



Town of South Kingstown, RI



TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2018-2019 THROUGH 2023-2024



**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD
2018-2019 THROUGH 2023-2024**



DECEMBER 2017

TOWN COUNCIL

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Bryant C. Da Cruz
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TOWN MANAGER

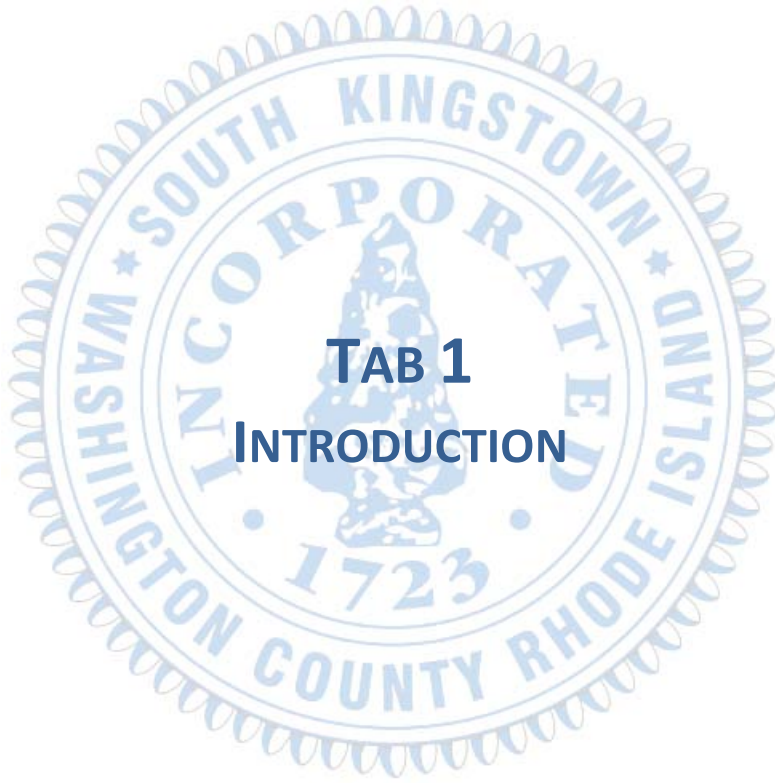
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**TAB 1
INTRODUCTION**

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**TOWN MANAGER PROPOSED
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Town Manager's Proposed Capital Improvement Program

The Town Manager's Proposed Capital Improvement Program (CIP) for Fiscal Period 2018-2019 through 2023-2024 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 2018-2019. The Capital Budget, also called the Pay As You Go element, is the first year of the CIP and is incorporated into the FY 2018-2019 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 2018-2019 through 2023-2024.



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 2018-2019 Budget Calendar is presented on the following page.



FY 2018-2019 Proposed Budget Calendar

December 2017

- | | |
|-------------|---|
| Thursday, 1 | Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline is December 1</i>) |
| Monday, 18 | Initial Budget Hearing with School Committee to discuss FY 2018-2019 Budget goals & objectives (RIGL § 16-2-21) |

January 2018

- | | |
|---------------|---|
| Wednesday, 3 | Work session #1 with Town Manager and department heads to review CIP |
| Thursday, 4 | Work session #2 with Town Manager and department heads to review CIP |
| Wednesday, 10 | Work session #3 with Town Manager and school department to review CIP |
| Monday, 22 | Public Hearing on six-year CIP Fiscal Period 2018-2019 through 2023-2024, and Adoption of CIP (<i>deadline is February 1</i>) |

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's 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.



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

Population

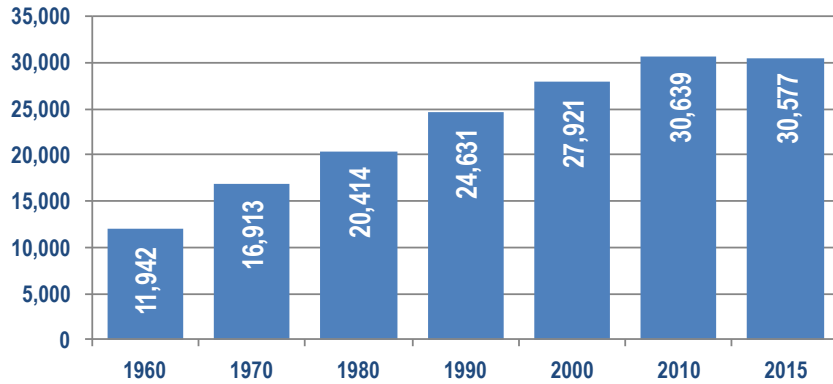
The US Census, American Community Survey (ACS) 2011-2015 estimates the population of South Kingstown was 30,577, as compared to the Town's population of 30,639 in 2010. This ACS's forecasted loss of 62 residents over a five year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued loss of children under the age of 14, while seeing a significant increase in the number of residents over age sixty.

U.S. Census 2015 American Community Survey								
Description	2000	Percent	2010	Percent	2015	Percent	5 Year Change	Percent
Age 14 or Less	5,187	18.6%	4,270	13.9%	3,820	12.5%	(450)	-10.5%
Age 15-24	6,630	23.7%	8,556	27.9%	8,986	29.4%	430	5.0%
Age 25-34	2,599	9.3%	2,343	7.6%	2,208	7.2%	(135)	-5.8%
Age 35-59	9,370	33.6%	9,459	30.9%	8,349	27.3%	(1,110)	-11.7%
Over Age 60	4,135	14.8%	6,011	19.6%	7,214	23.6%	1,203	20.0%
Total Ages	27,921	100.0%	30,639	100.0%	30,577	100.0%	(62)	-0.2%
Persons in Group Quarters	2000	Percent	2010	Percent	2015	Percent	5 Year	Percent
Non-Institutionalized (URI)	4,003	95.8%	5,281	94.9%	5,281	94.9%	0	0.0%
Institutionalized	177	4.2%	281	5.1%	281	5.1%	0	0.0%
Total in Group Quarters	4,180	100.0%	5,562	100.0%	5,562	100.0%	0	0.0%
Population	2000	Percent	2010	Percent	2015	Percent	5 Year	Percent
Group Quarters	4,180	15.0%	5,562	18.2%	5,562	18.2%	0	0.0%
General Population	23,741	85.0%	25,077	81.8%	25,015	81.8%	(62)	-0.3%
Total Population	27,921	100.0%	30,639	100.0%	30,577	100.0%	(62)	-0.2%
Owner Occupied	6,944	74.9%	7,486	72.6%	7,586	73.5%	100	1.4%
Renter Occupied	2,324	25.1%	2,830	27.4%	2,739	26.5%	(91)	-3.9%
Total Housing Occupancy	9,268	100.0%	10,316	100.0%	10,325	100.0%	9	0.1%



A chart documenting population growth since 1960 is presented below:

