

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



DECEMBER 1, 2022

TOWN COUNCIL

Rory H. McEntee, President

Michael K. Marran, Vice-President

Patricia A. Alley

Deborah D. Bergner

Jessica L. Rose

TOWN MANAGER

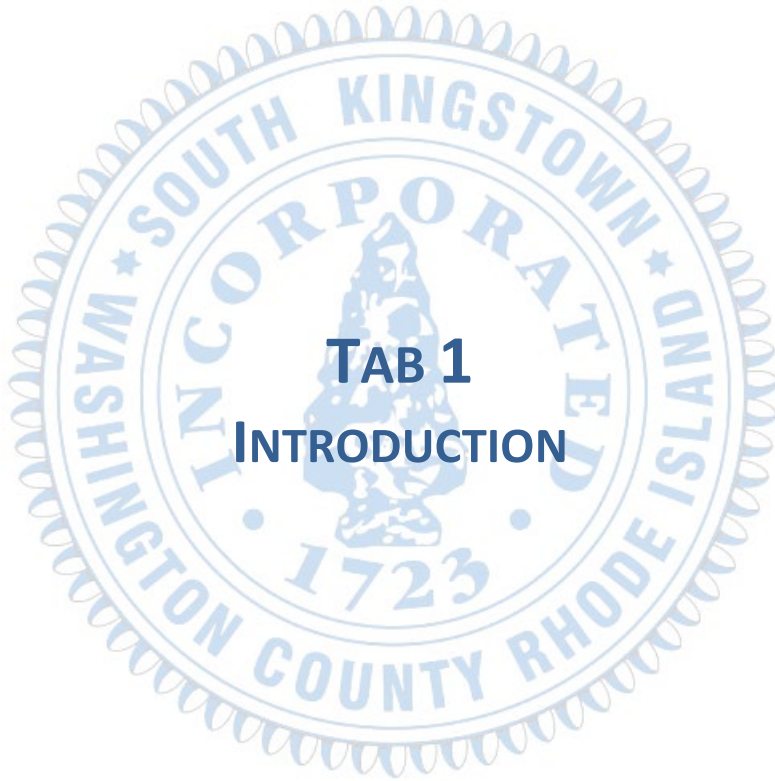
James M. Manni

www.southkingstownri.com



Table of Contents

I. Introduction	Tab 1
How to Use this CIP Budget Document	1 - 1
Capital Improvement Program FAQ.....	1 - 2
CIP & Capital Budget Ordinance	1 - 5
Statistical Profile	1 - 6
2. Budget Message	Tab 2
Town Manager’s CIP Budget Message.....	2 - 1
3. Long Term Debt Management	Tab 3
Overview	3 - 1
Bonded Debt Level Position	3 - 2
Long Term Financial Program	3 - 8
Projected Debt Service Schedules	3 - 21
Fair Share Development Fees	3 - 24
4. Long Term Program Descriptions	Tab 4
Open Space and Leisure Service Programs	4 - 1
Library Programs	4 - 13
General Municipal Programs	4 - 14
Public Services Programs	4 - 20
Public Safety Programs	4 - 25
School Programs	4 - 32
5. Pay As You Go Project Descriptions	Tab 5
Introduction to the Capital Budget (Pay As You Go).....	5 - 1
Parks and Recreation	5 - 2
Public Services.....	5-14
Public Safety.....	5-20
Library System.....	5-28
General Government	5-30
Senior Services	5-36
Neighborhood Guild Fund.....	5-39
Recreation Center.....	5-41
Water Fund	5-42
Wastewater Fund.....	5-44
School Fund.....	5-47
6. Capital Improvement Program	Tab 6
General Fund.....	6 - 1
Library Program.....	6 - 2
Senior Services Program	6 - 3
Neighborhood Guild Fund.....	6 - 4
Water Fund	6 - 5
Wastewater Fund.....	6 - 6
School Fund.....	6 - 7
Long Range Program Element.....	6 - 9
CIP Summary.....	6 - 10



TAB 1 INTRODUCTION

How to Use this CIP Budget Document	1 - 1
Capital Improvement Program FAQ.....	1 - 2
CIP & Capital Budget Ordinance	1 - 5
Statistical Profile	1 - 6

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

How to Use this CIP Budget Document



Town Manager's Proposed Capital Improvement Program

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

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

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

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

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

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

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



Capital Improvement Program FAQ

What is a capital project?

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

What is a Capital Improvement Program?

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

Why does the Town have Capital Improvement Program?

Consistent with Town Code *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*, the Town uses a long range planning process to develop a six-year Capital Improvement Program (CIP), which is prepared and reviewed annually. The development of a CIP provides many benefits, and the Town leverages the CIP to strategically invest in and develop capital projects. Because of its multi-year nature, the CIP helps ensure the financial health of the Town, promotes an orderly and systematic planning process for the preservation of major equipment, facilities, and infrastructure, and allows management to make sound decisions on affordability. A review of needs is assessed annually to ensure the appropriate levels of spending and types of spending by project are understood and outlined in the CIP. Implementation of the identified projects and programs may be delayed or accelerated due to funding availability, construction plan readiness, and available project management resources.

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

What is the CIP development timeframe?

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



FY 2023-2024 Proposed Budget Calendar

December 2022

Wednesday, 1 Capital Improvement Program Budget submission to Town Council

January 2023

Wednesday, 4 Work session #1 with Town Manager and department heads to review proposed CIP

Thursday, 5 Work session #2 with Town Manager and School Committee to review proposed CIP

Monday, 23 Public Hearing on six-year CIP Fiscal Period 2023-2024 through 2028-2029, and Adoption of CIP (*deadline is February 1*)

What is the CIP planning process?

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

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

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

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



What are the different types of capital projects?

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

Category	Description
Town Facility Maintenance & Improvements	Provides for the maintenance, repair, and improvement to the Town’s municipal public buildings and infrastructure; Promotes asset preservation, improved energy efficiency, and reduced maintenance and operational costs
Recreation Facilities	Provides for the development, maintenance, and repair of the Town’s park system, recreation facilities, athletic fields, and playground components; Promotes asset preservation, improved safety and accessibility, and provides opportunities for community involvement, improved quality of life, cultural enrichment, and tourism
Public Safety	Provides for enhanced public safety related infrastructure and equipment; Promotes asset preservation, improved safety, and emergency response
Roadway	Provides for improvements to roadway infrastructure, dams and bridges, sidewalks, erosion, etc.; Promotes public safety for pedestrians and vehicular users
Equipment Acquisition & Replacement	Provides for the replacement of aging equipment and the acquisition of new equipment, as needed; Promotes scheduled asset management and replacement, and reduced operational and maintenance costs
Economic & Community Development	Provides for economic and community development initiatives, such as the bike path connector and other passive recreation management plans; Promotes enhancement of the Town’s taxable real estate and neighborhood initiatives
Wastewater	Provides for wastewater related infrastructure and equipment; Promotes scheduled equipment replacement, enhanced service efficiency, and the environmental health of the community
Water	Provides for scheduled replacement of public water supply infrastructure and equipment; Promotes public health and safety
Education	Provides for educational facilities related capital projects and improvements; Promotes asset preservation, improved building management, and building safety

What are the CIP’s funding sources?

The Town carefully examines all funding sources for projects included in the Capital Improvement Program.

The potential sources of funding for CIP projects can include:

- Property Tax Support
- Fair Share Development Fees
- Assets held by Capital Reserve Funds
- State School Housing Aid
- Real Estate Conveyance Fees
- Retained Earnings within Utility Funds
- General Obligation Bonds
- Future CIP Revenue Transfers
- State, Federal, and Non-Profit Grants
- Neighborhood Guild Retained Earnings

Category	General Fund	Enterprise Funds	School Fund	Other
Town Facility Maintenance & Improvements	☑	☑	☑	☑
Recreation Facilities	☑	☑		☑
Public Safety	☑			☑
Roadway	☑			☑
Equipment Acquisition & Replacement	☑	☑	☑	☑
Economic & Community Development	☑			☑
Wastewater		☑		☑
Water		☑		☑
Education			☑	☑



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

Article III – Capital Improvement Program and Capital Budget Ordinance

SEC. 6-41 CAPITAL IMPROVEMENT PROGRAM

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

SEC. 6-42 CAPITAL FACILITIES, INFRASTRUCTURE AND CAPITAL PROJECTS

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

SEC. 6-43 SUBMISSION TO TOWN COUNCIL; CONTENTS

- (a) *Submission to town council.* The town manager shall prepare and submit to the town council a six year capital program no later than December 1 each year.
- (b) *Contents.* The capital program shall include;
 - (1) A clear general summary of its contents.
 - (2) A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the six (6) fiscal years next ensuing with appropriate supporting information as to the necessity for each.
 - (3) Cost estimates and recommended time schedules for each improvement or other capital expenditure.

SEC. 6-44 TOWN COUNCIL ADOPTION

- (a) *Notice and hearing.* The town council shall publish in one or more newspapers of general circulation, a general summary of the capital improvement program and a notice stating:
 - (1) The times and places where copies of the capital program are available for inspection by the public; and
 - (2) The time and place, not less than ten (10) days after such publication, for a public hearing on the capital improvement program.
- (b) *Adoption.* The town council by resolution shall adopt the capital improvement program with or without amendment after the public hearing and on or before the first day of February.

SEC. 6-45 PUBLIC RECORDS

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

Statistical Profile



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

Geography

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

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

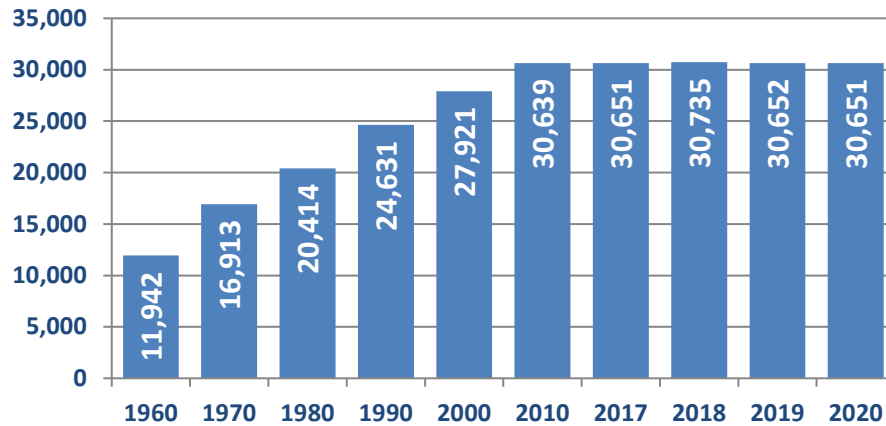
Population

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

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



Population Growth



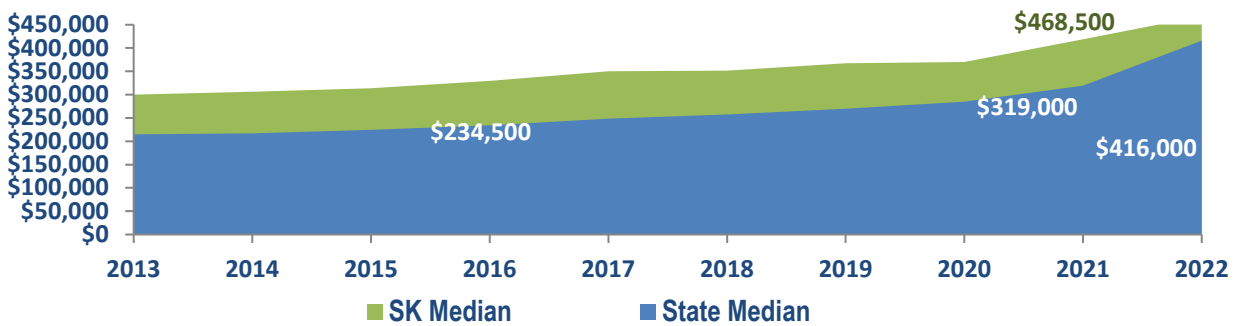
HOUSING

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

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2016-2020 American Community Survey (ACS) 5-Year Estimates reported that in 2020, the median value of owner occupied homes in South Kingstown was \$419,900 as compared to \$371,400 in 2019, \$353,800 in 2018, \$344,000 in 2017, and \$329,822 in 2015. The 2021 Housing Fact Book published by HousingWorks RI at Roger William University indicates the median sale price of a single-family home in South Kingstown as of December 31, 2021 was \$487,950. The median sale price of a single family home state-wide during the same period was \$375,000. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

Median Single Family House Prices



Source: 2022 Housing Fact Book - HousingWorksRI at RWU



AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	Percent Increase
2012-2013	8,825	287,000	348,115	5,048	12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
2019-2020	9,072	367,500	399,110	5,767	233	4.21%
2020-2021	9,071	370,000	399,154	5,768	1	0.01%
2021-2022	9,142	468,500	401,370	5,800	32	0.55%
10 Year Increase	317	181,500	53,255	752	\$76	1.43%

*10 year average

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

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

*5 year average

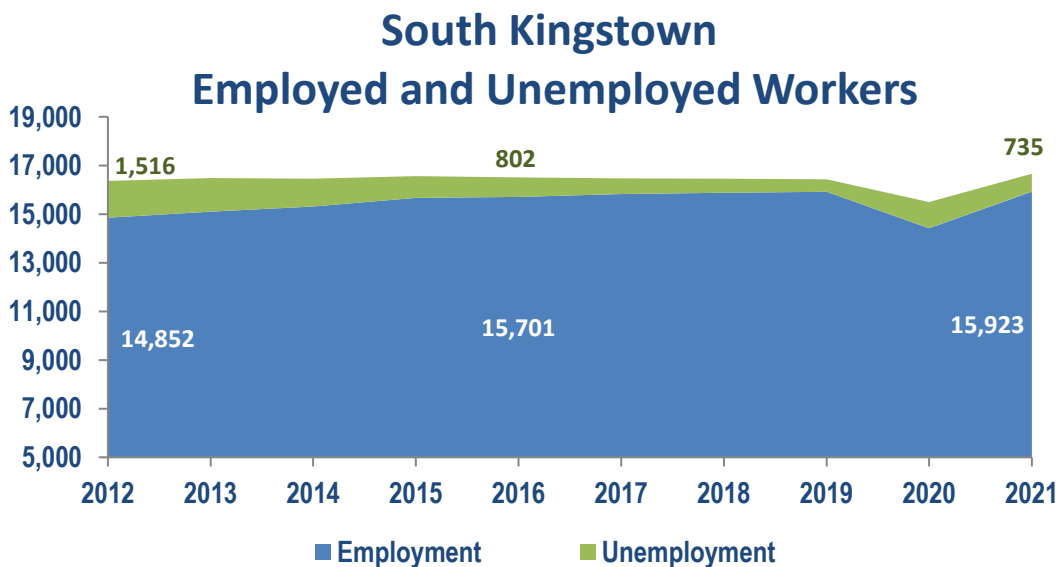
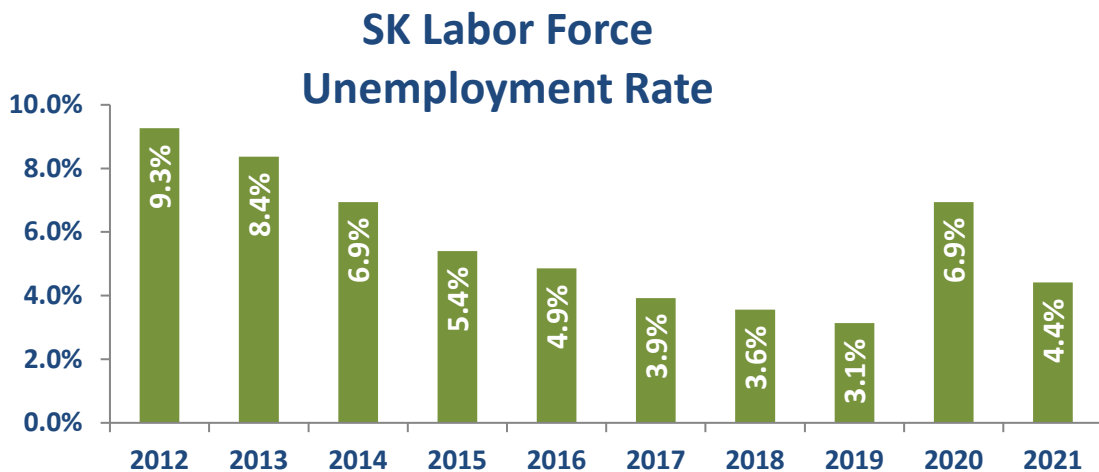
Tax Roll Comparison	FY2021-2022 \$14.45			FY2021-2022 \$10.95			
	December 2020 Taxable Value	Tax Rate Levied	% of Tax Roll	December 2021 Taxable Value	Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	4,527,996,100	65,429,544	85%	6,206,073,900	67,956,509	87%	87%
Commercial/Industrial Tangible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

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



EMPLOYMENT

During Calendar 2021, the average labor force in the Town of South Kingstown was 16,658 with employment at 15,923 yielding an unemployment rate of 4.4%. Statewide, the unemployment rate for Calendar year 2021 was 5.4%. The September 2022 unemployment rate stands at 2.9% as compared to the statewide rate of 3.2%. It should be noted that the rates shown for 2021 reflect the local consequences of the COVID-19 pandemic. While the unemployment rate is significantly lower in 2021 than it was 2020, it is also substantially lower than the statewide 2021 unemployment rate. South Kingstown’s relatively low pandemic-induced unemployment can be attributed to the characteristics of the local job market (the University of Rhode Island is one of our largest employer) and the workforce participation profile of the Town’s residents (a large number of professionals whose work was not suspended during the pandemic).



