to finance school building improvements and capital equipment and technology. In addition to the school bonds, the town issued \$450,000 of open space bonds for the acquisition of approximately 40 acres for passive recreation. The Town is planning on issuing \$4M in Road Bonds and \$2.85M in Capital Bonds for 2025.

WASTEWATER BONDS

These bonds are issued through Rhode Island Infrastructure Bank for the purpose of septic system upgrades, expansion and drainage projects. The Town constructed a municipal sewer collection and pumping station upon which the Town received subsidized interest rates on behalf of the residents. The interest rate for these bonds range from 0.31% to 5.09%. The Town issued \$4.95M in June, 2023, for the purposes of upgrading the wastewater treatment plant and implementing climate resiliency initiatives.

Capital Program Summary

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 funds.

FYE	General Obligation Bonds				Wastewater Bonds		
	Principal	Interest	Total		Principal	Interest	Total
2025	2,918,527	1,332,704	4,251,231		1,542,822	302,866	1,845,688
2026	2,700,527	1,291,345	3,991,872		1,561,309	271,411	1,832,720
2027	2,725,527	1,248,469	3,973,996		1,578,708	240,466	1,819,174
2028	2,755,527	1,202,299	3,957,826		1,600,017	208,355	1,808,372
2029	2,246,527	1,154,590	3,401,117		1,136,517	207,248	1,343,765
2030	2,284,000	428,982	2,712,982		886,267	179,618	1,065,885
2031	2,321,000	379,901	2,700,901		747,150	157,378	904,528
2032	2,363,000	327,301	2,690,301		767,956	136,583	904,539
2033	2,406,000	271,839	2,677,839		584,725	118,502	703,227
2034	2,204,000	218,723	2,422,723		599,493	103,506	702,999
2035	2,257,000	167,822	2,424,822		614,299	87,764	702,063
2036	2,306,000	113,605	2,419,605		630,029	71,095	701,124
2037	2,370,000	55,720	2,425,720		254,758	58,883	313,641
2038					261,488	51,356	312,844
2039					269,179	43,328	312,507
2040					277,831	34,862	312,693
Total	\$31,857,635	\$8,193,300	\$40,050,935		\$13,312,548	\$2,273,221	\$15,585,769

PROPERTY TAX IMPACT

				TM Proposed	
	FY2022	FY2023	FY2024	FY2025	2025 vs 2024
School Department	38,125,802	38,769,576	39,723,435	41,246,446	1,523,011
General Fund	16,857,646	15,997,467	17,308,666	18,095,193	786,527
Debt Svc	3,100,261	3,261,637	3,378,735	3,546,649	167,914
Library	536,232	546,645	563,295	589,134	25,839
	58,619,941	58,575,325	60,974,131	63,477,422	2,503,291
Overlay-98.0% (2025)	1,329,860	1,233,899	1,280,457	1,269,548	
Levy Required	59,949,801	59,885,192	62,256,930	64,746,970	
	2,016,023	-64,609	2,371,738	2,490,040	
LEVY INCREASE	3.48%	-0.11%	3.96%	4.00%	
Motor Vehicle Phase Out (est-2025)	-\$1,843,745	\$0	\$0	\$0	
Net Levy	\$58,106,056	\$59,885,192	\$62,256,930	\$64,746,970	
Assessed Valuation-est %	\$2,683,678,566	\$2,702,243,668	\$2,705,669,756	\$3,733,824,263	
		18,565,102	3,426,088	1,028,154,507	
Assessed Valuation Increase	13.07%	0.69%	0.13%	38.00%	
Average Home Value	\$500,526	\$500,526	\$503,197	\$719,572	
Tax Rate	\$21.01	\$21.42	\$21.85	\$15.00	
Cost To Avg Home Owner	\$10,516	\$10,721	\$10,995	\$10,794	
	\$30	\$205	\$274	-\$201	

Property Tax Impact

NOTICE OF PROPERTY TAX RATE CHANGE SUPPORT SHEET									
Municipality:	East Greenwich			FY 2025					
Calculation of Proposed Rates									
	Actual Net Assessment 12/31/2022	Estimated Increases (Decreases)	Estimated Net Assessment 12/31/2023	Actual Levy FY 2024	Proposed Levy FY 2025	% Incr (% Decr)	Actual Rates FY 2024	Proposed Rates FY 2025	% Incr (% Decr)
Variable									
Residential real estate	2,232,812,353	1,002,088,612	3,234,900,965	48,786,950	48,516,398	-0.55%	21.85	15.00	-31.36%
Commercial real estate	391,105,114	66,179,233	457,284,347	9,750,250	11,432,109	17.25%	24.93	25.00	0.28%
Personal property	81,752,289	23,705,157	105,457,446	3,719,729	4,798,314	29.00%	45.50	45.50	0.00%
Variable Total	2,705,669,756	1,091,973,002	3,797,642,758	62,256,930	64,746,820	4.00%			
Fixed									
Frozen property	0	0	0	0	0				
Other	0	0	0	0	0				
Property Tax Cap Total	2,705,669,756	1,091,973,002	3,797,642,758	62,256,930	64,746,820	4.00%	Tax Cap %		
Motor vehicles	109,314,514			0	0	#DIV/0!	0.00	0.00	
Breakage/Circuit Breaker									
Grand Total	2,814,984,270	1,091,973,002	3,797,642,758	62,256,930	64,746,820	4.00%			
Assessed Value Increase			34.91%						
			140.36%						
FY 2024 Levy @ 4.00% (Not Including Motor Vehicle Levy)				62,256,930	64,747,207	4.00%			
Amount Over Cap					(387)				
Amounts highlighted in bold blue are for placement in appropriate "Notice of Proposed Property Tax Rate Change"									

End of Initial Budget Workshop
May 6, 2024