Population Growth



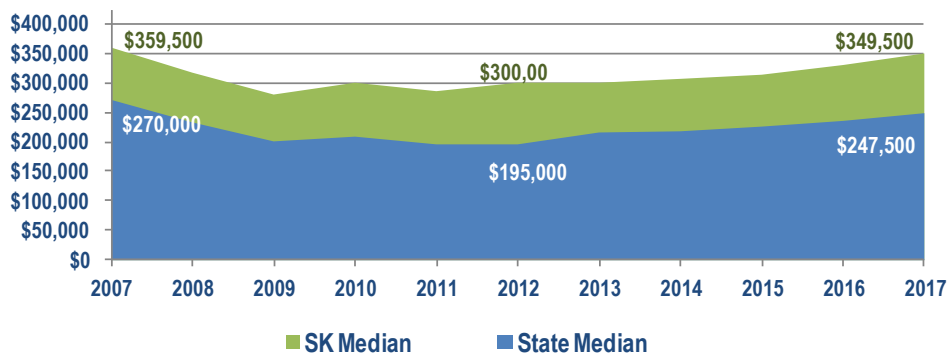
HOUSING

The 2015 US Census reported a total of 12,836 housing units in the Town of South Kingstown, of which 80.4% (10,325) were occupied year round, another 19.6% were seasonal, recreational, or occasional use, and the remainder were vacant. Of the 10,325 occupied housing units, 73.5% were owner occupied and 26.5% were renter occupied. The average household size of an owner occupied unit was 2.56 persons, while the average household size of a rented unit was 2.08 persons.

MEDIAN HOME SALE PRICES AND FAMILY INCOME

The median sale price of a single-family home in South Kingstown between January 1, 2017 and September 30, 2017 was \$349,500, up from \$329,000 in 2016 for the same period. The median sale price of a single family home state-wide during the same period in 2017 increased from \$234,500 to \$247,500. 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: *Thewarrengroup.com*



AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	Dollar Increase	Percent Increase
2008-2009	8,731	\$317,000	\$420,516	\$5,033	\$213	4.43%
2009-2010	8,753	290,000	422,854	5,112	79	1.57%
2010-2011	8,774	300,000	346,376	4,914	(198)	-3.88%
2011-2012	8,796	289,000	347,021	5,036	122	2.48%
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	349,500	351,549	5,382	97	1.84%
10 Year Inc (Dec)	265	\$32,500	(\$68,967)	\$349	\$562	1.10%

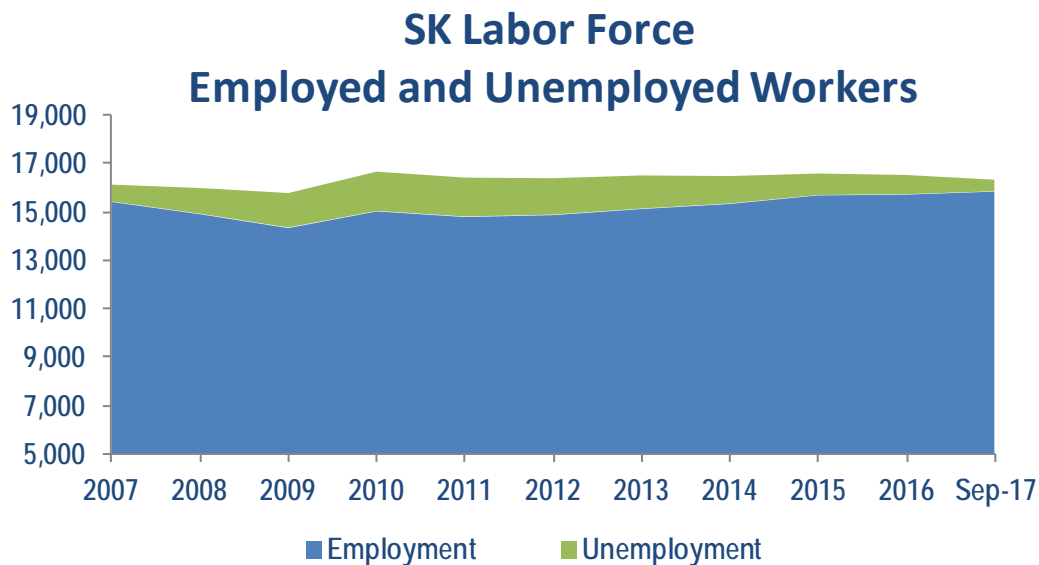
5 Year Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2012-2013	\$15,685,666	\$50,714,116	\$66,399,782	\$278,950	0.42%
2013-2014	15,631,897	51,450,220	67,082,117	682,335	1.03%
2014-2015	16,250,145	51,357,495	67,607,641	525,524	0.78%
2015-2016	16,536,249	51,968,732	68,504,982	897,341	1.33%
2016-2017	17,626,154	52,772,144	70,398,298	1,893,316	2.76%
2017-2018	17,644,946	53,676,847	71,321,793	923,495	1.31%
Increase	\$1,959,280	\$2,962,731	\$4,922,011	\$4,922,011	1.45%

Tax Roll Comparison	FY 2016-2017			FY 2017-2018			
	December 2015 Taxable Value	\$15.09 Tax Rate Levied	% of Tax Roll	December 2016 Taxable Value	\$15.31 Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$3,876,282,508	\$58,492,972	83.95%	\$3,904,628,858	\$59,773,417	84.55%	83.81%
Commercial	529,052,888	7,983,390	11.46%	516,524,601	7,907,138	11.18%	11.09%
Industrial	30,169,300	455,254	0.65%	29,960,500	458,646	0.65%	0.64%
Utilities	44,369,603	669,536	0.96%	43,145,919	660,493	0.93%	0.93%
Total Value	\$4,479,874,299	\$67,601,152	96.03%	\$4,494,259,878	\$68,799,694	96.46%	96.46%
Less Exemptions	(\$61,210,855)	(\$923,670)	-1.31%	(\$60,393,721)	(\$924,528)	-1.30%	-1.30%
Flexible Tax Base	\$4,418,663,444	\$66,677,482	95.69%	\$4,433,866,157	\$67,875,166	96.01%	95.17%
Motor Vehicles - \$18.71	\$269,075,879	\$5,033,259	5.83%	\$245,263,424	\$4,588,207	5.31%	6.43%
Less Exemptions	(70,146,616)	(1,312,443)	-1.86%	(61,014,392)	(1,141,579)	-1.60%	-1.60%
Net Motor Vehicles	\$198,929,263	\$3,720,816	4.31%	\$184,249,032	\$3,446,627	3.99%	4.83%
Total Tax Roll/Levy	\$4,617,592,707	\$70,398,298	100.00%	\$4,618,115,189	\$71,321,793	100.00%	100.00%



EMPLOYMENT

During Calendar 2016, the average labor force in the Town of South Kingstown was 16,503 with employment at 15,828 yielding an unemployment rate of 4.9%. The September 2017 unemployment rate stands at 2.9% or 2.0% less than the calendar 2016 average as shown in the charts below.



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 communities within Washington County.