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



FINANCIAL POSITION COMPARISON

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

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

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

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

MUNICIPAL BUDGET TRENDS

Fiscal Year	2017-2018	Percent	2018-2019	Percent	2019-2020	Percent	2020-2021	Percent	2021-2022	Percent	2022-2023	Percent	5 Year	5 Year Average	Percent
Assessment Date	12/31/2016	Share	12/31/2017	Share	12/31/2018	Share	12/31/2019	Share	12/31/2020	Share	12/31/2021	Share	Inc/(Dec)	Annual Inc	Inc/(Dec)
General Fund Revenue Statement															
Current Year Property Taxes	\$70,711,723	91.13%	\$72,504,058	90.27%	\$74,907,098	90.38%	\$76,745,663	89.24%	\$76,402,551	88.79%	\$77,222,311	87.95%	\$6,510,588	\$1,302,118	1.75%
Prior Year Taxes and Penalty	918,250	1.19%	883,250	1.10%	873,250	1.05%	878,250	1.02%	878,250	1.02%	878,250	1.00%	(\$40,000)	(8,000)	-0.90%
State Aid	1,965,792	2.99%	2,507,572	3.12%	2,594,632	3.13%	3,067,818	3.57%	3,268,298	3.80%	3,670,745	4.18%	\$1,704,953	340,991	12.72%
Local Revenue	3,833,333	3.91%	3,875,788	4.83%	3,957,948	4.78%	4,950,792	5.76%	4,182,836	4.86%	4,829,385	5.50%	\$996,052	199,210	4.79%
Fund Balance Forwarded	600,000	0.78%	550,000	0.68%	550,000	0.66%	361,061	0.42%	1,320,208	1.53%	1,200,000	1.37%	\$600,000	120,000	17.74%
Total General Fund Revenues	\$78,029,098	100.00%	\$80,320,668	100.00%	\$82,882,928	100.00%	\$86,003,584	100.00%	\$86,052,143	100.00%	\$87,800,691	100.00%	\$9,771,593	\$1,954,319	2.36%
Municipal Expenditure Program															
Municipal Program	\$23,020,859	29.50%	\$22,983,475	28.61%	\$24,376,434	29.55%	\$26,232,589	30.50%	\$26,302,438	30.57%	\$28,607,699	32.35%	\$5,586,840	\$1,117,368	4.55%
School Fund Transfer	52,415,096	67.17%	53,952,664	67.17%	54,492,191	66.06%	55,994,773	65.11%	55,994,773	65.07%	55,994,773	63.31%	\$3,579,677	715,935	1.31%
Capital Budget	1,499,500	1.92%	1,532,500	1.91%	1,634,000	1.98%	1,830,990	2.13%	1,809,700	2.10%	1,806,500	2.04%	\$307,000	61,400	3.70%
School Debt Service	543,643	0.70%	1,134,851	1.41%	1,036,073	1.26%	1,024,800	1.19%	960,691	1.12%	716,761	0.81%	\$173,118	34,624	3.68%
Town Debt Service	550,000	0.70%	1,040,107	1.29%	949,221	1.15%	920,432	1.07%	984,541	1.14%	1,314,391	1.49%	\$764,391	152,878	17.20%
General Fund Cost	\$78,029,098	100.00%	\$80,320,668	100.40%	\$82,487,919	100.00%	\$86,003,584	100.00%	\$86,052,143	100.00%	\$88,440,124	100.00%	\$10,411,026	\$2,082,205	2.52%
Plus 3rd Party School Aid	\$8,158,264		\$7,248,908		\$6,494,989		\$5,862,057		\$5,973,397		\$5,737,100		(\$2,421,164)	(484,233)	-7.18%
School/Municipal Cost	\$86,187,362		\$87,569,576		\$88,982,908		\$91,865,641		\$92,025,540		\$94,177,224		\$7,989,862	\$1,597,972	1.79%
School Fund Revenue Statement															
General Fund Tax Transfer	\$52,415,096	86.53%	\$53,952,664	88.16%	\$54,492,191	89.35%	\$55,994,773	90.52%	\$55,994,773	90.36%	\$55,994,773	90.71%	\$3,579,677	715,935	1.31%
State Aid	6,837,992	11.29%	6,108,908	9.98%	5,353,387	8.78%	5,090,057	8.23%	5,231,308	8.44%	5,214,173	8.45%	(\$1,623,819)	(324,764)	-5.67%
Local Revenue	1,320,272	2.18%	1,140,000	1.86%	1,141,602	1.87%	772,000	1.25%	742,089	1.20%	522,927	0.85%	(\$797,345)	(159,469)	-15.59%
Total School Fund Revenues	\$60,573,360	100.00%	\$61,201,572	100.00%	\$60,987,180	100.00%	\$61,856,830	100.00%	\$61,968,170	100.00%	\$61,731,873	100.00%	\$1,158,513	\$231,703	0.38%
Combined Revenue Statement															
Property Taxes	\$70,367,625	82.42%	\$72,504,058	82.80%	\$74,907,098	83.81%	\$76,745,663	83.54%	\$76,402,551	83.02%	\$77,222,311	82.56%	\$6,854,686	1,370,937	1.85%
State Aid	9,147,882	10.72%	8,616,480	9.84%	7,948,019	8.89%	8,157,875	8.88%	8,499,606	9.24%	8,884,918	9.50%	(\$262,964)	(52,593)	-0.62%
Local Revenues	5,857,199	6.86%	6,449,038	7.36%	6,522,800	7.30%	6,962,103	7.58%	7,123,383	7.74%	7,430,562	7.94%	\$1,573,363	314,673	4.78%
Total Revenues	\$85,372,706	100.00%	\$87,569,576	100.00%	\$89,377,917	100.00%	\$91,865,641	100.00%	\$92,025,540	100.00%	\$93,537,791	100.00%	\$8,165,085	\$1,633,017	1.83%
Real and Tangible Property Roll															
Residential	\$3,842,225,124	83.20%	\$3,882,445,124	83.44%	\$4,390,145,043	84.13%	\$4,433,073,541	84.51%	\$4,464,036,880	84.82%	\$6,115,517,343	87.11%	\$192,004	Flexible Rate	\$10.95
Commercial/Industrial/Utilities	478,964,955	10.37%	481,995,863	10.36%	545,424,264	10.45%	552,802,029	10.54%	554,765,455	10.54%	619,037,334	8.82%	\$19,435	Motor Vehicle	\$18.71
Tangible	112,676,078	2.44%	113,421,110	2.44%	114,091,164	2.19%	114,464,194	2.18%	107,007,815	2.03%	108,814,811	1.55%	\$3,416	Tangible	\$14.45
Net Real and Tangible Property Roll	\$4,433,866,157	96.0%	\$4,477,862,097	96.2%	\$5,049,660,471	96.8%	\$5,100,339,764	97.2%	\$5,125,810,150	97.4%	\$6,843,369,488	97.5%	\$214,856		
Net Real and Tangible Property Roll	\$4,433,866,157	96.01%	\$4,477,862,097	96.24%	\$5,049,660,471	96.76%	\$5,100,339,764	97.23%	\$5,125,810,150	97.40%	\$6,843,369,488	97.48%	\$214,856		
Annual Increase in Flex. Roll	\$15,202,713	0.34%	\$43,995,940	0.99%	\$571,798,374	12.77%	\$50,679,293	1.00%	\$76,149,679	1.51%	\$1,743,029,724	34.17%			
Motor Vehicle Excise Tax Roll															
Motor Vehicles - Excise	\$184,249,032	3.99%	\$175,178,185	3.76%	\$168,826,026	3.24%	\$145,574,064	2.77%	\$136,900,889	2.60%	\$176,857,291	2.52%	\$5,553		
Total Taxable Property Values	\$4,618,115,189	100.0%	\$4,653,040,282	100.0%	\$5,218,486,497	100.0%	\$5,245,913,828	100.0%	\$5,262,711,039	100.0%	\$7,020,226,779	100.0%	\$220,408	2020 ACS 5 Yr	31,851
Taxable Property Increase/(Decrease)	\$522,482	0.01%	\$34,925,093	0.76%	\$565,446,215	12.15%	\$27,427,331	0.53%	\$44,224,542	0.85%	\$1,774,312,951	33.82%			
Property Tax Distribution															
Municipal Share	\$17,408,886	24.41%	\$18,001,394	24.50%	\$19,414,907	25.50%	\$19,074,732	24.96%	\$18,934,904	24.71%	\$20,107,589	25.70%	\$2,698,703	\$539,741	2.91%
School Share	52,958,739	74.25%	54,502,664	74.17%	55,731,836	73.21%	56,346,028	73.73%	56,689,768	73.98%	57,110,495	72.99%	\$4,151,756	830,351	1.50%
Overlay	954,168	1.34%	977,553	1.33%	978,566	1.29%	1,001,675	1.31%	1,003,833	1.31%	1,024,984	1.31%	\$70,816	14,163	1.44%
Total Property Tax Levy	\$71,321,793	100.00%	\$73,481,611	100.00%	\$76,125,309	100.00%	\$76,422,435	100.00%	\$76,628,505	100.00%	\$78,243,068	100.00%	\$7,844,770	\$1,568,954	2.10%
Increase Over Prior Year	\$923,495	1.31%	\$2,159,818	3.03%	\$2,643,698	3.60%	\$297,126	0.39%	\$503,196	0.66%	\$1,820,633	2.38%			
Tax Rate Distribution															
Municipal Share	\$3.79	24.74%	\$3.89	24.81%	\$3.73	25.80%	\$3.65	25.26%	\$3.62	25.05%	\$2.74	25.02%			
School Share	11.52	75.26%	11.79	75.19%	10.72	74.20%	\$10.80	74.74%	\$10.83	74.95%	\$8.21	74.98%			
Total Property Tax Rate	\$15.31	100.00%	\$15.68	100.00%	\$14.45	100.00%	\$14.45	100.00%	\$14.45	100.00%	\$10.95	100.00%			
Tax Rate Increase (Decrease)	\$0.22	1.45%	\$0.37	2.43%	(\$1.23)	-7.84%	\$0.00	0.00%	\$0.00	0.00%	(\$3.50)	-24.22%			

Note: FY 2010-2011 Statistical Revaluation
 Note: FY 2013-2014 Full Revaluation
 Note: FY 2016-2017 Statistical Revaluation
 Note: FY 2019-2020 Statistical Revaluation

SOUTH KINGSTOWN

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

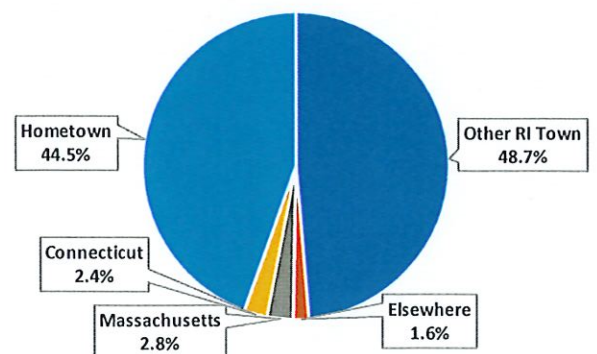
- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2019, South Kingstown added another 2,731 (+9.8%) residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2019. The share of local residents without a high school diploma or GED decreased between 2000 and 2019, falling from 8.7 percent to 4.5 percent.
- Between 2020 and 2021, employment in South Kingstown increased by 343 (+2.7%) jobs. Private sector employers reported a gain of 370 (+4.0%) jobs, while public sector employment fell by 28 (-0.8%) jobs. In comparison, statewide total employment grew by 19,254 (+5.0%) jobs.
- South Kingstown's unemployment rate averaged 3.1 percent in 2019, tied for the 13th lowest in the state and below the state average of 3.6 percent.

Establishment Employment	2019	2020	2021
Total Private & Government	14,012	12,817	13,160
Total Private Only	10,395	9,240	9,610
Government	3,617	3,578	3,550
Health Care & Social Assistance	3,072	2,840	2,888
Accommodation & Food Services	1,600	1,292	1,484
Retail Trade	1,244	1,145	1,220
Construction	459	495	548
Other Services	610	484	508
Manufacturing	567	526	426
Wholesale Trade	509	460	419
Professional & Technical Services	374	370	398
Educational Services	379	356	362
Administrative Support & Waste Mngmnt.	343	318	334
Finance & Insurance	342	321	270
Arts, Entertainment, & Recreation	231	159	210
Real Estate & Rental & Leasing	239	138	181
Information	125	109	109
Transportation & Warehousing	141	83	105
Agriculture, Forestry, Fishing & Hunting	110	94	94
Management of Companies & Enterprises	21	21	28
Mining	*	*	*
Utilities	*	*	*

Language Population Age 18-64, 2019

Percent of population that speak only English or another language & English either 'well' or 'very well'	99.5%
Percent of Population that Speak English 'not well' or 'not at all'	0.5%
Language Spoken:	
Speak Spanish	0.3%
Speak Other Indo-European	0.1%
Speak Asian/Pacific Islander	0.1%
Speak Other Languages	0.0%

Where South Kingstown Residents Work, 2015





**TAB 2
BUDGET MESSAGE**

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

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

TO: THE HONORABLE TOWN COUNCIL
FROM: JAMES MANNI, TOWN MANAGER
RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE
FISCAL PERIOD 2023-2024 THROUGH 2028-2029
DATE: DECEMBER 1, 2022

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

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

Capital Improvement Program Overview

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

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

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

Changes from Last Year's Plan

Capital Budget Increase

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



Strategic Public Borrowing

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

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

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

Allocation of Real Estate Conveyance Tax Revenues

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

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

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

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



Summary of Changes

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

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

Summary of Long Term Debt Management Approach

Bonded Debt Level Position

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

Long Term Financial Program

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

Projected Debt Service Schedules

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

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

Fair Share Development Fees

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



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

Summary of Short-term and Long-term Expenditure Elements

Annual Funding Element

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

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

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

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

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

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

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

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



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

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

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

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

Major Projects of Interest

Transportation Infrastructure Improvements

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



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

Public Safety Radio Program

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

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

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

School Department Proposed Capital Program

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

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

Emergency Services Facilities

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



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

Capital Improvement Program Issues of Concern

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



In Closing

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

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

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

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

James Manni
Town Manager



TAB 3
LONG TERM DEBT MANAGEMENT

Overview 3 - 1
Bonded Debt Level Position 3 - 2
Long Term Financial Program 3 - 8
Projected Debt Service Schedules 3 - 21
Fair Share Development Fees 3 - 24