Fiscal Year 2016-2017	Washington County Communities				
	South Kingstown	Narragansett	North Kingstown	Westerly	Charlestown
Assessments By Class - \$					
Residential	\$3,813,311,700	\$4,197,984,805	\$3,056,030,495	\$4,908,047,901	\$2,166,932,881
Commercial	491,551,644	295,568,511	663,351,600	641,916,370	73,105,812
Tangible	113,800,099	50,696,759	153,053,880	121,142,653	18,635,479
Motor Vehicle	198,929,263	96,678,417	232,453,360	185,229,106	73,008,102
Total (\$)	\$4,617,592,706	\$4,640,928,492	\$4,104,889,335	\$5,856,336,030	\$2,331,682,274
Assessments By Class - %					
Residential	82.58%	90.46%	74.45%	83.81%	92.93%
Commercial	10.65%	6.37%	16.16%	10.96%	3.14%
Tangible	2.46%	1.09%	3.73%	2.07%	0.80%
Motor Vehicle	4.31%	2.08%	5.66%	3.16%	3.13%
Total (%)	100.00%	100.00%	100.00%	100.00%	100.00%
Assessments By Class - Tax Rate					
Residential	\$15.09	\$10.08	\$18.06	\$11.36	\$10.21
Commercial/Tangible	\$15.09	\$15.12	\$18.06	\$11.36	\$10.21
Motor Vehicle	\$18.71	\$16.46	\$22.04	\$29.67	\$13.08
Tax Levy FY 17 (MF)	\$70,398,298	\$49,294,923	\$75,058,276	\$69,920,135	\$24,015,249
Percent Increase / Prior Year FY 17 (MF)	2.76%	2.02%	1.10%	2.49%	1.59%
Ley Per Capita (MF)	\$2,298	\$3,107	\$2,834	\$3,068	\$3,068
Bond Rating FY 17 (PFB)	Aa1	Aa2	Aa2	Aa2	Aa2
Gross Direct Debt FY 15 - (PFB)	\$14,255,978	\$26,526,722	\$54,190,285	\$86,059,305	\$5,449,820
Debt Per Capita FY15 - (PFB)	\$465	\$1,672	\$2,046	\$3,777	\$696
Debt Per Capita/ Per Capita Income (PFB)	1.43%	4.01%	5.05%	10.58%	1.89%
Pension Liability FY 15 (PFB)	49,749,074	63,213,103	69,322,717	53,544,094	3,040,325
Combined Direct Debt and Pension Liability	\$64,005,052	\$89,739,825	\$123,513,002	\$139,603,399	\$8,490,145
Average Single Residential Unit (Town Data)	\$350,214	\$473,993	\$336,093	\$433,706	\$440,996
Tax Levy on Avg Residential (Town Data)	\$5,285	\$4,778	\$6,070	\$4,927	\$4,503
Personal Income FY 15 (PFB)	\$1,579,105,515	\$1,047,294,863	\$1,697,953,026	\$1,286,198,278	\$456,444,781
Median Family Income (MF)	\$96,414	\$101,397	\$102,561	\$73,132	\$80,318
Per Capita Income (AC Survey)	\$32,592	\$41,737	\$40,540	\$35,694	\$36,878
Population 2015 (ACS)	30,639	15,868	26,486	22,787	7,827

Sources: *State of Rhode Island Division of Municipal Finance (MF)*
US Census 2011-2015 American Community Survey (AC Survey)
Public Finance Board Debt Affordability Study 2017 (PFB)

Municipal Budget Trends

A chart providing detailed information on municipal budget trends, relative to the change in the size and composition of the municipal budget and tax base is found on the following page. This chart provides data for the period of FY 2012-2013 through FY 2017-2018.

MUNICIPAL BUDGET TRENDS

Fiscal Year	2012-2013	Percent	2013-2014	Percent	2014-2015	Percent	2015-2016	Percent	2016-2017	Percent	2017-2018	Percent	5 Year	Average	Percent
Assessment Date	12/31/2011	Share	12/31/2012	Share	12/31/2013	Share	12/31/2014	Share	12/31/2015	Share	12/31/2016	Share	Inc/(Dec)	Annual Inc	Inc/(Dec)
General Fund Revenue Statement															
Current Year Property Taxes	\$65,148,020	88.83%	\$65,785,386	88.67%	\$66,600,977	88.96%	\$67,548,326	89.23%	\$69,418,078	90.89%	\$70,370,340	91.14%	\$5,512,656	\$1,102,531	1.64%
Prior Year Taxes and Penalty	825,000	1.12%	890,000	1.20%	913,500	1.22%	908,500	1.20%	918,500	1.20%	918,250	1.19%	\$103,250	20,650	2.31%
State Aid	2,394,693	3.27%	2,376,063	3.20%	2,513,928	3.36%	2,445,421	3.23%	1,788,062	2.34%	2,307,175	2.99%	(\$41,574)	(8,315)	-0.36%
Local Revenue	3,968,699	5.41%	4,143,891	5.59%	4,013,849	5.36%	4,125,760	5.45%	3,652,197	4.78%	3,018,677	3.91%	(\$1,131,941)	(226,388)	-5.88%
Fund Balance Forwarded	1,000,000	1.36%	1,000,000	1.35%	825,000	1.10%	675,000	0.89%	600,000	0.79%	600,000	0.78%	(\$600,000)	(120,000)	-14.69%
Total General Fund Revenues	\$73,336,412	100.00%	\$74,195,340	100.00%	\$74,867,254	100.00%	\$75,703,006	100.00%	\$76,376,837	100.00%	\$77,214,442	100.00%	\$3,842,392	\$768,478	1.02%
Municipal Expenditure Program															
Municipal Program	\$20,171,016	27.50%	\$20,611,625	27.78%	\$21,144,620	28.24%	\$21,703,342	28.67%	\$23,198,755	30.37%	\$23,787,355	30.81%	\$3,975,198	\$795,040	3.79%
School Fund Transfer	48,364,159	65.95%	49,131,442	66.22%	49,614,070	66.27%	50,313,756	66.46%	51,387,349	67.28%	52,415,096	67.88%	\$4,198,760	839,752	1.70%
Capital Budget	1,210,000	1.65%	1,232,000	1.66%	1,286,000	1.72%	1,292,600	1.71%	1,440,450	1.89%	1,499,500	1.94%	\$260,500	52,100	4.05%
School Debt Service	2,370,336	3.23%	2,115,579	2.85%	1,737,045	2.32%	1,527,112	2.02%	1,226,887	1.61%	1,272,922	1.65%	(\$1,615,893)	(323,179)	-15.32%
Town Debt Service	1,220,901	1.66%	1,104,694	1.49%	1,085,519	1.45%	866,196	1.14%	740,546	0.97%	921,881	1.19%	(\$293,861)	(58,772)	-5.65%
General Fund Cost	\$73,336,412	100.00%	\$74,195,340	100.00%	\$74,867,254	100.00%	\$75,703,006	100.00%	\$76,376,837	102.12%	\$77,214,442	103.47%	\$3,842,392	\$768,478	1.03%
Plus 3rd Party School Aid	\$9,886,241		\$9,494,058		\$8,988,403		\$8,816,272		\$8,538,985		\$8,158,264		(\$2,119,394)	(423,879)	-4.40%
School/Municipal Cost	\$83,222,653		\$83,689,398		\$83,855,657		\$84,519,278		\$84,915,822		\$85,372,706		\$1,722,998	\$344,600	0.41%
School Fund Revenue Statement															
General Fund Tax Transfer	\$48,364,159	83.03%	\$49,131,442	83.81%	\$49,614,070	84.66%	\$50,313,756	85.09%	\$51,387,349	85.75%	\$52,415,096	86.53%	\$4,198,760	839,752	1.70%
State Aid	8,513,652	14.62%	8,131,786	13.87%	7,818,131	13.34%	7,621,000	12.89%	7,318,713	12.21%	6,837,992	11.29%	(\$1,990,092)	(398,018)	-4.91%
Local Revenue	1,372,589	2.36%	1,362,272	2.32%	1,170,272	2.00%	1,195,272	2.02%	1,220,272	2.04%	1,320,272	2.18%	(\$69,853)	(13,971)	-1.09%
Total School Fund Revenues	\$58,250,400	100.00%	\$58,625,500	100.00%	\$58,602,473	100.00%	\$59,130,028	100.00%	\$59,926,334	100.00%	\$60,573,360	100.00%	\$2,138,815	\$427,763	0.73%
Combined Revenue Statement															
Property Taxes	\$65,973,020	79.27%	\$66,675,386	79.67%	\$67,514,477	80.51%	\$68,456,826	81.00%	\$69,418,078	81.75%	\$70,370,340	82.43%	\$4,697,656	939,531	1.40%
State Aid	10,908,345	13.11%	10,507,849	12.56%	10,332,059	12.32%	10,066,421	11.91%	9,106,775	10.72%	9,145,167	10.71%	(\$2,031,666)	(406,333)	-3.91%
Local Revenues	6,341,288	7.62%	6,506,163	7.77%	6,009,121	7.17%	5,996,032	7.09%	6,390,969	7.53%	5,857,199	6.86%	(\$883,544)	(176,709)	-2.75%
Total Revenues	\$83,222,653	100.00%	\$83,689,398	100.00%	\$83,855,657	100.00%	\$84,519,278	100.00%	\$84,915,822	100.00%	\$85,372,706	100.00%	\$1,782,447	\$356,489	0.42%
													Market Value	Property	Municipal
													Per Capita	Classification	Tax Rates
Real and Tangible Property Roll															
Residential	\$3,743,256,123	82.70%	\$3,551,627,462	82.65%	\$3,573,415,674	82.57%	\$3,605,070,979	82.42%	\$3,815,071,653	82.62%	\$3,844,235,137	86.70%	\$125,723	Flexible Rate	\$15.309
Commercial	526,801,209	11.64%	487,305,270	11.34%	493,273,045	11.40%	499,920,193	11.43%	529,052,888	11.46%	516,524,601	11.65%	\$16,893	Motor Vehicle	\$18.710
Industrial	32,055,700	0.71%	31,849,800	0.74%	31,849,800	0.74%	31,849,800	0.73%	30,169,300	0.65%	29,960,500	0.68%	\$980		
Utilities	41,715,054	0.92%	40,682,402	0.95%	41,986,964	0.97%	43,643,725	1.00%	44,369,603	0.96%	43,145,919	0.97%	\$1,411		
Net Real and Tangible Property Roll	\$4,343,828,086	95.97%	\$4,111,464,934	95.67%	\$4,140,525,483	95.67%	\$4,180,484,697	95.57%	\$4,418,663,444	95.69%	\$4,433,866,157	100.00%	\$145,007		
Annual Increase in Flex. Roll	\$6,572,341	1.50%	(\$232,363,152)	-5.35%	\$29,060,549	0.71%	\$39,959,214	0.97%	\$238,178,747	5.70%	\$15,202,713	0.34%			
Motor Vehicle Excise Tax Roll													US Census -2015		30,577
Motor Vehicles - Excise	\$182,251,511	4.03%	\$185,876,659	4.33%	\$187,325,550	4.33%	\$193,764,022	4.43%	\$198,929,263	4.31%	\$202,526,096	4.37%	\$6,623		
Total Taxable Property Values	\$4,526,079,597	100.00%	\$4,297,341,593	100.00%	\$4,327,851,033	100.00%	\$4,374,248,719	100.00%	\$4,617,592,707	100.00%	\$4,636,392,253	104.4%	\$151,323	2017 Population	\$30,639
Taxable Property Increase/(Decrease)	\$4,526,079,597	235,406,248,905	(\$228,738,004)	(0)	\$30,509,440	0	\$46,397,686	0	\$243,343,988	0	\$18,799,546	0.41%			
Property Tax Distribution															
Municipal Share	\$15,389,962	23.18%	\$15,329,725	22.85%	\$16,008,184	23.68%	\$16,305,325	23.80%	\$17,380,729	24.69%	\$17,411,601	24.41%	\$2,621,604	\$524,321	3.34%
School Share	49,758,058	74.94%	50,455,661	75.21%	50,592,793	74.83%	51,243,001	74.80%	52,037,349	73.92%	52,958,739	74.25%	\$2,891,052	578,210	1.14%
Overlay	1,251,762	1.89%	1,296,731	1.93%	1,006,664	1.49%	956,656	1.40%	980,220	1.39%	954,203	1.34%	(\$308,945)	(61,789)	-5.48%
Total Property Tax Levy	\$66,399,782	100.00%	\$67,082,117	100.00%	\$67,607,641	100.00%	\$68,504,982	100.00%	\$70,398,298	100.00%	\$71,324,543	100.00%	\$5,203,711	\$1,040,742	1.54%
Increase Over Prior Year	\$66,399,781	6639978088.81%	\$682,335	1.03%	\$525,524	0.78%	\$897,341	1.33%	\$1,893,316	2.76%	\$926,245	1.32%			
Tax Rate Distribution															
Municipal Share	\$3.42	23.62%	\$3.60	23.27%	\$3.72	24.04%	\$3.75	24.14%	\$3.78	25.05%	\$3.79	24.74%			
School Share	11.08	76.38%	11.87	76.73%	11.76	75.96%	11.77	75.86%	11.31	74.95%	11.52	75.26%			
Total Property Tax Rate	\$14.50	100.00%	\$15.47	100.00%	\$15.48	100.00%	\$15.52	100.00%	\$15.09	100.00%	\$15.31	100.00%			
Tax Rate Increase	\$14.48	86335.63%	\$0.97	6.69%	\$0.01	0.08%	\$0.04	0.25%	(\$0.43)	-2.77%	\$0.22	1.45%			
													Note: FY 2010-2011 Statistical Revaluation		
													Note: FY 2013-2014 Full Revaluation		
													Note: FY 2016-2017 Statistical Revaluation		
													Note: FY 2019-2020 Statistical Revaluation		