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



Overview of Long Term Debt Management

Objective

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

Summary of Elements

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

BONDED DEBT LEVEL POSITION

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

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

LONG TERM FINANCIAL PROGRAM

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

PROJECTED DEBT SERVICE SCHEDULES

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

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

FAIR SHARE DEVELOPMENT FEES

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

Bonded Debt Level Position

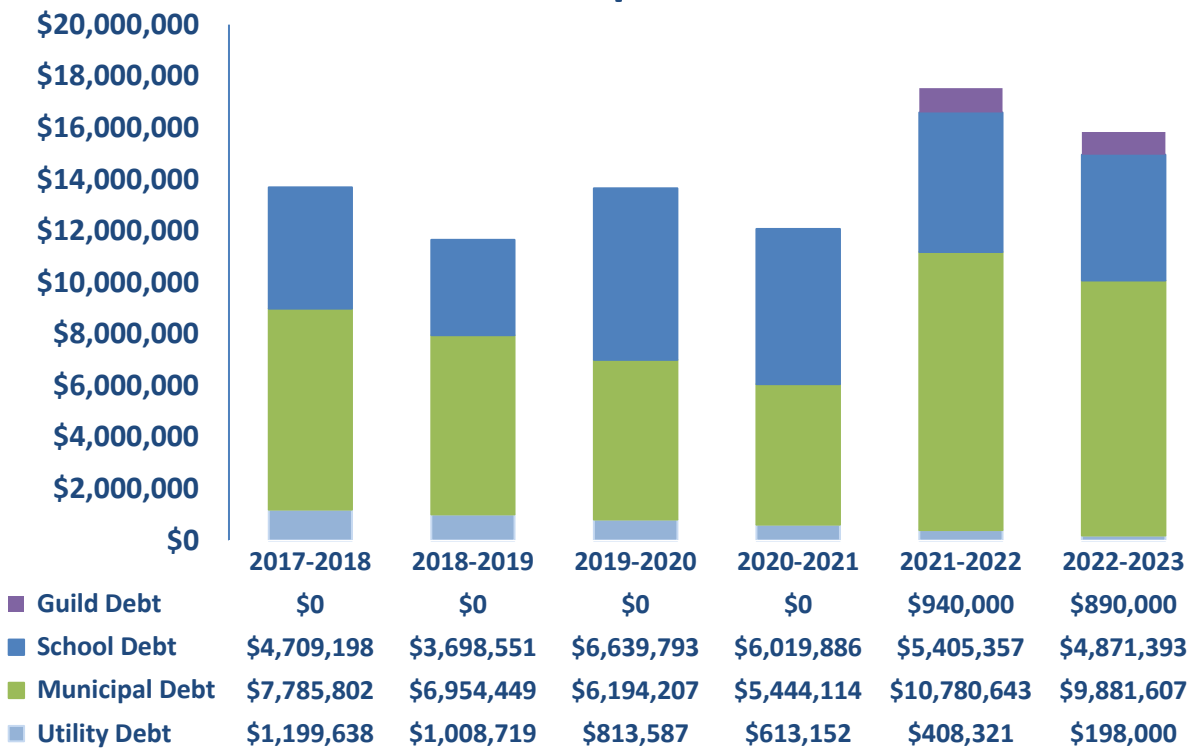


The first element of the Capital Improvement Program’s *Long Term Debt Management* section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

Prior Year Bonded Debt Level

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

Prior Year Municipal Bonded Debt Level



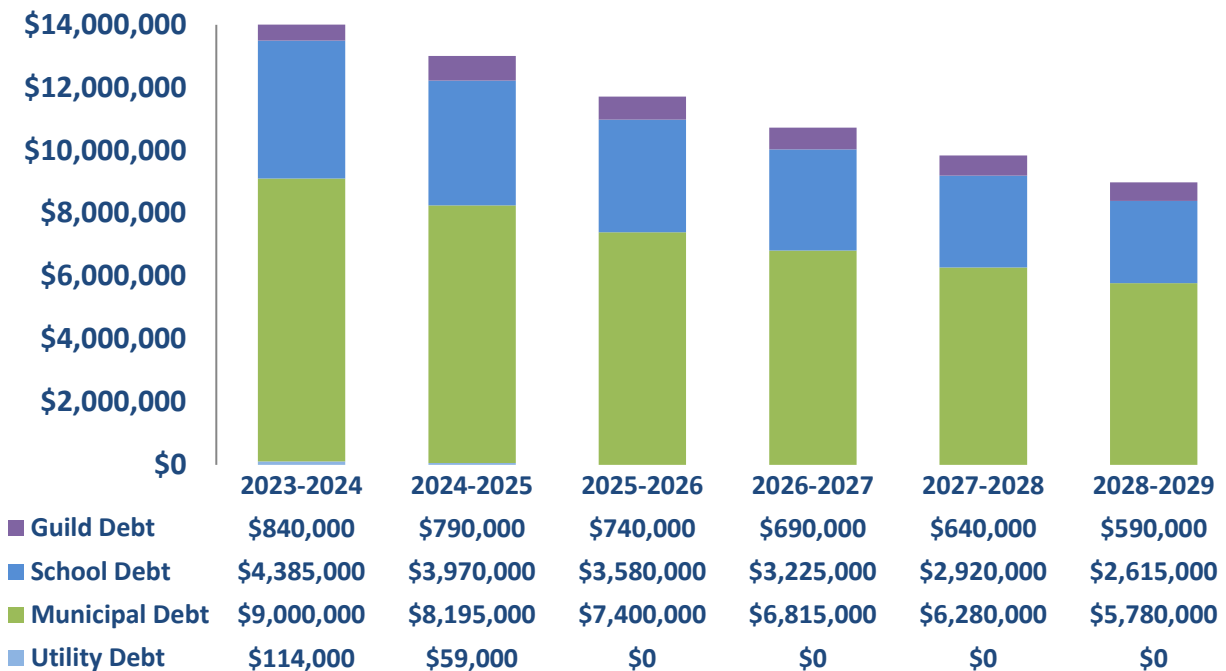
Bonded Debt Level Position, Continued



Projected Bonded Debt Level with No Additional Bonding

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

Existing Municipal Debt Level



Planned Capital Project Bonding

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

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

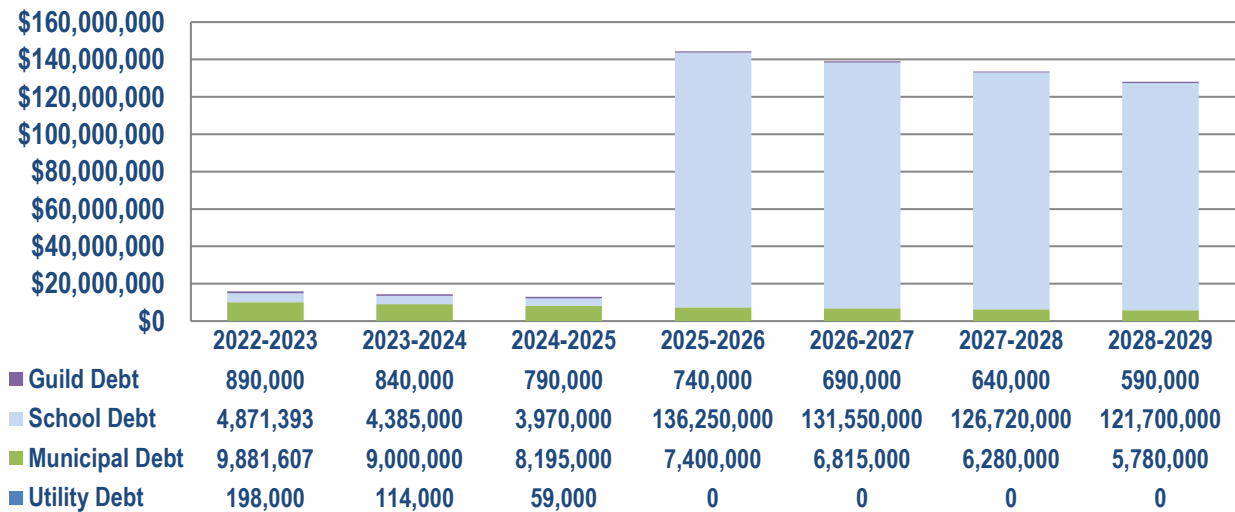
Bonded Debt Level Position, Continued



Projected Bonded Debt Level

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

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



Detailed Bonded Debt Level Schedules

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

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

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

FUTURE DEBT LOADING

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

ALL MUNICIPAL DEBT SUMMARY

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

*2015-2019 American Community Survey 5-Year Estimates



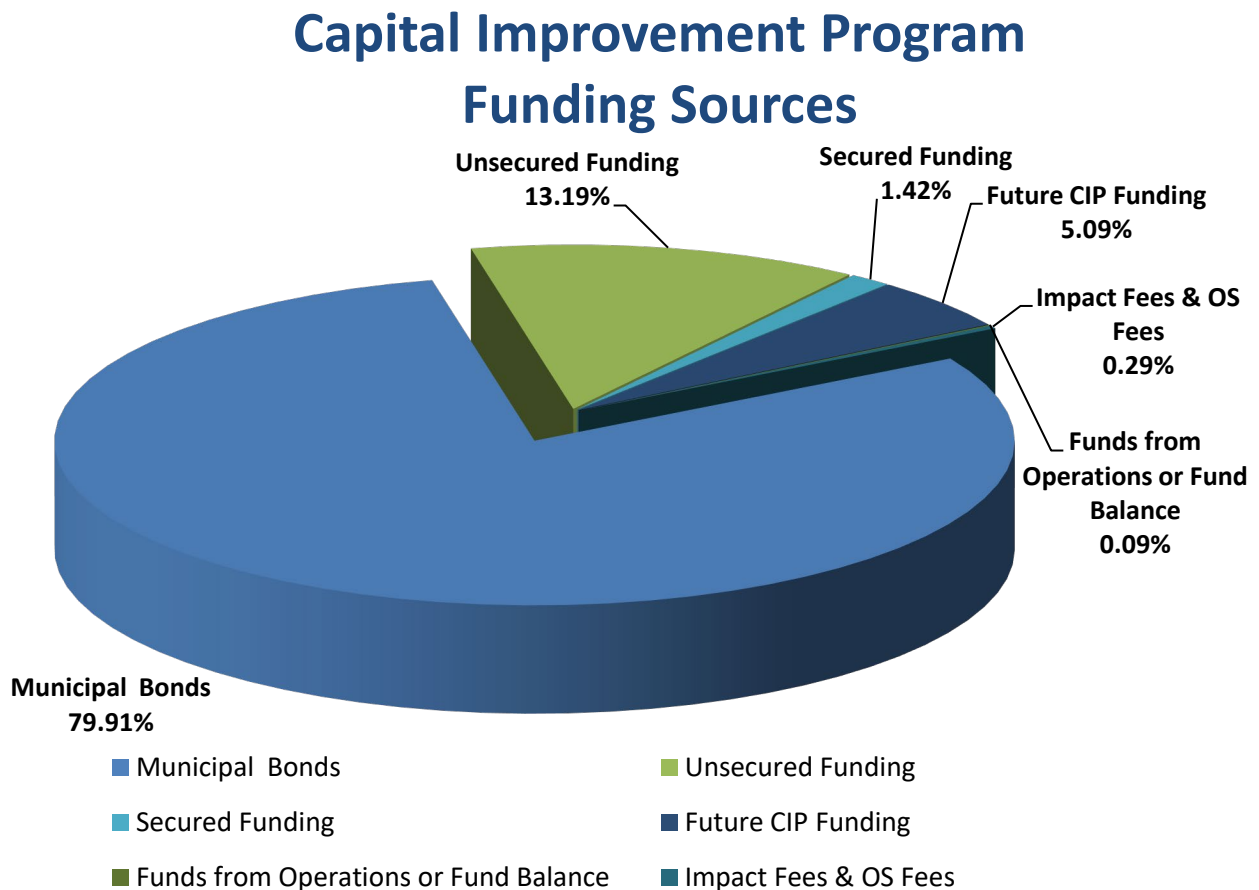
The second element of the Capital Improvement Program's *Long Term Debt Management* section provides a six-year summary of all proposed major capital projects and programs, including identifying estimated program costs, sources of revenue, and a bonding schedule to meet these planned expenditures.

Summary of Proposed Capital Projects & Programs

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

Summary of Funding Sources

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



SIX YEAR MAJOR PROJECTS ELEMENT - FY 2022-2023 through FY 2027-2028

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



Third Party Revenue Sources

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

STATE SCHOOL HOUSING AID

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

FAIR SHARE DEVELOPMENT FEES

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

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

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

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

Fair Share Fees - School Related	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Debt Service	0	0	0	0	0	0	0
Unassigned Fund Balance June 30th	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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



Long Term Financial Program

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

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

NEIGHBORHOOD GUILD REINVESTED INCOME

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

DIANE DRIVE WASTEWATER EXPANSION

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

REAL ESTATE CONVEYANCE TAX PROGRAM

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

Since 1998, the Town Council's policy has been to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2022 will be \$843,588.

Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis.