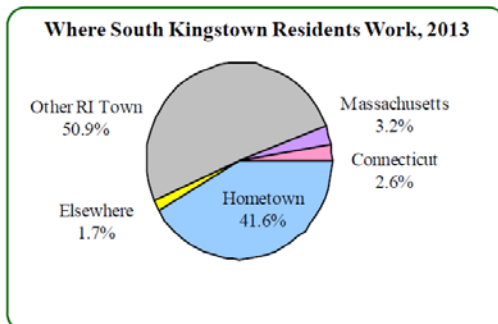
South Kingstown

<u>Population</u>	<u>1990</u>	<u>2000</u>	<u>2015</u>
Total Population	24,631	27,921	30,577
Male	11,790	13,268	14,352
Female	12,841	14,653	16,225
16 years +	20,383	22,335	26,448
21 years +	15,019	17,528	19,829
65 years +	2,800	3,248	5,135
White	23,000	25,440	27,568
Black/African American	362	437	710
American Indian & Alaskan Native	451	449	525
Asian & Pacific Islander	735	874	651
Some other race	83	203	382
Two or more races	-	518	741
Hispanic or Latino (of any race)	306	493	1,283
<u>Educational Attainment</u>	<u>1990</u>	<u>2000</u>	<u>2015</u>
Population (Age 25+)	13,110	16,149	17,771
Less than 9th grade	4.6%	2.3%	1.5%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	20.3%
Some College, no degree	16.5%	17.6%	17.1%
Associate Degree	6.2%	6.0%	5.9%
Bachelor Degree	19.6%	26.9%	28.0%
Graduate/Professional Degree	19.4%	19.9%	23.4%
<u>Median Household Income</u>	<u>1990</u>	<u>2000</u>	<u>2015</u>
	\$36,481	\$56,325	\$71,008
<u>Annual Average Labor Force Estimates</u>	<u>2006</u>	<u>2009</u>	<u>2016</u>
Labor Force	16,041	15,750	16,503
Employment	15,372	14,314	15,701
Unemployment	669	1,436	802
Unemployment Rate	4.2%	9.1%	4.9%

- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2015, South Kingstown added another 2,656 (+9.5%) residents.
- Over 57 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2015. The share of local residents without a high school diploma or GED decreased between 2000 and 2015, falling from 8.7 percent to 5.5 percent.
- Between 2009 and 2016, employment in South Kingstown increased by 560 (+4.2%) jobs. Private sector employers reported a gain of 383 (+4.0%) jobs, while public sector employment grew by 178 (+4.8%) jobs. In comparison, statewide total employment grew by 25,026 (+5.6%) jobs.
- South Kingstown's unemployment rate averaged 4.9 percent in 2016, tied for the 18th highest in the state and below the state average of 5.3 percent.
- In 2015, 99.9 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 95.2 percent of RI residents.
- Over 41 percent (41.6%) South Kingstown residents work in South Kingstown, while 7.5 percent work outside of RI.

<u>Establishment Employment</u>	<u>2006</u>	<u>2009</u>	<u>2016</u>
Total Private & Government	13,765	13,330	13,890
Total Private Only	9,977	9,633	10,016
Government	3,788	3,696	3,874
Health Care & Social Assistance	2,351	2,524	2,814
Accommodation & Food Services	1,249	1,279	1,543
Retail Trade	1,484	1,330	1,264
Other Services	758	718	675
Wholesale Trade	778	785	608
Manufacturing	956	739	562
Professional & Technical Services	373	308	388
Construction	434	283	376
Administrative Support & Waste Management	248	246	313
Educational Services	251	270	308
Finance & Insurance	289	244	293
Arts, Entertainment, & Recreation	212	224	235
Real Estate & Rental & Leasing	102	289	209
Transportation & Warehousing	198	130	140
Information	145	149	132
Agriculture, Forestry, Fishing & Hunting	108	73	97
Management of Companies & Enterprises	13	24	32
Mining	*	*	*
Utilities	*	*	*

<u>Language</u>	
<u>Population Age 18-64</u>	
	<u>2015</u>
Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well'	99.9%
Percent of Population that Speak English 'not well' or 'not at all'	0.1%
<u>Language Spoken:</u>	
Speak Spanish	0.0%
Speak Other Indo-European	0.1%
Speak Asian/Pacific Islander	0.0%
Speak Other Languages	0.0%



Source: Rhode Island Department of Labor and Training



**TAB 2
BUDGET MESSAGE**

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

**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2018-2019 THROUGH 2023-2024**



TO: THE HONORABLE TOWN COUNCIL
FROM: STEPHEN A. ALFRED, TOWN MANAGER
RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE
FISCAL PERIOD 2018-2019 THROUGH 2023-2024
DATE: DECEMBER 2017

I am pleased to submit the Town Manager's Proposed Capital Budget and Improvement Program for the Fiscal Period 2018-2019 through 2023-2024. This document was prepared in accordance with the *Capital Improvement Program and Capital Budget Ordinance* that was adopted by the Town Council in 1990, and included within the *Introduction* of this document, as shown on page 1 – 5.

Capital Improvement Program Overview

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. A capital project or improvement is a major non-recurring tangible fixed asset, with a useful life of at least five years, and a value in excess of \$10,000. The term includes property acquisition, major improvements to an existing facility, and new building construction.

The intent of the Capital Improvement Program (CIP) is threefold. First, the CIP is intended to provide a comprehensive community needs statement; second, to provide for the development of a prioritized implementation schedule for meeting the community needs statement; and third, to provide financial data relative to the community's ability to manage and finance the costs associated with meeting these defined needs. It is equally important to note the CIP is a planning document that is subject to annual review, update and amendment. Implementation of the identified projects and programs may be deferred, delayed or accelerated due to funding availability, construction plan readiness, and available project management resources. This includes local, state and other revenue streams that are necessary to support projects from initiation through completion. The proposed CIP for Fiscal Period 2018-2019 through 2023-2024 is presented within this document in six sections, as summarized below:

INTRODUCTION: The first section provides an introduction to the CIP, including FAQs, reference to the Town's CIP & Capital Budget Ordinance, and a Statistical Profile of the Town.

BUDGET MESSAGE: The second section of the CIP consists of this section; the *Town Manager's Capital Improvement Program Budget Message*.

LONG TERM DEBT MANAGEMENT: The third section is presented in 4 elements; *Bonded Debt Level Position, Long Term Financial Program, Projected Debt Service Schedules, and Fair Share Development Fees*.

- **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. I urge careful consideration and review of this financial data, since conclusions drawn from it will serve as the foundation for the Town's future long-term Capital Improvement Program.



- Long Term Financial Program:** The second element presents a detailed project cost and revenue summary for all planned capital projects. This CIP planning program documents twenty (20) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$19,799,878 of which \$5,500,000 will need to be raised from general obligation bonds. All Municipal and School General Obligation Bonds proposed for use over the 6 years of the CIP have previously received the required voter approval.