Long Term Financial Program



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

SUPERFUND PROGRAM REIMBURSEMENT

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

Impact of Non-Property Revenues on Long Term Municipal Borrowing

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

Debt-Related Property Tax Burden

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

INCREASE IN PROPERTY TAX BURDEN FOR AVERAGE HOUSEHOLD

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

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



Credit Industry Benchmarks

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

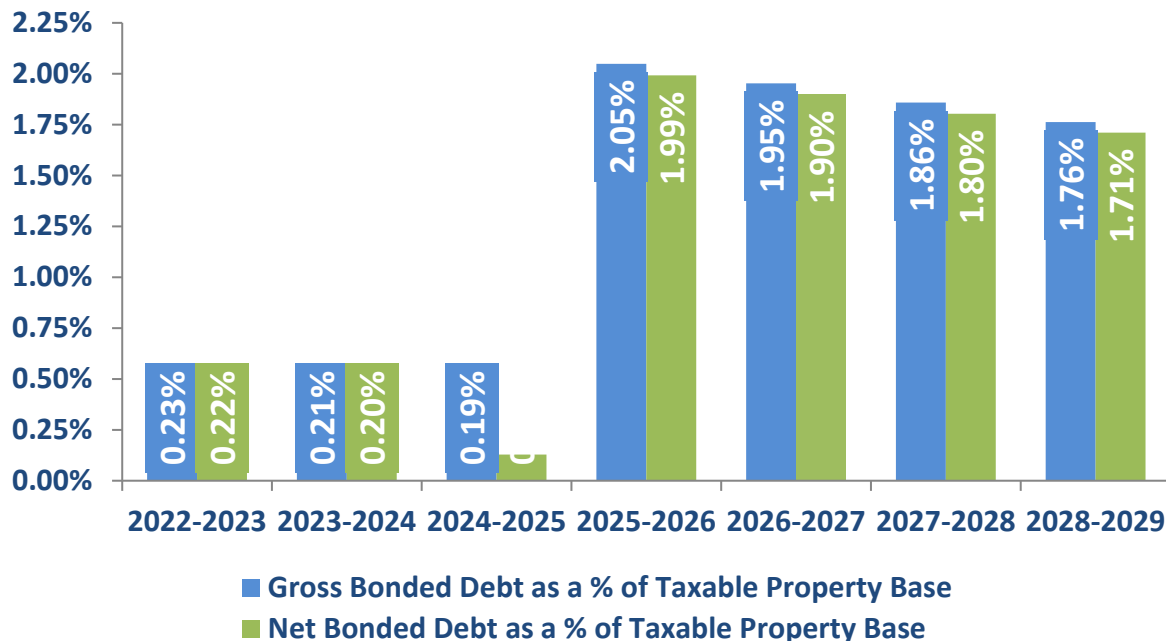
OVERALL DEBT AS A PERCENTAGE OF FULL VALUE OF TAX ROLL

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

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

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

**Bonded Debt as a Percentage of Tax Base
(Assumes 1% Taxable Property Growth)**



MARKET VALUE PER CAPITA

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

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



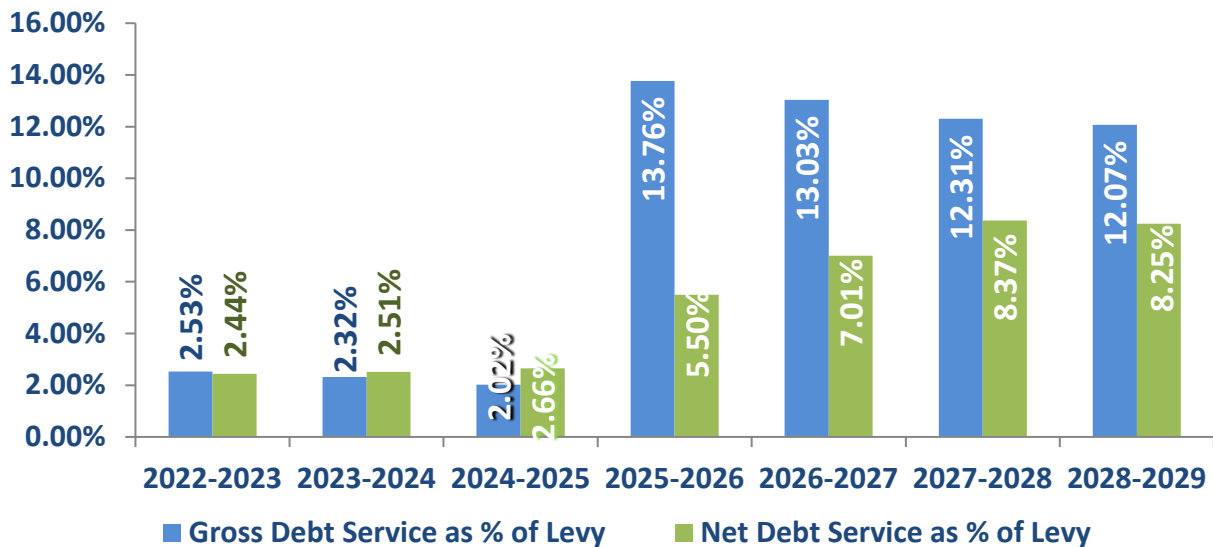
The resultant market value per capita is \$214,856. Moody’s reports an average full value per capita of \$209,015 (Aaa) and \$102,447 (Aa) for communities with a population between 20,000 and 50,000.²

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

DEBT SERVICE AS A PERCENTAGE OF TAX LEVY

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

**Debt Service as a Percentage of a Tax Levy
(Assumed Annual Growth of 3%)**



GROSS BONDED DEBT PER CAPITA

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

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

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

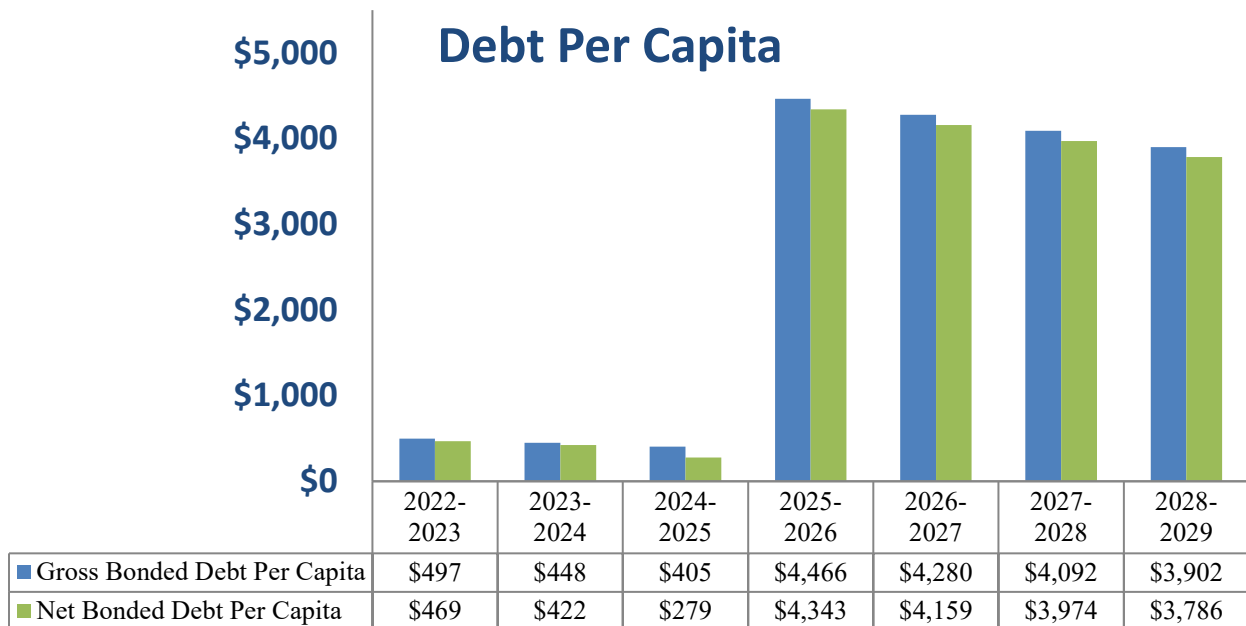
Long Term Financial Program



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

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

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



DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

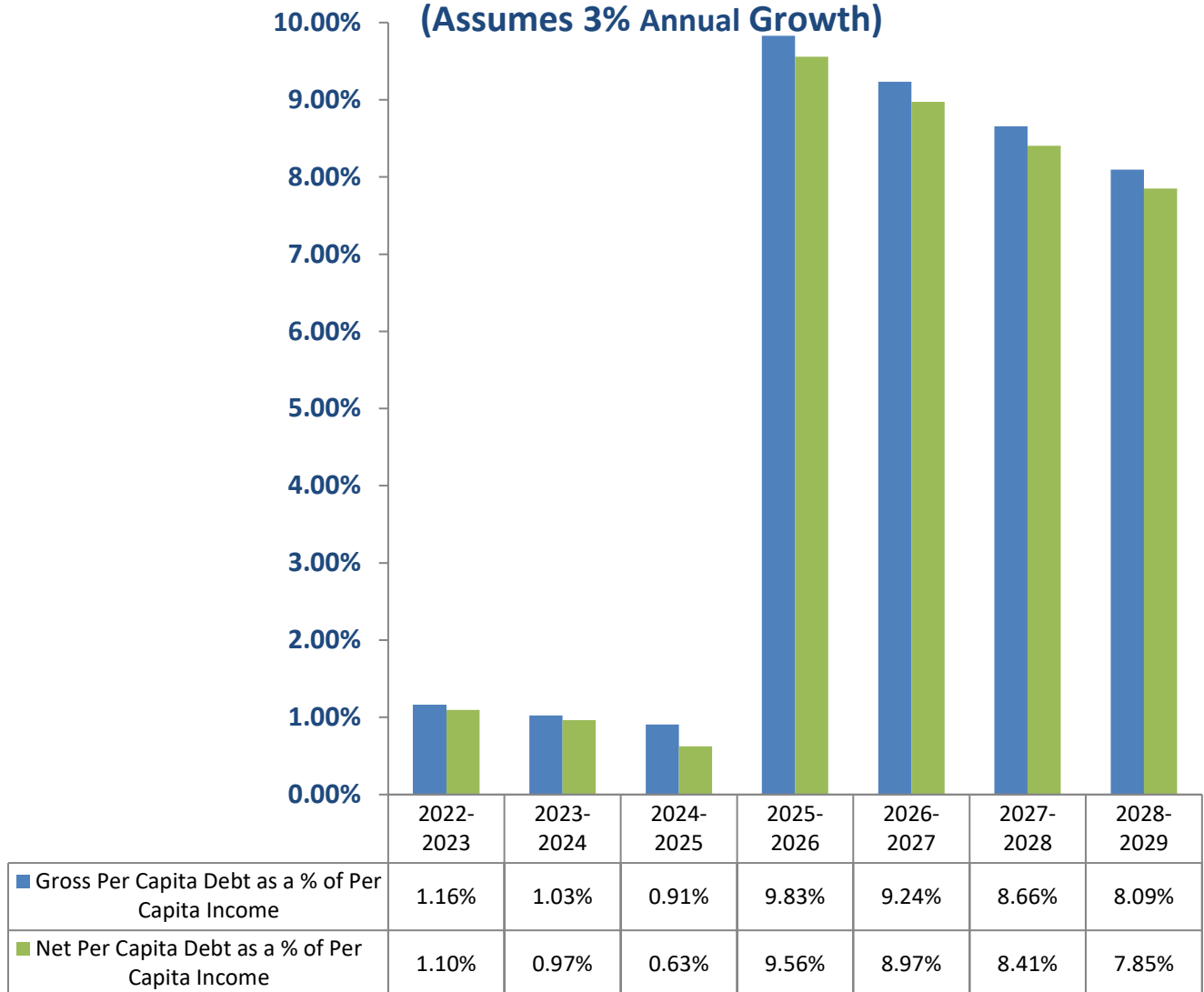
Using the data provided in the RI General Treasurer Debt Affordability Study issued on July 25, 2019, Gross Direct Debt for all RI communities as a percentage of Personal Income was calculated to be 5.07% as of June 30, 2018.⁴ South Kingstown’s ratio was calculated to be 0.64% for the fiscal year ending June 30, 2021.

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

⁴ State of RI, PFMB and Office of the General Treasurer – Debt Affordability Study, 2020 edition.



Per Capita Debt as a Percentage of Per Capita Income (Assumes 3% Annual Growth)

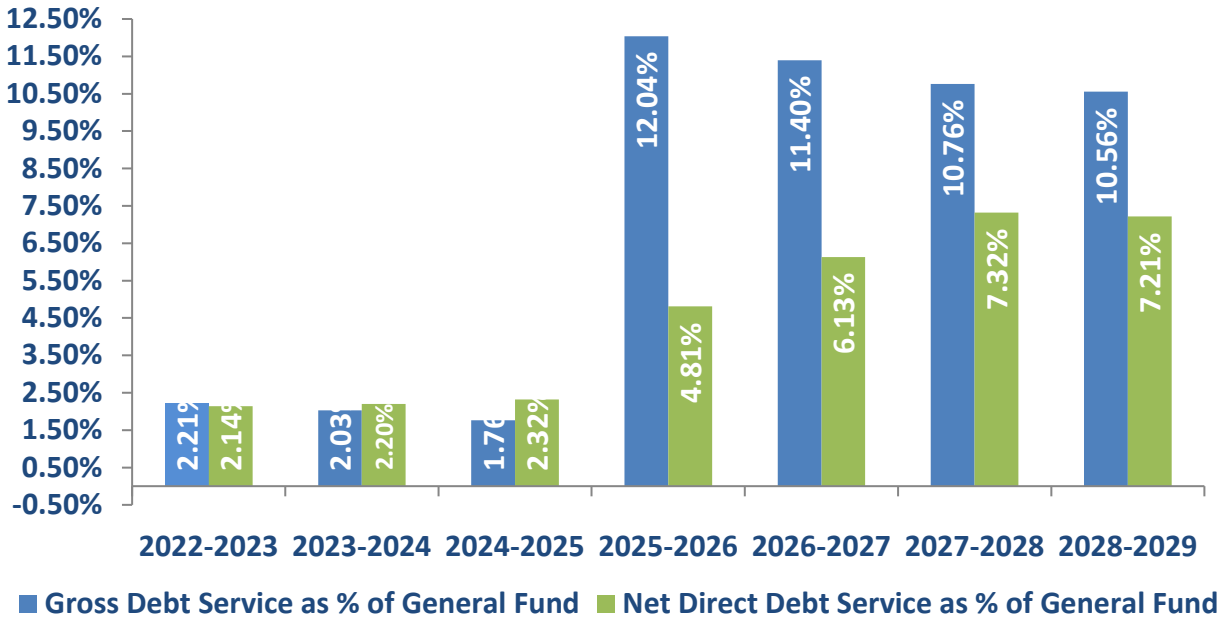


DEBT SERVICE NOT TO EXCEED 10% OF OPERATING REVENUES

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



Debt Service as a Percentage of Operating Revenues



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

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

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

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

Long Term Financial Program



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

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

Aa1 BOND RATING

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

Long Term Financial Program



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

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

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

Long Term Financial Program



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

Debt Service Schedules

REQUIRED DEBT SERVICE COST SCHEDULE

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

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

ALL FUTURE DEBT SERVICE SCHEDULE

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

ALL MUNICIPAL DEBT SERVICE PROGRAM

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

REQUIRED DEBT SERVICE COST SCHEDULE FY 2023-2024 THROUGH FY 2028-2029

Debt Service Function	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028	FY 2028-2029
Municipal Debt Service							
School Debt Service	\$712,162	\$648,130	\$559,676	\$518,926	\$470,481	\$407,763	\$396,138
Town Debt Service	1,232,370	1,188,333	1,082,873	1,044,980	812,221	743,832	691,814
Debt Service Fund (Town & School) Debt	\$1,944,532	\$1,836,463	\$1,642,549	\$1,563,906	\$1,282,702	\$1,151,595	\$1,087,952
Guild Debt Service	82,021	76,423	74,521	73,164	71,288	69,412	67,536
Wastewater Debt Service	29,932	30,315	0	0	0	0	0
Solid Waste Debt Service	186,223	56,797	56,722	59,589	0	0	0
Total Municipal Debt Service	\$2,242,708.00	\$1,999,998	\$1,773,792	\$1,696,659	\$1,353,990	\$1,221,007	\$1,155,488
Third Party Revenue Sources							
State School Construction Aid	\$219,458	\$194,739	\$168,203	\$168,203	\$168,203	\$168,203	\$168,203
South Road School Debt Service Transfer	0	0	0	0	0	0	0
School Related Fair Share Development Fees	0	0	0	0	0	0	0
Neighborhood Build Trust Fund	82,021	76,423	74,521	73,164	71,288	69,412	67,536
Recreation Related Fair Share Development Fees	68,006	66,047	33,970	32,735	31,895	31,056	30,217
Real Estate Conveyance Tax Transfer	212,501	236,704	208,088	205,288	35,788	0	0
Total Third Party Revenues	\$581,986	\$573,913	\$484,782	\$479,389	\$307,174	\$268,671	\$265,956
Percent of Debt Service	29.9%	31.3%	29.5%	30.7%	23.9%	23.3%	24.4%
Net Direct Debt Service Cost	\$1,362,546	\$1,262,550	\$1,157,767	\$1,084,517	\$975,528	\$882,924	\$821,996
Projected Property Tax Rate for Debt Service	\$0.20	\$0.19	\$0.17	\$0.16	\$0.14	\$0.12	\$0.11
Gross Bonded Debt Level as of June 30th	\$15,841,000	\$14,339,000	\$13,014,000	\$144,390,000	\$139,055,000	\$133,640,000	\$128,070,000
Less: State School Aid For Debt Retirement	\$0	\$0	\$3,240,342	\$3,239,561	\$3,238,632	\$3,239,821	\$3,238,195
Less: Wastewater Fund Debt Retirement	30,000	0	0	0	0	0	0
Less: Neighborhood Guild Debt Retirement	0	0	0	0	0	0	0
Less: Solid Waste Fund Debt Retirement	168,000	114,000	59,000	0	0	0	0
Net Bonded Debt Level - Retired from Tax Base	\$15,643,000	\$14,225,000	\$9,714,658	\$141,150,439	\$135,816,368	\$130,400,179	\$124,831,805
Gross Bonded Debt Per Capita	\$497	\$448	\$405	\$4,466	\$4,280	\$4,092	\$3,902
Net Bonded Debt Per Capita	\$491	\$444	\$302	\$4,366	\$4,180	\$3,993	\$3,804
Gross Per Capita Debt as a Percent of Per Capita Income	1.16%	1.03%	0.91%	9.83%	9.24%	8.66%	8.09%
Net Per Capita Debt as a Percent of Per Capita Income	1.15%	1.02%	0.68%	9.61%	9.02%	8.45%	7.89%
Gross Bonded Debt as % of Taxable Property Base	0.23%	0.21%	0.19%	2.05%	1.95%	1.86%	1.76%
Net Bonded Debt as % of Taxable Property Base	0.23%	0.21%	0.14%	2.00%	1.91%	1.81%	1.72%
Gross Debt Service as % of Projected Tax Levy	2.53%	2.32%	2.02%	1.86%	1.48%	1.29%	1.19%
Net Debt Service as % of Projected Tax Levy	1.77%	1.60%	1.42%	1.29%	1.13%	0.99%	0.90%
Per Capita Income (ACS) 2019 + 2.0% Annual Growth	\$42,811	\$43,667	\$44,541	\$45,432	\$46,340	\$47,267	\$48,212
Flexible Tax Base 1.0% Annual Growth	\$6,843,369,488	\$6,911,803,183	\$6,980,921,215	\$7,050,730,427	\$7,121,237,731	\$7,192,450,108	\$7,264,374,610
Property Tax Levy 3.0% Annual Growth	\$76,790,689	\$79,094,410	\$81,467,242	\$83,911,259	\$86,428,597	\$89,021,455	\$91,692,099
Net Revenues General Fund 3.0% Growth	\$87,800,691	\$90,434,712	\$93,147,753	\$95,942,186	\$98,820,451	\$101,785,065	\$104,838,617
Population (ACS) 2020 + .05% Annual Growth	31,851	32,010	32,170	32,331	32,493	32,655	32,819

All FUTURE DEBT SERVICE COST SCHEDULE

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

All MUNICIPAL DEBT SERVICE PROGRAM FY 2023-2024 THROUGH FY 2028-2029

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



Fair Share Development Fees

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

EDUCATIONAL FACILITIES

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

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

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

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

Determination of FY 2023-2024 Fair Share Development Fees

EDUCATIONAL FACILITIES

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

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

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

Fair Share Development Fees, *continued*



Recreational/Open Space Fees	FY2022-2023		FY2023-2024	
	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$140,000	\$140,000	\$140,000	\$140,000
Fair Market Value (10,000 Sq Ft) lot/Per 1,000 persons	10.50	10.50	10.50	10.50
Persons Per Owner Occupied Household Unit	2.51	1.95	2.51	1.95
Proposed Recreation Fee for FY 2022-2023	\$3,690	\$2,867	\$3,690	\$2,867

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

Based on the foregoing, the proposed FY 2023-2024 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$3,690 (base fee), with two bedrooms or fewer proposed at \$2,867.

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

- The purchase and development of new municipal parkland will cost on average \$140,000 per parcel. This cost factor is based on the estimated Market Value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the Town-wide need for recreation land to be 10.50 acres per 1,000 persons.
- The average household size of an owner-occupied unit is 2.51 persons per unit.⁵ For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.95 persons per household (78% of single household average).
- This is based on the Town’s current Fair Share Development Fees Ordinance, Article 11, Section 1101.

Fee Exemption for Affordable Housing

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

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

⁵ 2015-2019 American Community Survey 5-Year Estimates – selected Housing Characteristics for Town of South Kingstown.

Fair Share Development Fees, *continued*



- 80% AMI income for 4-person household (\$69,200 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2008 Income Limits
- Real estate taxes of \$314 per month based on an estimated affordable assessment of the unit
- Interest rate of 3.10% for a thirty (30) year mortgage⁶
- Hazard insurance of \$120 per month based upon RI Housing Loan Servicing Division data

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$260,454. *(Note: recalculated using RI Housing web based calculator)*⁷

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

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

⁶ Rhode Island Housing – Freddie Mac Primary Mortgage Market Survey; 30 year fixed rate mortgage; <http://www.freddiemac.com/pmms/#>; accessed 11/18/21.

⁷ Rhode Island Housing – Purchase Price Calculator for Determining Maximum Sales Price of a Deed Restricted Affordable Home; <https://www.rihousing.com/purchase-price-calculator/>



TAB 4
LONG TERM PROGRAM DESCRIPTIONS

Open Space and Leisure Service Programs.....	4 - 1
Library Programs.....	4 - 13
General Municipal Programs.....	4 - 14
Public Services Programs.....	4 - 20
Public Safety Programs.....	4 - 25
School Programs.....	4 - 32

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

Open Space and Leisure Service Programs



Open Space, Farm, and Conservation Purpose Land Acquisition Program

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

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

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

Open Space and Leisure Service Programs



Town of South Kingstown	992.90	992.90	999.20	1,004.98	1,004.98	1,004.98	1,005.00	1,005.00
Total Acres	11,473.28	11,530.44	11,612.20	11,639.88	11,718.08	11,808.29	11,798.77	11,950.47
% Land Area of Town	31.50%	31.70%	31.90%	32.00%	32.20%	32.47%	32.61%	32.86%

Open Space and Leisure Service Programs, *continued*



FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME

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

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

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

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

Neighborhood Guild Improvements

The Neighborhood Guild was constructed in 1908 as an activity center for employees of the Peace Dale Mill Company and was deeded to the Town in 1940 to serve as a community center for residents. Today it remains

Open Space and Leisure Service Programs, *continued*



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

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements consist of the following elements:

Exterior Main Entrance Alcove Rehabilitation

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$85,000.

Roof Replacement, Cupola Restoration, Chimney Re-pointing

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

Replacement of Windows/Installation of new HVAC

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate-controlled environment for year-round programs. The projected cost of this phase is \$625,000.

Fire Protection/Fire Alarm Upgrades/Mechanical, Electrical and Plumbing

The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired high-efficiency sealed combustion boilers with new flue and intake pipes is recommended. Provision of a new 1200-amp 120/208-volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all-around community center, with more emphasis on passive recreation programming. These changes will be

Open Space and Leisure Service Programs, *continued*



integrated into the rehabilitation plans which propose renovations of the gymnasium, select activity areas, and the Department's administrative offices, at an estimated cost of \$110,000.

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

Neighborhood Guild Improvements	
Income	
Municipal Bond – May 2021	\$1,000,000
Accumulated Income Fund	\$200,000
Total Income	\$1,200,000
Expenses	
Exterior Main Entrance Alcove	\$110,000
Window Replacement/ HVAC	625,000
Roof Replacement/Cupola/Chimney Re-pointing	120,000
Fire Protection/Fire Alarm/MEP Improvements	220,000
Interior Restoration	110,000
Security/Surveillance System	15,000
Total Program Cost	\$1,200,000

F. Town Beach Improvement Program

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

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

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

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



G. Old Mountain Field Improvements

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

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

Construction of New Restroom/Concession Building

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

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

In conjunction with the site design for a new restroom/concession building, re-design of the existing OMF parking lots to incorporate safer pedestrian access from the lots, and a one-way traffic pattern within the park, is also planned. Funding in the amount of \$50,000 is recommended to increase the Park rehab reserve fund for the parking redesign to be incorporated with the plans for the new concession/restroom building. These two project elements should be carried out at the same time.

Tennis Court Resurfacing

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

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

Open Space and Leisure Service Programs, *continued*



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

H. Saugatucket Park Improvements

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

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

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

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

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

Open Space and Leisure Service Programs, *continued*



Saugatucket Park Improvement Program	
Income	
Funds Held in Reserve	54,950
CIP Transfers FY2024 through FY2029	100,000
RIDEM Recreation Development Grant 2020	80,000
Additional Funding Necessary	177,000
Total Income	411,950
Expenses	
Walking Paths Improvements FY2023	125,000
Basketball/ (Pickle Ball) Court Full Replacement FY2022	76,350
Fence/Removal/Replacement Basketball Court	33,250
Court Lighting and Event Electrical	107,250
Retaining Wall	20,000
Bike Path Connector (behind WES)	50,000
Total Program Cost	411,850

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

Proposed Parks Improvement Program

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

(Continued on Next Page)

(Continued from Previous Page)

Proposed Parks Improvement Program

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

Proposed Parks & Recreation Program - Equipment Replacement Schedule

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

Open Space and Leisure Service Programs, *continued*



Senior Services Program

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

SENIOR CENTER FACILITY IMPROVEMENTS

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

SENIOR TRANSPORTATION

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

ADULT DAY FACILITY

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

Open Space and Leisure Service Programs, *continued*



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



Library Programs

Library Improvement Program

The South Kingstown Public Library is comprised of the Peace Dale Library, and two branch libraries - Kingston Free Library and Robert Beverly Hale Library. A Library Board of Trustees oversees the library system, which provides free, convenient and equal access to print and non-print materials, services and technologies that support our community's informational, educational, cultural and recreational needs.

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

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

Roof Replacement Peace Dale -- year 2 \$15,000 (estimated total cost \$100,000)

4 year funding. The current roof of this historic 1891 building was last replaced in 1996 and will be reaching its life expectancy soon.

Roof Replacement Kingston – year 2 \$5,000 (estimated total cost \$50,000)

5 year funding. The current roof of this historic 1775 was last replaced in 1991 and will be reaching life expectancy soon.

Parking Improvements – year 2 \$5,000 (estimated total cost \$90,000)

Parking at the Kingston and Peace Dale Library has been an ongoing issue for many, many years. Funds would provide seed money for potential land purchase and/or improvements to help mitigate insufficient parking and safety issues if/when the opportunity arises.

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

General Government Programs



Information Technology Program

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

Town Server Infrastructure Upgrade

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

Physical Access Control & Video System

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

Cybersecurity Toolset

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

Voice over IP Phone System (VoIP)

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

Fiber Ring Equipment and Firewall Replacement

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

General Government Programs, *continued*



Town Hall Audio Visual Equipment Replacement

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

Town Network Upgrade

During FY23-24, the Town's network infrastructure was upgraded with 10G switches and firewalls. This equipment is the backbone of the Town's network providing access to the internet, both cloud based and on-premise software applications, file sharing across departments and email services. Without a solid foundation, services to our customers and staff daily productivity could be adversely impacted. IT will investigate the latest technology that will keep the Town on a firm footing with its technology roadmap. A request in the amount of \$60,000 is presented for your consideration.

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

Administrative Services Program

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

General Government Programs, *continued*



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

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

Planning Program

The Town's land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town's 2021 Comprehensive Community Plan is clearly articulated. The Town is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve. Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded well thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town's vision as it relates to development standards. As the town grows over time, the ability to clearly articulate a vision through the regulatory process is tantamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the community. Funding allocated over the 5-year term of the CIP will allow for:

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

General Government Programs, *continued*



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

Property Revaluation Program

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

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

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

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

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

General Government Programs, *continued*



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

Facility Improvement Program

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

General Government Programs, *continued*



Town Hall Improvement Program

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

Equipment and Vehicles

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

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

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



Public Services Improvement Programs

Public Works Road Improvement Program

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

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

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

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

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

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

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

Public Services Improvement Programs, *continued*



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

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

PUBLIC SERVICES PROGRAM SUMMARY

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

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

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

PUBLIC WORKS - EQUIPMENT REPLACEMENT SCHEDULE

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



Public Safety Programs

Public Safety Equipment and Facility Program

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

Public Safety Computer Systems

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

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

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

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

Network and Firewall Replacement – FY 2027-2028 \$50,000

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

Public Safety Communications Systems

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

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

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

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

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



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

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

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

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

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

Public Safety Building Reserve - Facility Wide Improvements

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given the building has reached over 24 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair. Funding of \$415,000 is proposed over the six-year term of the CIP to address equipment replacements and facility improvements as needed. A summary of the Public Safety Program over the six-year term of the CIP is shown below:

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

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

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

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

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

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

Landscaping Improvements/Parking Lot – Front of Public Safety Complex – FY 2027-2028 \$100,000

The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.



Public Safety Programs, *continued*

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

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

Public Safety Program	
Income	
Funds Held In Reserve at June 30, 2022 (est.)	\$414,250
FY2022-2023 CIP Transfer	80,000
Future Year CIP Funding – FY 2024-2029	1,350,000
Total Income	\$1,844,250
Expenses	
FY 2022-2023 Public Safety Computer Systems	\$130,000
FY 2022-2023 Public Safety Drone	25,000
FY 2022-2023 Public Safety Communications Equipment	255,000
FY 2024-2029 Public Safety Building Upgrades	540,000
FY 2024-2029 Animal Control Vehicle Replacement	50,000
FY 2024-2029 Accident/Crime Scene Reconstruction Equip.	35,000
FY 2024-2029 Taser 7 Upgrade Project	65,000
FY 2024-2029 Beach Patrol Equipment	100,000
FY 2024-2029 Motorcycle Equipment	75,000
FY 2024-2029 Body Worn Camera Project-Sustainability	162,000
FY 2024-2029 Pistol Mounted Optics	50,000
Total Program Cost	\$1,487,000

Capital Equipment Reserve Projects

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

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

Animal Control Road – Vehicle Replacement - FY 2024-2025 \$50,000

The Animal Control Van (2016 Chevrolet Express) was placed in service June 2016. The typical replacement cycle is six to seven years. Reserve funding was established beginning in FY 2023 with a first installment of \$25,000. The second installment of \$25,000 has been deferred to FY 2024-2025. The vehicle acquisition cost in FY 25 is estimated at \$50,000.

Public Safety Programs, *continued*



Of note, the caging system for this vehicle has been in service since 2002 and will need replacement as a component of the vehicle acquisition in FY 25. This creates a one-time bump up in replacement cost; the new caging system should last for 2-3 vehicle replacement cycles from the date of the initial install. Following the acquisition of a new vehicle in FY 25, the next cycle of installment funding should be planned beginning in FY 29 toward the next replacement.

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

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

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

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

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

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

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

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

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

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

Emergency Medical Services Program

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



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

EMS Vehicle Replacement/Expansion

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

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

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

EMS Equipment Replacement

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

- **Cardiac Monitor/Defibrillator**

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

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

Public Safety Programs, *continued*



EMS Facility Improvements

- Public Safety - North EMS Station

The North EMS Station facility was constructed in 1998. Given the building has reached over 23 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair.