The chart below provides a summary of the changes proposed for the 2018-2019 fiscal year within the six year CIP program, as compared to the current year adopted budget program. Two notable adjustments presented in the proposed FY 2018-2019 CIP include the following:

1. A reduction of \$600,000 in Leisure Services Program due to the planned completion of the South County Commons Bike Path Project in the current fiscal year;
2. A reduction of \$100,000 in General Municipal Programs due to the one time funding transfer from the Open Space Reserve Fund to the Affordable Housing Fund in the current fiscal year.

Six Year Planning Program	ADOPTED 2017-2018		PROPOSED 2018-2019		CHANGE	
	Projected Cost	Municipal Bonds	Projected Cost	Municipal Bonds	Program Cost	Municipal Bonds
Open Space Program	\$450,000	\$0	\$450,000	\$0	\$0	\$0
Leisure Services Program	2,721,000	1,000,000	2,185,000	1,000,000	(536,000)	0
General Municipal Program	8,198,975	400,000	7,912,878	500,000	(286,097)	100,000
School Program	7,910,060	4,000,000	8,152,000	4,000,000	241,940	0
Utilities Program	1,100,000	0	1,100,000	0	0	0
Total Six Year Program	\$20,380,035	\$5,400,000	\$19,799,878	\$5,500,000	(\$580,157)	\$100,000

Also included in the second element is identification of all non property tax revenue sources that will be used to pay a portion of municipal debt service costs, and a presentation of debt related credit industry benchmarks and their relationship to the Town’s Debt Management Program.

- 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 Capital Improvement Program. As noted above, the Proposed CIP will require the sale of \$5.5 million in additional municipal general obligation bonds. Sales are tentatively scheduled as follows:

Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$2,000,000	11/11/2014
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvement Program	500,000	11/7/2018
Total FY 2019-2020	\$3,500,000	
School Building Improvements	\$2,000,000	11/11/2014
Total FY 2021-2022	\$2,000,000	
Total New Debt	\$5,500,000	



- **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. Fee collection related to the Town's Recreation and Open Space Program are planned to continue through June 30, 2020. Unassigned Funds forecast to be held in the Fair Share Fund Balance at this time should be sufficient to meet remaining debt service payments associated with the development of the Green Hill Park. Unless a new Recreation/Open Space Project is undertaken by the Town that would require the collection of additional fees to offset project costs, suspension of the program is recommended.

LONG TERM PROGRAM DESCRIPTIONS: The fourth section of the CIP provides narrative descriptions for each of the proposed capital projects planned for the six year program. The budget narrative provides a summary description of the programs proposed for funding in the fiscal period 2018-2019 through 2023-2024.

PAY AS YOU GO PROJECT DESCRIPTIONS: The fifth section of the CIP provides narrative descriptions for each of the projects proposed in the Capital Budget for FY 2018-2019. The Capital Budget is the Capital Improvement Program's first-year spending program, and is also referred to as the "Pay As You Go" section of the CIP. The budget narrative provides a summary description of all projects, program elements, equipment acquisitions, and professional services that are proposed for funding consideration in the 2018-2019 fiscal year for the General Fund, Senior Services Fund, Utility programs, and School Fund. In addition, specific documentation of program need is provided for each of the proposed projects.

CAPITAL IMPROVEMENT PROGRAM: The sixth and final section of the CIP presents the Town Manager's Proposed Capital Improvement Program for Fiscal Period 2018-2019 through 2023-2024. This presentation provides a comprehensive six year spending proposal for all municipal programs. The proposed Capital Improvement Program is documented in two independent program elements; the *Annual Funding* element and the *Long Range Program* element.

- **Annual Funding Element:** The Town Manager's Proposed CIP 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 2018-2019 General Fund's Capital Budget, funding in the amount of \$1,532,500 is proposed, reflecting a \$33,000 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 \$38,000 for FY 2018-2019.

The proposed FY 2018-2019 Water Enterprise Fund capital budget seeks financial support in the amount of \$79,000. 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 \$1,023,000 is proposed for the Wastewater Enterprise Fund's FY 2018-2019 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. This request reflects a \$460,492 increase over the current year funding level. 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 2018-2019 capital budget for the School Fund is presented in the amount of \$445,000. This proposed spending plan is \$40,000 more than the current year appropriation.

A summary of the Town Manager’s Proposed FY 2018-2019 Capital Budget as detailed within the Annual Funding Element of the CIP is presented on the following page.

Capital Budget Program	2017-2018 Adopted	2018-2019 Proposed	Increase (Decrease)
General Fund (101)	\$1,499,500	\$1,532,500	\$33,000
Senior Services Fund (304)	35,000	38,000	3,000
Water Enterprise Fund (702)	139,000	79,000	(60,000)
Wastewater Enterprise Fund (704)	562,508	1,023,000	460,492
School Fund (400)	405,000	445,000	40,000
TOTAL Capital Budget Program	\$2,753,500	\$3,117,500	\$364,000

- Long Range Program Element:** The Town Manager’s 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 and other identified revenue sources. The chart entitled *Long Range Program Element (All Funds)* found on page 6 - 7 of this document provides a program summary. The seventeen projects within the proposed CIP’s long term program are explained in detail within the fourth tab of this document, *Long Term Program Descriptions*. A summary of each of these projects is presented on the following page, and compares the long range program proposed for Fiscal Period 2018-2019 through 2023-2024 to the one adopted for Fiscal Period 2017-2018 through 2022-2023.

Budget Message, continued



Long Term Program	Adopted 6-Year Program	Proposed 6-Year Program	Increase/ (Decrease)	Planned Program Revisions
Leisure Services Programs				
Open Space Acquisition Program	\$450,000	\$450,000	\$0	Ongoing Program
Noyes Farm Planning	20,000			Planning Study scheduled in FY 2017-2018
South County Commons Bike Path	600,000			Project a FY 2017-2018 Construction
Neighborhood Guild Renovations	1,000,000	1,000,000	0	FY 2018-2019 Project
Marina Park Improvements	250,000	250,000	0	Boat Ramp - FY 2019-2020
Town Beach Improvement Program	215,000	270,000	55,000	Ongoing Program
Old Mountain Field Improvements	441,000	460,000	19,000	Ongoing Program
Senior Services Program	195,000	205,000	10,000	Scheduled Improvements
Subtotal Leisure Services Programs	\$3,171,000	\$2,635,000	\$84,000	
General Municipal Programs				
Information Technology Program	\$200,000	\$200,000	\$0	Ongoing Program
Library Program	89,000	110,000	21,000	Painting RBH & PD Libraries
Property Revaluation Program	765,600	788,673	23,073	FY 2020 & FY 2023
Public Works Improvement Program	5,338,375	5,436,205	97,830	Scheduled Improvements
Police Department Program	446,000	310,000	(136,000)	Scheduled Improvements
Emergency Medical Services Program	720,000	696,000	(24,000)	Scheduled Improvements
Fire Alarm Division	140,000	162,000	22,000	New Program Planning
Affordable Housing Program	100,000			Transfer to Affordable Housing Reserve In FY 2017-2018
Town Hall Improvement Program	400,000	210,000	(190,000)	Improvements as Needed
Subtotal General Municipal Programs	\$8,198,975	\$7,912,878	(\$186,097)	
School Department Programs				
Building Improvement Program	\$7,910,060	\$8,152,000	\$241,940	3rd Year of 5 Year Plan
Subtotal School Dept Programs	\$7,910,060	\$8,152,000	\$241,940	
Utility Programs				
Water Meter Replacement Program	\$1,100,000	\$1,100,000	\$0	FY 2020-2021 Implementation
Subtotal Utility Programs	\$1,100,000	\$1,100,000	\$0	
Total Six Year Long Term Program	\$20,380,035	\$19,799,878	\$139,843	