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

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

Public Safety Programs, *continued*



Fire Alarm Program

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

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

School Programs



School Capital Program

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

Long Term Education and Facilities Plan

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

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

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

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

Projected Six Year CIP School Program

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

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

School Programs, *continued*

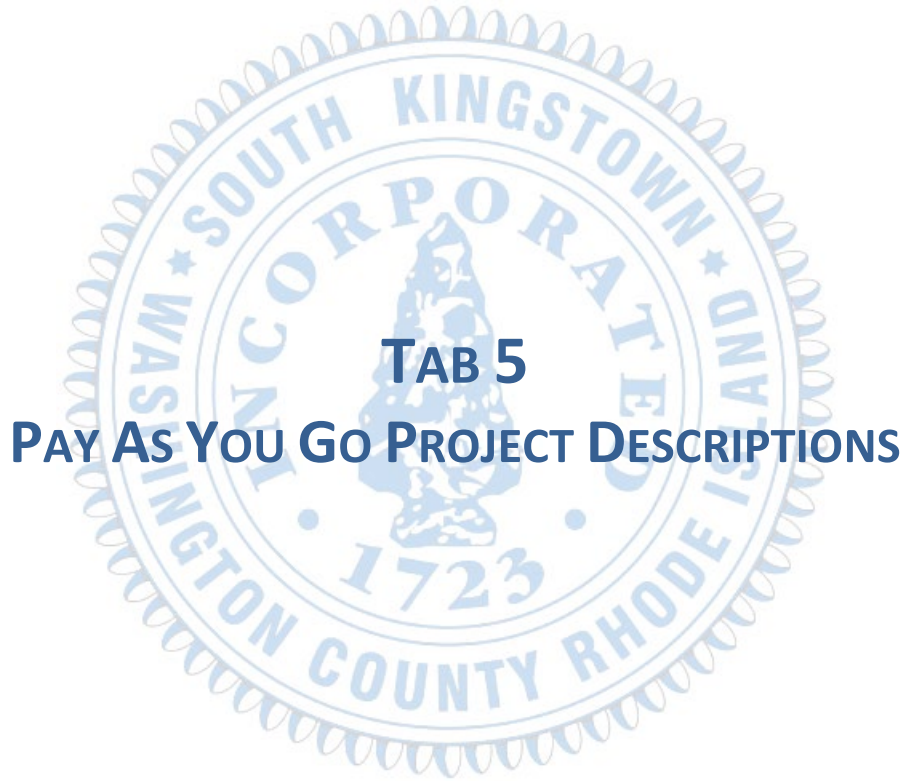


School Committee Proposed CIP FY 2023-2024 through FY 2028-2029

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

SCHOOL PROGRAM SUMMARY

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



TAB 5
PAY AS YOU GO PROJECT DESCRIPTIONS

Introduction to the Capital Budget (Pay As You Go).....	5 - 1
Parks and Recreation	5 - 2
Public Services.....	5-14
Public Safety.....	5-20
Library System.....	5-28
General Government	5-30
Senior Services	5-36
Neighborhood Guild Fund.....	5-39
Recreation Center	5-41
Water Fund	5-42
Wastewater Fund.....	5-44
School Fund.....	5-47

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



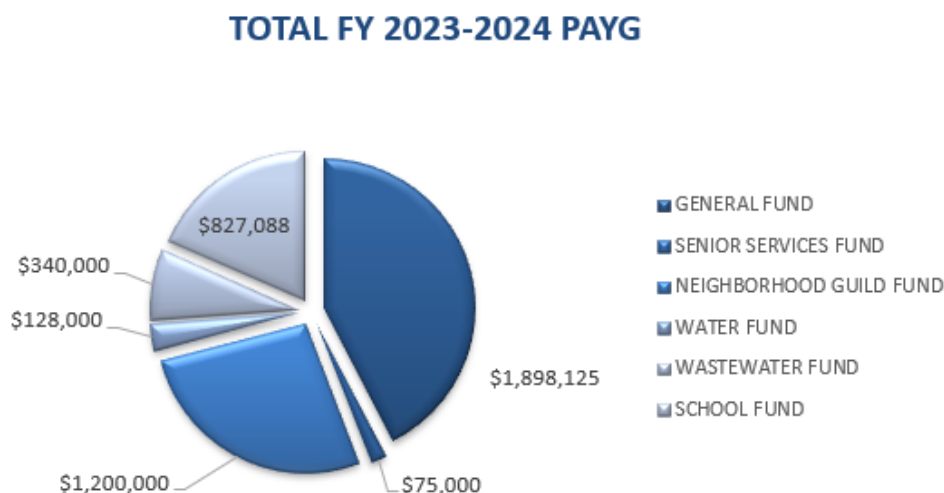
Introduction to the Capital Budget (Pay As You Go)

Capital Budget Overview

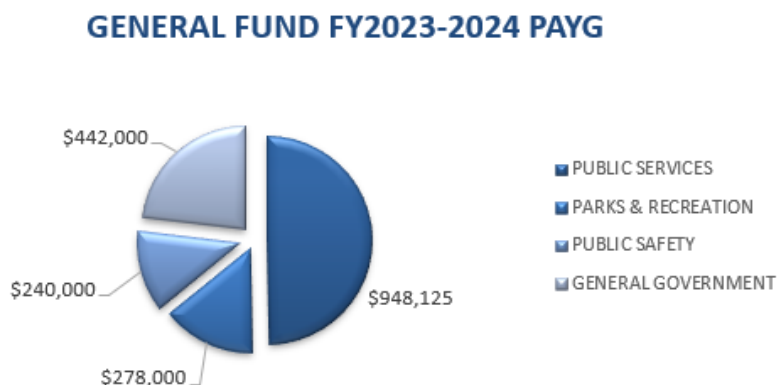
The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2023-2024 and is incorporated into the operating budget.

FY 2023-2024 Pay As You Go Summary

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



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



FY 2023-2024 Pay As You Go Projects

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



Parks and Recreation Project Descriptions

Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

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

FY 2023-2024 PAYG Element

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

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field – Restroom/Concession Building Replacement

PROJECT DESCRIPTION

The design of an updated park master plan for Old Mountain Field (OMF) with the primary focus on the replacement of the park's restroom and concession buildings has been a long-term capital project detailed in the CIP for the past six years. Capital reserve funding in the amount of \$285,000 as well as an additional \$280,000 allocated from the 2021 municipal bond referendum are projected to cover the cost of design and construction of a new building. In conjunction with the site design for a new restroom/concession building, re-design of the existing OMF parking lots to incorporate safer pedestrian access from the lots and a one-way traffic pattern within the park, is also planned. Funding in the amount of \$50,000 is recommended to increase the Park rehab reserve fund for anticipated higher costs associated with this long-term project.



JUSTIFICATION

- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

CATEGORY

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

FUNDING TIMELINE

- Multiyear funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

Saugatucket Park Basketball Court Full Replacement

PROJECT DESCRIPTION

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

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

DESCRIPTION

- A total of \$30,000 is proposed in FY2023-2024 to repair cracks and resurface the two tennis courts and basketball court at Green Hill Park. These courts were last repaired and surfaced in 2013 and have begun to show significant cracking in the asphalt as well as faded paint and boundary lines. The courts are used on a regular basis by residents and visitors.
- A total of \$50,000 is proposed for the replacement of the composting restroom at Green Hill Park. This restroom has been in place since the park opened in 2003. The structure and fixtures require replacing along with site work.



JUSTIFICATION

- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital projects

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

Fagan Park – Playground Equipment upgrade

PROJECT DESCRIPTION

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



JUSTIFICATION

- Maintain facility infrastructure
- Maintains safety and security of facility users
- Increases life cycle of recreational facility for public use

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

West Kingston Park – Wood Rail Fence Replacement

PROJECT DESCRIPTION

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

Park Irrigation Systems

PROJECT DESCRIPTION

Repair and replacement of major components

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

Park Tree Management

PROJECT

Pruning, removal, replacement of park trees

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

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

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

Town Beach – Improvement Program

PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2023-2024 to be allocated to the Town Beach Improvement Fund. A total of \$5,000 will continue to address sand replenishment and shoreline erosion mitigation. \$5,000 will fund replacement of shingles on the pavilion roof.



JUSTIFICATION

- Maintain facility infrastructure
- Reduces Risk
- Supports Tourism

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

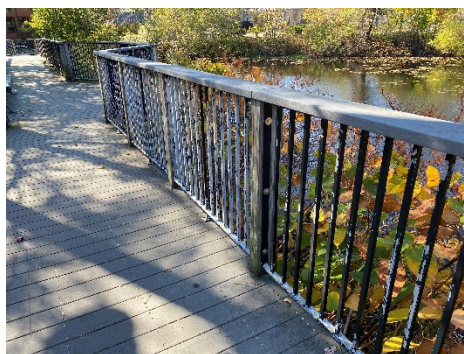
PROJECT TITLE

Riverwalk Park Fence Improvements

PROJECT DESCRIPTION

Repair and Painting of Iron Fence along Riverwalk

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



JUSTIFICATION

- Increases life cycle of safety amenity
- Maintain facility infrastructure

CATEGORY

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

FUNDING TIMELINE

- Single-year funded capital project

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



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT PROGRAM TITLE

Parks and Recreation - Equipment Acquisition and Replacement Program

PROGRAM DESCRIPTION

Equipment acquisition and replacement ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost-efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2023-2024 is detailed below:

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

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

- **Infield Machine 2019**
Funding in the amount of \$18,000 is proposed to replace the existing 2019 ABI infield machine. This machine is used daily in spring, summer and fall for field preparation of multiple softball and baseball fields. It is critical to ensuring safe playing surfaces for all users. The machine currently has 840 hours logged and is in fair condition.
- **12 Foot Mower - \$15,000 (1st of two installments)**
Funding of \$15,000 is requested for future replacement of a 2014 Toro-GM 4000 mower that has logged approximately 2,225 hours and exceeded its recommended 7-year life cycle. It is anticipated that this mower will be in service for another two seasons with approximately 2,785 hours. This mower is a critical piece of equipment necessary for Parks personnel to effectively manage the regular mowing and landscaping of all town parks and public building grounds.





Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

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

PROJECT TITLE

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

PROJECT DESCRIPTION

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

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



FUNDING TIMELINE

- Multi-year funded capital project

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



Public Services Project Descriptions

Road Improvement Program Pay As You Go Summary

The Town's Road Improvement Program is an ongoing program managed by the Engineering Division of the Public Services Department. The program provides for transportation projects such as arterial and collector road reconstruction, drainage infrastructure and bridge and dam reconstruction; financed through capital budget annual appropriations, operating program transfers, reserve funding and general obligation bonds. All projects proposed for funding in FY 2023-2024 are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2023-2024 PAYG Element

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

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

FUNDING TIMELINE

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

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



DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

PROJECT TITLE

Road Reconstruction and Pavement Overlay

PROJECT DESCRIPTION

▪ Road Reconstruction

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½” binder and 1½” bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that was reclaimed to the substrate layer. FY 2023-2024 road reconstruction is proposed as follows:



Columbia Street – Arterial Road

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

Liberty Lane – from route 138 to the rail tracks

Liberty Lane (from Route 138 to the rail tracks) is approximately 4,400. The roadway provides access the Great Swamp although its primary function is as a collector road for nearby homes. The roadway is in significant disrepair therefore anticipated road improvements include full depth reclamation, geo-textile membrane, 2.5” Class 12.5 binder, tack coat and 1.5” Class 9.5 bituminous concrete overlay.



Public Services Project Descriptions, *continued*



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital projects

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



Public Services Project Descriptions, *continued*

DEPARTMENT

Public Services – Streets & Highways

PROGRAM TITLE

Highway Division Equipment Acquisition/Replacement Program

PROGRAM DESCRIPTION

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

- **Light Dump Truck: \$50,000**

The Highway Division equipment fleet includes two (2) light dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The light sized dump trucks are used daily year-round for asphalt patching, catch basin repair and drainage projects. This is the second year of a two (2) year funding for the replacement of a 2013 International light dump truck with 61,000 miles is proposed for replacement. The trade-in vehicle has two-wheel drive which hinders its snowplow and sanding operations. The new truck will be outfitted with a stainless-steel body and will be used with the existing stainless steel drop-in sander presently utilized by the trade-in vehicle.



- **Street Sweeper: \$50,000**

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





▪ **Roadside Mower: \$45,000**

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



▪ **Wood Chipper: \$30,000**

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



▪ **Brine system, \$25,000**

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

Public Services Project Descriptions, *continued*



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



Public Safety Project Descriptions

DEPARTMENT

Public Safety – General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

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



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

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

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

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

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Computer Systems	FY 2023-2024
Computer System Equipment Reserve Funding	\$15,000
Total	\$15,000

Public Safety Project Descriptions, *continued*



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

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

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

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

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

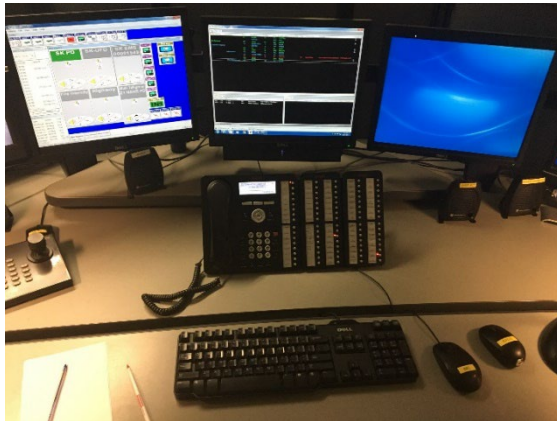
The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, law enforcement and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

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

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

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

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



JUSTIFICATION

- Reserve funding is proposed over the next six years to allow for timely replacement of the various critical system elements as needed.

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Communications Systems	FY 2023-2024
Communications Equipment Reserve Funding	\$50,000
Total	\$50,000

Public Safety Project Descriptions, *continued*



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Public Safety Building Maintenance Program – Facility Wide Improvements



PROGRAM DESCRIPTION

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. It is prudent to continue to provide for reserve funding in the event of a major equipment failure of necessary facility repair.

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

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

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

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

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

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

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

- ***Landscaping Improvements/Parking Lot – Front of Public Safety Complex – FY 2027-2028 \$100,000***

The public safety building main entrance is not immediately accessible as the visitor parking lot is located on the side of the building. Adding a small parking lot in the front of building would make the building more accessible for the public and beautify the landscape and hardscape of the grounds.

Public Safety Project Descriptions, *continued*



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

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

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

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



Public Safety Project Descriptions, *continued*

DEPARTMENT

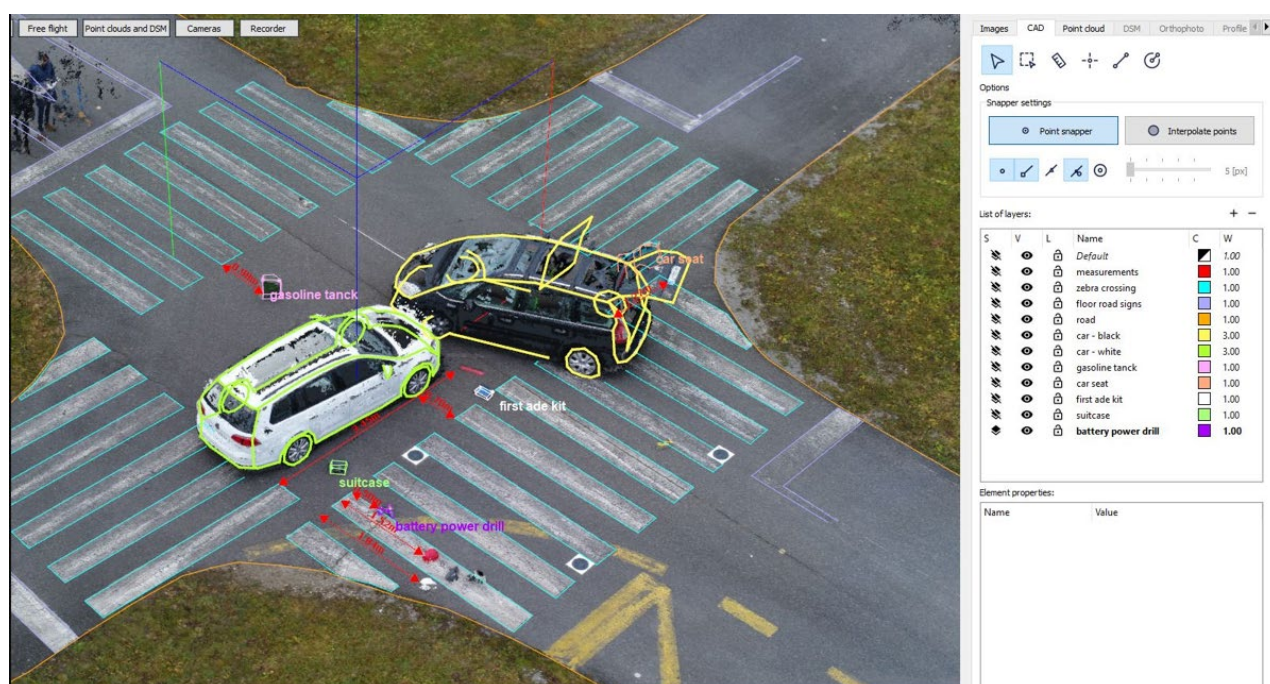
Public Safety – Equipment

PROGRAM TITLE

Police-Accident/Crime Scene Reconstruction Mapping Hardware

PROGRAM DESCRIPTION

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



JUSTIFICATION

- Equipment is becoming obsolete and incompatible with computer software

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

Public Safety – Police Equipment

FY 2023-2024

Accident/Crime Scene Reconstruction Mapping
Hardware

\$35,000

Total

\$35,000



Public Safety Project Descriptions, *continued*

DEPARTMENT

Public Safety – Emergency Medical Services Program

PROGRAM TITLE

Medical Diagnostics/Equipment

PROGRAM DESCRIPTION

The EMS Capital Reserve Fund is also utilized for the purchase of high-cost medical, computer, and safety equipment needed for the proper operation of emergency medical services.

▪ **Cardiac Monitor/Defibrillator**

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

▪ **Lucas Chest Compression Device**

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

EMS Medical Diagnostics/Equipment	FY 2023-2024
Cardiac Monitor/Defibrillator	\$35,000
Lucas Chest Compression Device	\$15,000
Total	\$50,000



Public Safety Project Descriptions, *continued*

DEPARTMENT

Public Safety – Fire Alarm Division

PROGRAM TITLE

Communications Equipment

PROJECT DESCRIPTION

- **Generator for new radio system - \$30,000**

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

- **Repair to existing tower at PD**

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

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single and Multi-year funded capital projects

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



Library System Project Descriptions

DEPARTMENT

Public Library

PROGRAM TITLE

Library Programs - Facilities Improvements

PROJECT DESCRIPTION

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



PROJECT DESCRIPTION

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

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



Roof Replacement Peace Dale -- year 2 \$15,000 (estimated total cost \$100,000)

4 year funding. The current roof of this historic 1891 building was last replaced in 1996 and will be reaching its life expectancy soon.



Roof Replacement Kingston – year 2 \$5,000 (estimated total cost \$50,000)

5 year funding. The current roof of this historic 1775 was last replaced in 1991 and will be reaching life expectancy soon.



Parking Improvements – year 2 \$5,000 (estimated total cost \$90,000)

Parking at the Kingston and Peace Dale Library has been an ongoing issue for many, many years. Funds would provide seed money for potential land purchase and/or improvements to help mitigate insufficient parking and safety issues if/when the opportunity arises.

Library System Project Descriptions, *continued*



JUSTIFICATION

- Providing for the preservation and improvement of Town facilities

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

Library Program	FY 2023-2024
Balcony	\$80,000
Roof Replacement	15,000
Roof Replacement	5,000
Parking Improvements	5,000
Total	\$105,000



General Government Project Descriptions

DEPARTMENT

Administrative Services

PROGRAM TITLE

Employee Compensation & Classification Survey

PROJECT DESCRIPTION

- **Employee Compensation & Classification Survey: \$40,000**

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

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital program

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



General Government Project Descriptions, *continued*

DEPARTMENT

Information Technology (IT)

PROGRAM TITLE

IT Equipment Replacement Program

PROJECT DESCRIPTION

- **Town Server Infrastructure Upgrade: \$70,000**

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

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

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

Information Technology Program	FY 2023-2024
Town Server Infrastructure Upgrade	\$70,000
Total	\$70,000

General Government Project Descriptions, *continued*



DEPARTMENT

Planning

PROGRAM TITLE

Development of Design Guidelines-Town Wide

PROGRAM DESCRIPTION

The Town's land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town of South Kingstown's newly adopted 2021 Comprehensive Community Plan is clearly articulated. The Town of South Kingstown is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve.

Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded well thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town's vision as it relates to development standards. As a town grows over time, the ability to clearly articulate a vision through the regulatory process is catamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

- This program is supported through the General Fund, with a focus improving the regulatory process, and reducing the timeframe it takes to process and application.

FUNDING TIMELINE

- Multi-year funded capital project

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

General Government Project Descriptions, *continued*



DEPARTMENT

Town Assessor

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

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

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

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

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

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

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



General Government Project Descriptions, *continued*

DEPARTMENT

Facilities

PROGRAM TITLE

Facility Improvements and Equipment Program

PROGRAM DESCRIPTION

The Facilities Department supports 18 buildings throughout town and assists department directors in generating the capital improvement budgets for the departmental buildings. The South Kingstown town hall encompasses multiple municipal departments that provide services to the citizens and provides guidance to outlying town departments with convenient services and technologies that support our community's wellbeing. Funding for facility improvements and equipment replacement is proposed in FY 2023-2024 as follows:

Refurbish Town Hall Restrooms \$5,000

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

Town Hall Annex Roof Replacement \$25,000

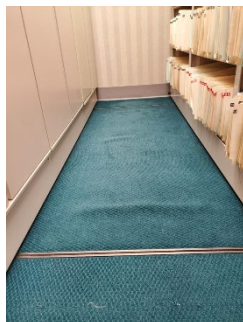
The three-tab shingle roof covering the Town Hall Annex is beginning to fail. The granular is separating from the roof shingles and we have had to make repairs as they become prevalent, especially along the back area. The roof will be close to 40 years old when final funding is in place, well past its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

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

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

Clock Tower Roof Replacement \$20,000

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





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

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



Nifty Lift SP34 Articulating Boom Lift \$15,000

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

JUSTIFICATION

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

CATEGORY

- This program is supported through the General Fund, with a focus on maintaining public infrastructure and replacing vehicles as needed.

FUNDING TIMELINE

- Multi-year funded capital program

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



Senior Services Project Descriptions

DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

PROJECT DESCRIPTION

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

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



JUSTIFICATION

- Provision of clean and durable amenities to improve overall environment

CATEGORY

- This program is supported through the Senior Services Fund, with a focus on maintenance and improvements to the Town's public buildings infrastructure.

FUNDING TIMELINE

- Ongoing funded capital equipment reserve

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

Senior Services Project Descriptions, *continued*



DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Center Improvements

PROJECT DESCRIPTION

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- First year of periodic funding of capital projects

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



Senior Services Project Descriptions, *continued*

DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Van

PROJECT DESCRIPTION

The Department operates a 2003 van as a back-up vehicle to the 2011 van when it is off the road for service. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see a gradual increase in ridership. Barring any significant changes in this trend, a replacement for the 2003 van is projected in FY2024-2025.

JUSTIFICATION

- Provision of safe transport services for aging population to remain independent and in the community
- Reduces risk

CATEGORY

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



FUNDING TIMELINE

- Second year of 3-year funded capital project

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



Neighborhood Guild Project Descriptions

DEPARTMENT

Neighborhood Guild Fund

PROGRAM TITLE

Neighborhood Guild Improvements

PROGRAM DESCRIPTION

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. These improvements have been in the CIP for several years; however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in 2023, with an anticipated construction timeline starting in 2024. Planned future improvements consist of the following elements:

Exterior Main Entrance Alcove Rehabilitation

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$85,000.

Replacement of Windows/Installation of new HVAC

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate-controlled environment for year-round programs. The projected cost of this phase is \$625,000.



Roof Replacement, Cupola Restoration, Chimney Re-pointing

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables need restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$120,000.

Fire Protection/Fire Alarm Upgrades/Mechanical, Electrical and Plumbing

The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired high-efficiency sealed combustion boilers with new flue and intake pipes is recommended.

Neighborhood Guild Project Descriptions, *continued*



Provision of a new 1200-amp 120/208-volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$220,000

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last four years most of the Department's sports and fitness programs that were held at the Guild have transitioned to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all-around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium, select activity areas, and the Department's administrative offices, at an estimated cost of \$110,000.

JUSTIFICATION

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

CATEGORY

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

FUNDING TIMELINE

- Multi-year funded capital project

Neighborhood Guild	FY 2023-2024
Exterior Main Entrance Alcove	\$85,000
Window Replacement/ HVAC	625,000
Roof Replacement	120,000
Fire Protection/Fire Alarm/MEP Improvements	220,000
Interior Restoration	110,000
Total Program Cost	\$1,160,000



Recreation Center Project Descriptions

DEPARTMENT

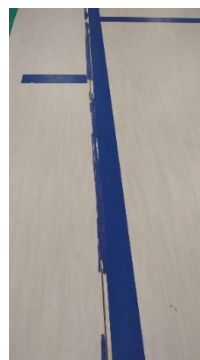
Recreation

PROGRAM TITLE

Recreation Center Improvements

PROJECT DESCRIPTION

- **Freestanding Sign at Broad Rock Rd. and St. Dominic Rd.**
\$5,000 is being allocated for the purchase and installation of a freestanding sign for the Rec Center at the intersection of Broad Rock Road and St. Dominic Rd. As of now, the Rec Center is not clearly marked at that corner, with many residents not aware of the building's existence or believing the building is a warehouse. A sign would allow promotion of programs with a manual letter kiosk as well as help those who drive on Broad Rock Road of what the building is.
- **Flooring Repair/Replacement**
\$15,000 is being allocated for flooring replacement and repair. The current specialized, athletic flooring is over 5 years old and has seen small gouges and damage to the seams. Using the same flooring as we currently have is preferred due to lower maintenance than is required for a traditional wood floor.



JUSTIFICATION

- Provision of Core Services and Facilities
- Maintain facility infrastructure
- Reduces Risk

CATEGORY

- This program is supported through the Neighborhood Guild Fund, with a focus on maintaining safe and efficient infrastructure for provision of indoor recreational programming

FUNDING TIMELINE

- Single year funded capital projects

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



Water Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

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

- **Water Treatment Reserve: \$20,000**
The South Shore water system has had sporadic exceedances in the past with regard to bacteriological contaminants (ex.: total coliform), particularly in the vicinity of the Mautucket water tank. A funding reserve in the amount of \$20,000 is requested for FY 2023-2024 in the event additional water treatment engineering and/ or improvements are required.
- **Water Main Replacement Reserve: \$25,000**
The South Shore water and Middlebridge distribution systems date back to the early and late 1970's, respectively. Given the age and material composition (Transite pipe) of the distribution system, selective water main replacement can be expected in the future. As such, the establishment of reserve funding in the amount of \$25,000 is proposed in the 2023-2024 fiscal year.
- **Valve Exercise Machine: \$25,000**
In accordance with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002, community water systems were required to conduct vulnerability assessments and prepare a Vulnerability Assessment (VA) and an Emergency Action Plan (EAP). These documents were prepared in 2004 and are now in need of being updated. Funding in the amount of \$20,000 is proposed for this work during FY 2023-2024.

JUSTIFICATION

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

CATEGORY

- This program is supported through the Water Enterprise Fund, with a focus on improving/maintaining water infrastructure and equipment.

FUNDING TIMELINE

- Multi-year funded capital projects

Water Fund Project Descriptions, *continued*



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



Wastewater Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

Wastewater Program

PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner’s respective flow contribution.

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2021-2022: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2021-2022: SK=15.10%; URI=84.90% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

The flows and associated percentages noted above are an estimate and for budgeting purposes, in order to allocate anticipated project costs to each regional partner. Once each project is completed, the actual project cost to each regional partner is recalculated based upon the actual wastewater flow percentage at the time of project construction.

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

- **Wastewater Building Infrastructure Upgrade: \$150,000**

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

- Total Projected Cost\$150,000
- TSK Share (36.40%) \$54,600



Wastewater Fund Project Descriptions, *continued*

■ **WWTF Telemetry and Control Upgrade: \$30,000**

The Supervisory Control Data Acquisition (SCADA) system at the Regional Wastewater Treatment Facility (WWTF) was originally installed 18 years ago with some upgrades done in 2018. However, many of the original programmable logic controls (PLCs) and input/ out (I/O) modules need to be upgraded during FY 2023=2024.

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

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

■ **Evaluation Report: \$25,000**

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



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

■ **Collection System Maintenance Equipment: \$100,000**

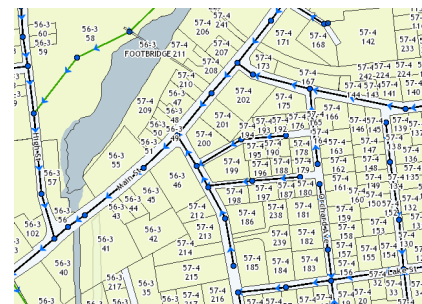
The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expense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

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

■ **GIS & GPS Upgrade: \$25,000**

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

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





Wastewater Fund Project Descriptions, *continued*

JUSTIFICATION

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

CATEGORY

- This program is supported through the Wastewater Fund, with a focus on improving/maintaining wastewater infrastructure and existing equipment for the collection and treatment of sewage.

FUNDING TIMELINE

- Multi-year funded capital projects

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



School Fund Project Descriptions

DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. A detailed list of projects for FY 2023 – 2024 is shown on page 6-7.

Technology

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

With the Covid-19 Virtual Learning years it became essential to have a completed 1:1 PK-12 grade with iPads (PK-1) and Laptops (2-12) for the entire district. This will let us be flexible for the future no matter what learning platform is established and any location for learning. This is the 3rd payment on a 4-5-year lease for 750 Dell Latitude 3190 2-in-1 with Insights Financial Services.

Network Hardware \$30,054

The District wide area networking environment within each school having a local and wide area network to connect to the internet, wireless, Google Mail/Microsoft 365 and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. This is particularly true of the networks in our elementary schools. Upgrades are also necessary to support our, Disaster Recovery, Cyber Security upgrades, new high end IP telephone system and the new Cisco Classroom Wireless. Funding will be utilized for the purchase of Dell servers, server upgrades, routers, switches, fiber optic cabling, etc. Pricing TBD with all the new models coming out in 2 quarter of 2023.

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

As the District continues with the implementation of the 1:1 laptop program, this funding will be utilized to purchase laptops for the freshman class for year 2023-2024 and the 2nd grade class. The life expectancy of these laptops range from four to eight years. Upon graduation, the students will return these laptops, which will be re-distributed, to Elementary, Middle School students and used as spare computers. The new distribution process is for a new laptop for the 2nd grade and then for the 9th grades students.

Teacher Laptop Replacement Plan \$56,250

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the starting to replace the 9-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years. The old laptops will not function with the latest Cisco Wireless Access points.

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

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

School Fund Project Descriptions, *continued*



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

Cisco Phone System Replacement \$10,000

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

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

JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

CATEGORY

- This program is supported through the School Fund and is based upon a replacement cycle for devices.