- Combined Cost of Annual Funding & Long Range Program Elements:** The combined cost of both the Annual Funding and the Long Range Program elements for the proposed six year CIP program is summarized as follows:

	2017-2018 Adopted 6-Year Plan	2018-2019 Proposed 6-Year Plan	Increase (Decrease)
Capital Improvement Program			
General Fund (101)	\$9,720,000	\$10,260,500	\$540,500
Senior Services Fund (304)	195,000	205,000	10,000
Water Enterprise Fund (702)	730,000	599,000	(131,000)
Wastewater Enterprise Fund (704)	2,829,000	5,222,000	2,393,000
School Fund (400)	3,213,500	2,946,000	(267,500)
Pay As You Go Element	\$16,687,500	\$19,232,500	\$2,545,000
Major Projects Element	20,380,035	19,799,878	(580,157)
Total Capital Improvement Program	\$37,067,535	\$39,032,378	\$1,964,843
Less Pay As You Go Transfers	(6,481,000)	(6,673,000)	(192,000)
Total Capital Improvement Program	\$30,586,535	\$32,359,378	\$1,772,843



FY 2017-2018 Major Projects of Interest

LED STREET LIGHTING PROGRAM

Each year the Town spends approximately \$94,000 in facility charges to National Grid for streetlight fixture rentals associated with approximately 1,413 street lights located on Town roads.

In 2013, the General Assembly passed into law Chapter 39-30 Municipal Streetlight Investment Act, which provides the opportunity for cities and towns to purchase the streetlights from National Grid. Subsequently, in 2014, the PUC adopted a new tariff (Rate S-05) that provides for new energy charge only rates for National Grid for those municipalities that purchase the streetlights located within their community. The lights will remain unmetered in terms of energy usage.

In an effort to reduce costs and transition to a more energy efficient street lighting technology, the Town of Narragansett, serving as the lead agency on behalf of the Towns of South Kingstown, North Kingstown, and Narragansett, prepared a Request for Proposals for the purchase of all Town leased street lights from National Grid and an operation and maintenance contract of the fixtures subsequent to purchase. In addition to addressing purchase and ongoing operation and maintenance of the Towns' Street Lighting Network, the RFP also requested cost proposals for conversion of all existing high pressure sodium (HPS) streetlights to LED technology and 'smart' controllers for the LED lighting. The 'smart' technology allows for system-wide and site specific dimming/ light intensification.

It is anticipated that a lighting contractor will be selected in early 2018, with a Spring 2018 project commencement. It is anticipated that LED conversion will be completed during the Summer 2018. The Town has available funding of \$500,000 to commit to this project.

MIGRATION TO RADIO ALARM BOX SYSTEM

The Town's cable plant, in service since 1965, is experiencing operational difficulty due to its age and functional obsolescence. The current copper wire supports over 250 businesses in South Kingstown, along with servicing all Town and School properties for fire alarm, burglar, and in some cases even telephone service for some municipal buildings. During the current year, a consultant was engaged to prepare bid specifications for the replacement of the current hard wired system with the purchase and installation of a new wireless fire alarm system. The project specifications identified antenna locations and required detailed costs associated with system infrastructure. The specifications also required detailed cost estimates for private businesses to access the system. The projected municipal cost for installing the wireless radio box system for all municipal and school buildings is projected at \$196,000.

Funding of all required equipment to install the 'Public Element' of this public safety project is as follows:

Program Funding	
Capital Reserve Fund	\$110,800
School Capital Fund	32,000
General Fund Transfers	30,000
Unassigned Fund Balance	23,200
Total Public Element	\$196,000



Upon completion of the municipal facilities installations, businesses connected to the Town's copper wire system will be able to transition to the new wireless system. The cost of commercial building equipment replacement needed to access the new wireless system is projected at \$1,840 per unit plus the cost of installation (estimated at \$1,200). Staff will be recommending that the Town consider purchasing the units on behalf of the property owner and provide a five year, interest free, repayment schedule (\$368 payment per year) to minimize the financial impact to the business property owners. The cost to the Town to pre-purchase the equipment needed for the current system users over the five year term is projected at \$459,300 or approximately \$92,000 per year.

The projected installation schedule is Spring 2018 for municipal and school facilities. Upon completion, commercial property owners will begin converting their equipment to the new system.

Capital Improvement Program Issues of Concern

During the Fiscal 2018-2023 CIP budget discussion in January 2017, it was determined that with the continued decline in overall system student enrollment, the District should seek proposals from a professional educational and facilities planning firm to provide a comprehensive ten year education and facilities plan. On April 4, 2017 after public interviews of three consultant proposals, the School Committee awarded the contract to RGB Architects. RGB commenced work in May 2017 and is expected to submit a final report in January 2018.

The stated purpose of this planning study is summarized by the consultant as follows:

"The South Kingstown School Department is conducting a comprehensive long-term master education and facilities study and plan to be utilized by the District for the next 20 years. This plan will set forth researched-based best and "next" models for achieving educational outcomes, master planning in facilities assessments, space planning, potential analysis/conceptual design, cost/benefit analysis for options to maximize effective use of all facilities. The plan will help outline a vision for where the schools are going educationally so that future changes in school facilities will support the aspirational vision for education."

Upon completion of this study the School Committee will review its findings and recommendations and adopt a long term education plan that best meets the programmatic needs of the community's student population. In addition to identifying the school district's long term educational goals, the plan must identify a realistic long term capital facilities plan that will facilitate the "aspirational vision for education" in South Kingstown.

The School Department's submittal for inclusion in the Town Manager's Proposed FY 2018-2019 through FY 2023-2024 CIP has been incorporated as presented. Of note, the submittal presents only minor revisions to the school plan submitted in the current year. In fact, only projects proposed for completion in the first two years of the six year CIP have been approved by the State Department of Education (RIDE) for State Housing Aid reimbursements (assumed for the purposes of this CIP to be at the current rate of 35%). All projects listed in the final four years of the schedule will need to be incorporated into a new RIDE Necessity of Construction Application. This application process requires the appointment of a School Facilities Improvement Committee and the employment of an engineering consultant to perform detailed inspections of all school buildings. Typically, this process requires twelve to eighteen months to complete.