FUNDING TIMELINE

- Multi-year funded capital projects

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

School Fund Project Descriptions, *continued*



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

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

District-Wide Facilities and Maintenance

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

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

Broad Rock Robotics Room \$8,500

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

Broad Rock Gym Floor \$15,000

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

District Defibrillators \$25,000

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

District Security Cameras \$106,000

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

School Fund Project Descriptions, *continued*



District Panic Buttons \$10,000

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

Broad Rock Bathrooms \$15,000

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

Broad Rock Kitchen Upgrade \$12,000

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

Broad Rock Parking Lot Safety \$8,500

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

HVAC Controls \$75,000

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

Vehicle Replacement Program \$55,000

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

JUSTIFICATION

- Important to keep equipment in good working order
- Avoid costly, frequent repairs

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Project Descriptions, *continued*



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



TAB 6
CAPITAL IMPROVEMENT PROGRAM

General Fund..... 6 - 1
Library Program..... 6 - 2
Senior Services Program 6 - 3
Neighborhood Guild Fund..... 6 - 4
Water Fund 6 - 5
Wastewater Fund..... 6 - 6
School Fund..... 6 - 7
Long Range Program Element..... 6 - 9
CIP Summary..... 6 - 10

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

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

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

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

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$85,000	\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
Window Replacement/HVAC	615,000	625,000	0	0	0	0	0	625,000
Roof Replacement	100,000	120,000	0	0	0	0	0	120,000
Interior Restoration	100,000	110,000	0	0	0	0	0	110,000
Fire Protection/Fire Alarm	200,000	220,000	0	0	0	0	0	220,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
TOTAL Neighborhood Guild Fund (306)	\$1,100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Water Storage								
Mautucket Water Tank Cleaning	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$50,000	\$86,000
Mautucket Tank Repair	50,000	\$0	\$0	\$30,000	\$0	\$0	\$0	30,000
Victoria Lane Water Tank Cleaning	42,000	\$0	\$44,000	\$0	\$46,000	\$0	\$50,000	140,000
Victoria Lane Tank Repair	50,000	\$0	\$0	\$3,000	\$0	\$0	\$0	3,000
Victoria Lane Stanby Generator	10,000	\$0	\$0	\$0	\$0	\$0	\$0	0
SCADA/Telemetry Upgrades	0	\$38,000	\$0	\$0	\$0	\$0	\$40,000	78,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$20,000	0	0	0	0	25,000	0	\$25,000
RIDOH Vulnerability Assessment Plan	20,000	0	0	0	0	25,000	0	25,000
Water Supply Mgmt Plan Reaffirmation	30,000	0	0	0	0	25,000	0	25,000
Pump Station Infrastructure	0	0	0	10,000	0	0	0	10,000
Water Treatment Reserve	40,000	20,000	20,000	30,000	0	0	0	70,000
Water Distribution								
Leak Detection Reserve	\$0	0	0	25,000	0	25,000	0	\$50,000
Water Main Replacement Reserve	0	25,000	25,000	0	25,000	25,000	0	100,000
Valve Exercising Machine	0	25,000	25,000	0	25,000	0	0	75,000
Interconnect & Fac Pond Standby Generator	30,000	0	0	0	0	0	0	0
Equipment & GIS								
DPS Office Building Contribution	\$0	0	15,000	0	15,000	0	0	\$30,000
Rolling Stock Equipment Replacement	0	0	35,000	45,000	0	47,000	50,000	177,000
GIS Upgrade	0	20,000	0	20,000	20,000	0	20,000	80,000
Metering Services								
TOTAL Water Fund (702)	\$307,000	\$128,000	\$181,000	\$163,000	\$150,000	\$172,000	\$210,000	\$1,004,000

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
WWTF, Telemetry & Pump Stations								
WWTF Building Infrastructure Upgrade	\$0	160,000	200,000	100,000	0	0	75,000	\$535,000
WWTF Telemetry and Control Upgrade	120,000	30,000	0	0	150,000	200,000	0	380,000
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000
Local Pump Station Improvements	0	0	30,000	0	0	10,000	0	40,000
Silver Lake P. S. Upgrades	20,000	0	40,000	22,000	0	0	0	62,000
Kingston P. S. Upgrades	50,000	0	0	22,000	0	0	0	22,000
Solids Handling								
Waste Sludge Pumps	50,000	0	0	0	0	0	0	0
Septage Holding Tank	50,000	0	0	0	0	0	0	0
Collection System								
Evaluation Report	\$0	25,000	25,000	0	0	0	0	\$50,000
Interceptor Repair and Cleaning	50,000	0	0	200,000	100,000	0	0	300,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	100,000	0	0	0	0	0	\$100,000
Rolling Stock Equipment Replacement	45,000	0	0	35,000	0	50,000	70,000	155,000
DPS Building Improvement Contribution	0	0	20,000	0	0	0	0	20,000
Geographic Information System Upgrade	0	25,000	10,000	0	0	0	20,000	55,000
TOTAL Wastewater Fund (704)	\$385,000	\$340,000	\$415,000	\$379,000	\$320,000	\$320,000	\$225,000	\$1,999,000

Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Technology								
Technology Computer Replacement (Lease)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Middle Schools Computer Devices	24,492	0	0	0	0	0	25,000	25,000
Support Staff Laptops	53,910	56,250	56,250	0	0	50,000	50,000	212,500
Office Computer Equipment	5,250	0	0	0	0	0	0	0
Elementary School Devices	0	0	0	45,000	45,000	45,000	0	135,000
Computer Equity/Replacement/Lease	95,078	95,078	50,000	0	0	0	0	145,078
Student Computer Initiative (1:1 9th Gr)	103,950	118,134	95,606	101,650	81,324	92,811	84,081	573,606
Student Computer Initiative (1:1 2nd Gr)	84,525	88,463	96,705	88,000	88,000	88,000	88,000	537,168
Cisco Main Core Switch	0	0	0	125,000	0	0	0	125,000
High School Computer Labs	0	0	48,983	0	0	0	0	48,983
Telecommunications Program	0	10,000	20,000	20,000	10,000	15,000	15,000	90,000
Cisco Phone System Replacement	0	0	60,000	0	0	0	0	60,000
Wireless Controllers	0	0	0	25,000	0	25,000	0	50,000
Server Room UPS	0	0	0	0	25,000	0	0	25,000
Storage Array	0	0	0	0	50,000	0	0	50,000
Wireless Access Points	54,104	54,109	54,109	54,109	0	0	0	162,327
Network Hardware	20,054	30,054	25,000	25,000	25,000	25,000	25,000	155,054
Subtotal Technology	\$441,363	\$452,088	\$506,653	\$483,759	\$324,324	\$340,811	\$287,081	\$2,394,716
District-Wide Projects								
Emergency Repair/Replacement Contingency	0	0	350,000	315,000	275,625	289,405	303,875	1,533,905
Install Wet Pipe Sprinkler	0	0	1,404,282	750,610	0	0	0	2,154,892
District Panic Buttons	0	10,000	0	0	0	0	0	10,000
Install Fire Alarm Initiating Devices	0	0	36,023	0	0	0	0	36,023
Replace Fire Alarm Initiating Devices	0	0	45,200	0	0	0	0	45,200
Caulk Concrete Block Walls(Update spelling Chaulk to Caulk)	0	0	5,009	0	23,041	0	0	28,050
Repoint Concrete Block Walls	0	0	5,498	0	48,488	0	0	53,986
Install GFCI Receptacles	0	0	6,166	0	0	0	0	6,166
Repair Bituminous Parking Lot (update spelling Bitminous to Bituminous)	0	0	72,341	60,767	107,671	0	0	240,779
Repair Sidewalks	0	0	93,124	4,889	410,674	0	0	508,687
District Defibrillator	0	25,000	0	0	0	0	0	25,000
District Security Camera Upgrades	0	106,000	0	0	0	0	0	106,000
Upgrade Lavatory Countertops	0	0	112,797	161,074	0	0	0	273,871
Clean Exterior Brick Masonry	0	0	123,651	0	183,156	0	0	306,807
Clean Duckwork	0	0	173,393	0	0	0	0	173,393
Upgrade / Replace Fire Alarm System	0	0	1,495,223	0	0	0	0	1,495,223
Install Exit Signage	0	0	75,002	0	0	0	0	75,002
Install Emergency Lighting (updated spelling-for emergency)	0	0	20,307	0	0	0	0	20,307
Matunuck Fire Alarm Panel	45,000	0	0	0	0	0	0	0
Replace Bituminous Roofing	0	0	0	2,397,301	0	483,884	0	2,881,185
Refinish Handrails	0	0	0	6,999	0	0	0	6,999
Replace/Repair Chain Link Fencing	0	0	0	61,118	0	0	0	61,118
Upgrade/Repair Replace Soffit	0	0	0	72,552	0	0	0	72,552
Replace Slate Roofing	0	0	0	258,741	0	0	0	258,741
Replace Hot Water Boilers	0	0	0	501,214	0	0	0	501,214
Replace HVAC Unit(s)	55,000	0	0	0	2,033,979	0	0	2,033,979
Replace Lavatory Fixtures	0	0	0	180,180	0	0	0	180,180
Replace Exhaust/Induction Fans	0	0	0	0	417,099	0	0	417,099
Abate Pipe Fittings	0	0	0	0	31,070	0	0	31,070
Replace Gravity Vents	0	0	0	0	53,139	0	0	53,139

(Continued on Next Page)

(Continued from Previous Page)

Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400), continued	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
District-Wide Projects								
Replace Tile Flooring	0	0	0	0	229,042	753,809	0	982,851
Replace Damaged Exterior Wall Trim	0	0	0	0	9,823	0	0	9,823
Broad Rock Building PA System	80,223	0	0	0	0	0	0	0
Broad Rock Robotics Room	0	8,500	0	0	0	0	0	8,500
H.S. Fire Alarm Panel	0	45,000	0	0	0	0	0	45,000
Replace Induction Fans	0	0	0	0	38,515	0	0	38,515
Replace 25 Ton Air Handling Unit	0	0	0	0	109,989	0	0	109,989
Replace Heating-only Fan Coil Units	0	0	0	0	124,452	0	0	124,452
Replace Siding	0	0	0	0	0	6,036	0	6,036
Replace Select Hollow Metal Door Frames	0	0	0	0	0	18,399	0	18,399
Replace Select Plaster Ceiling	0	0	0	0	0	32,141	0	32,141
Replace Wood Doors	0	0	0	0	0	91,326	0	91,326
Replace Toilet Compartments	0	0	0	0	0	112,396	0	112,396
Upgrade Hollow Metal Doors & Frames	0	0	0	0	0	241,798	0	241,798
Replace Aluminum Storefront	0	0	0	0	0	369,456	0	369,456
Replace Aluminum Frame Windows	0	0	0	0	0	394,714	0	394,714
Replace EPDM Roofing	0	0	0	0	0	733,469	0	733,469
Replace Gym Wall Padding	0	0	0	0	0	187,688	0	187,688
Replace Carpeting	0	0	0	0	0	102,033	0	102,033
Refinish Hardwood Flooring	0	0	0	0	0	9,574	0	9,574
Replace Gutters	0	0	0	0	0	25,090	0	25,090
Replace Interior Signage	0	0	0	0	0	31,399	52,752	84,151
Rechalk Windows	0	0	0	0	0	41,406	0	41,406
Paint Building Interior	0	0	0	0	0	0	1,798,813	1,798,813
Replace Stage Curtain	0	0	0	0	0	0	126,396	126,396
Broad Rock Gym Floor	0	15,000	0	0	0	0	0	15,000
West Kingston Parking Lot	0	0	400,000	0	0	0	0	400,000
Matunuck Parking Lot	0	0	0	300,000	0	0	0	300,000
Broad Rock Internal Gutter Main Entrance	0	0	25,543	0	0	0	0	25,543
Bathroom Upgrades Broad Rock	0	15,000	0	0	0	0	0	15,000
Kitchen Upgrades Broad Rock	0	12,000	0	0	0	0	0	12,000
Broad Rock Parking Lot Safety	0	8,500	0	0	0	0	0	8,500
Track Resurfacing CCMS Field	0	0	250,000	0	0	0	0	250,000
Field House and Storage Shed Updates CCMS Field	0	0	20,000	0	0	0	0	20,000
HVAC Controls	0	75,000	0	0	0	0	0	75,000
Vehicle Replacement Program	0	55,000	55,000	0	0	55,000	0	165,000
Vehicle Sander	0	0	6,000	0	0	6,000	0	12,000
Vehicle Tow Trailer	0	0	3,000	0	0	0	0	3,000
Custodial Machine	0	0	11,000	0	11,000	0	11,000	33,000
Door Access System	0	0	75,000	0	15,000	0	0	90,000
Subtotal District-wide Projects	\$180,223	\$375,000	\$4,863,559	\$5,070,445	\$4,121,763	\$3,985,023	\$2,292,836	\$20,708,626
TOTAL School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$621,586	\$827,088	\$5,370,212	\$5,554,204	\$4,446,087	\$4,325,834	\$2,579,917	\$23,103,342
TOTAL Capital Improvement Program	\$4,309,086	\$4,468,213	\$8,746,112	\$8,809,094	\$7,529,977	\$7,173,724	\$5,197,308	\$41,924,428

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
Open Space and Recreational Programs								
Open Space Acquisition Program	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$225,000
Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Saugatucket Park Improvements	0	20,000	0	0	20,000	30,000	30,000	100,000
Neighborhood Guild - Municipal Bond 2021	1,125,000	1,000,000	0	0	0	0	0	1,000,000
Neighborhood Guild - Accumulated Income Fund	0	200,000	0	0	0	0	0	200,000
Marina Park Improvements	384,000	0	0	0	0	0	0	0
Town Beach Program	55,793	54,833	54,833	94,833	54,833	84,833	54,833	399,000
Old Mountain Field Improvements	50,000	790,000	70,000	30,000	0	0	0	890,000
Harbor Patrol - Equipment Replacement	0	25,000	35,000	30,000	110,000	0	0	200,000
General Municipal Programs								
Information Technology Program	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$60,000	\$410,000
Planning Program	30,000	37,000	53,000	50,000	50,000	25,000	25,000	240,000
Administrative Services	0	40,000	0	0	0	0	0	40,000
Library System	45,000	64,000	64,000	64,000	64,000	64,000	0	320,000
Road Improvement Program	4,681,870	748,125	899,200	941,975	534,575	755,625	692,362	4,571,862
Police Element	80,000	145,000	250,000	275,000	275,000	205,000	200,000	1,350,000
Infrastructure-Analog UHF Radio System	2,200,000	0	0	0	0	0	0	0
Emergency Medical Services Program	103,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Communications Program	16,000	45,000	51,500	51,500	36,500	36,500	0	221,000
Property Revaluation Program	16,426	8,333	257,233	8,333	8,333	287,333	8,333	577,900
Town Hall Improvements	119,500	105,000	95,000	90,000	85,000	55,000	25,000	455,000
South Road School Building	10,000	0	10,000	0	10,000	0	10,000	30,000
Senior Services Program								
Vehicle Acquisition	\$79,000	40,000	40,000	-	-	-	-	\$80,000
Adult Day Services	0	10,000	0	10,000	0	10,000	0	30,000
Senior Center	10,000	25,000	25,000	35,000	35,000	25,000	25,000	170,000
School Department Programs								
General Building Renovations, Technology, & District-Wide Projects	\$1,021,586	\$827,088	\$5,370,212	\$12,884,204	\$137,116,087	\$4,325,834	\$2,579,917	\$163,103,342
TOTAL Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$10,162,175	\$4,389,380	\$7,489,979	\$14,719,846	\$138,584,329	\$6,169,126	\$3,845,446	\$175,198,104
Annual Funding Element	4,309,086	4,468,213	8,746,112	8,809,094	7,529,977	7,173,724	5,197,308	41,924,428
TOTAL Capital Improvement Program	14,471,261	8,857,593	16,236,091	23,528,940	146,114,306	13,342,850	9,042,754	217,122,532
Less Road Improvement Transfers	(700,000)	(748,125)	(743,400)	(718,390)	(718,390)	(718,390)	(718,391)	(4,365,086)
Less Recreation Program Transfers	(60,000)	(60,000)	(60,000)	(70,000)	(70,000)	(65,000)	(65,000)	(390,000)
Less Public Safety/EMS/Fire Alarm Programs	(199,000)	(240,000)	(351,500)	(376,500)	(361,500)	(291,500)	(250,000)	(1,871,000)
Less Library Program Transfers	(45,000)	(105,000)	(55,000)	(60,000)	(60,000)	(15,000)	0	(295,000)
Less Information Technology Transfers	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(60,000)	(410,000)
Less Administrative Services Transfers	0	(40,000)	0	0	0	0	0	(40,000)
Less Planning Department Transfers	(30,000)	(37,000)	(53,000)	(50,000)	(50,000)	(25,000)	(25,000)	(240,000)
Less Revaluation Program	(30,000)	(75,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(475,000)
Less Town Hall Improvement Transfers	(69,500)	(60,000)	(65,000)	(70,000)	(65,000)	(25,000)	(25,000)	(310,000)
Less Senior Programs	(89,000)	(75,000)	(65,000)	(45,000)	(45,000)	(25,000)	(25,000)	(280,000)
Subtotal Annual Funding Transfers	(\$1,272,500)	(\$1,510,125)	(\$1,552,900)	(\$1,489,890)	(\$1,499,890)	(\$1,374,890)	(\$1,248,391)	(\$8,676,086)
NET TOTAL Capital Improvement Program	\$13,198,761	\$7,347,467.67	\$14,683,191	\$22,039,050	\$144,614,416	\$11,967,960	\$7,794,363	\$208,446,446