A mandatory component of any RIDE Necessity of Construction application is a clear vision of what school facilities are needed to support the District's long range educational program, what the projected costs of identified renovations/improvements will be and over what time frame. Of key importance in the development of the RIDE funding application is identifying revenue sources to offset the cost of plan implementation.

The Town's projected Debt Structure includes the sale of an additional \$4 million in voter authorized School Bonds over the six year term of the CIP. Any additional long term borrowing needed to meet the cost of implementing the School Department facility plan will require both voter and State authorization. Additional borrowing will increase the annual costs associated with school related debt service payments presented in this document.

The School Building Authority (SBA) at the RI Department of Education provides school construction and capital facilities improvement oversight for PK-12 public schools. In somewhat parallel fashion to the Town's RGB Architects study, the SBA recently embarked on a Statewide facility master planning process. This included an educational program space assessment, a capacity analysis, a facility condition assessment, a five year life cycle forecast, and enrollment projections. The data collected during the facility condition assessment will be used to assist RIDE and local school authorities (LEA) in making decisions to achieve the goal of adequately funding facility improvements across the state.

The final report issued by the SBA entitled "State of Rhode Island Schoolhouses" (September 2017) also included a recommended action plan for "more effectively spending available facility funding that provides an opportunity for student learning in healthy, safe environments". The recommendations of this study were presented in a separate document entitled "Jacobs Recommendations for Consideration" (September 2017). The subsequent consideration, adoption and implementation of these recommendations by RIDE may change the standards, thresholds and requirements for State Housing Aid reimbursements to local jurisdictions. It is highly important that School Administration monitor this process (and participate in same as necessary) to understand program standards and resources that may be revised going forward. At this writing there is no certainty that past practices for State support under the RIDE necessity of construction program will remain constant, especially in the out years of this Capital Improvement Program.

Clearly the adoption of a School Facility Improvement Plan by the School Committee will need to meet any new standards required to be eligible for State Housing Aid. It is imperative that the RGB master plan study currently under development take into consideration and seek to identify areas of parallel consistency with the data underpinnings, findings and recommendations presented in the "RI Schoolhouses" study. As alluded to above this is particularly important in terms of cognizance of the potential ramifications of the consultant's recommendations for modifying the State's focus and process for determining eligibility for future State Housing Aid. The SBA study and its ultimate effects on RIDE policy, programs and resources may impact the content, schedule and focus of the projects identified in this Capital Improvement Program. The Town's CIP may need to be adjusted or redefined as a result of the State's implementation process based on the State of Rhode Island Schoolhouses report.



In Closing

I cannot overemphasize that the proposed Capital Improvement Program for the Fiscal Period 2018-2019 through 2023-2024 represents my best effort to define the necessary community needs over the next six years. The Town Council must evaluate the proposed program to determine whether all identified community needs have been addressed. As noted herein, this year's program development presents unique challenges given RIDE's ongoing consideration of the recommendations and policy ramifications contained in the statewide assessment of RI school facilities. In any event, the awareness and process participation discussed herein and the flexible nature of South Kingstown's Capital Improvement Program development should afford the opportunity to best accommodate and potentially take advantage of changes on the State level that may be forthcoming.

I would like to personally thank the Town's Department Directors and their staff for their assistance and cooperation in the development of the proposed Capital Improvement Program. I wish to offer special thanks to Trish Sunderland, Finance Director; Aimee Reiner, Director of Administrative Services; and Colleen Camp, Executive Assistant to the Town Manager, for their assistance in the preparation of this community planning document. The preparation of a document of this nature requires a team effort that looks at how best to present the complex financial data to the citizens of the community.

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

Stephen A. Alfred
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 - 20
Fair Share Development Fees 3 - 24

TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2018-2019 THROUGH 2023-2024

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). Additionally, this CIP also proposes to sunset the collection of Recreational and Open Space Fair Share Fees effective June 30, 2020.

Bonded Debt Level Position

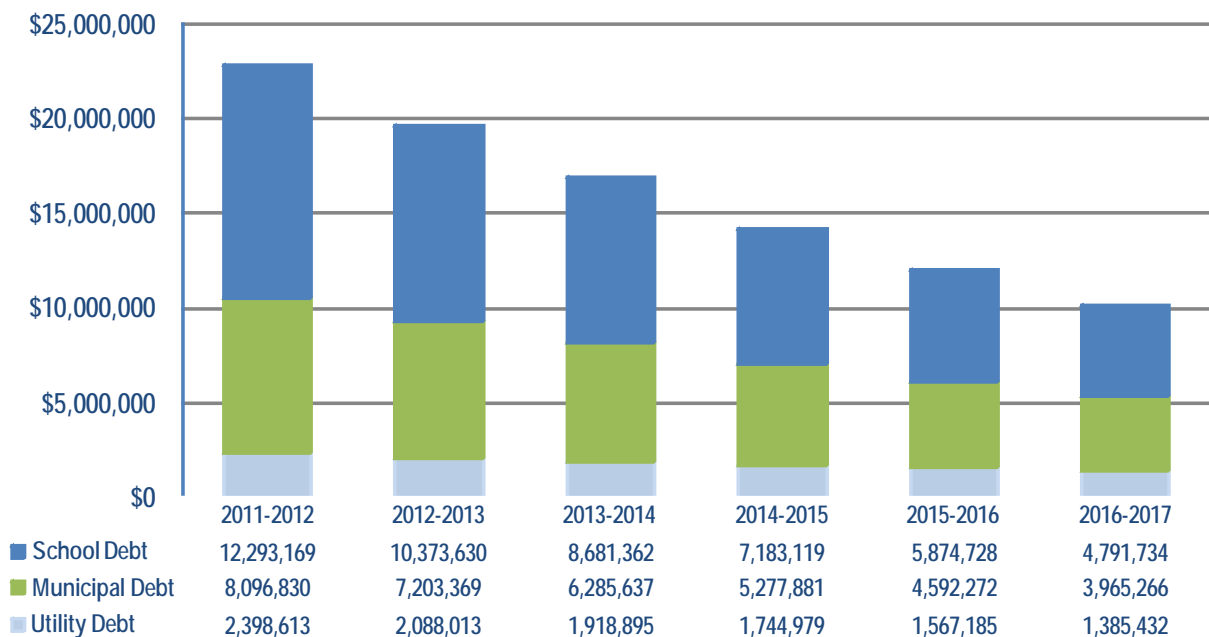


The first element of the Capital Improvement Program’s *Long Term Debt Management* section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

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 \$22,788,612 on June 30, 2012, while as of June 30, 2017 the Town’s bonded debt level was reduced to \$10,142,432, a decrease of \$12,646,180, or 55.49% from the FY 2011-2012 level.

Prior Year Municipal Bonded Debt Level

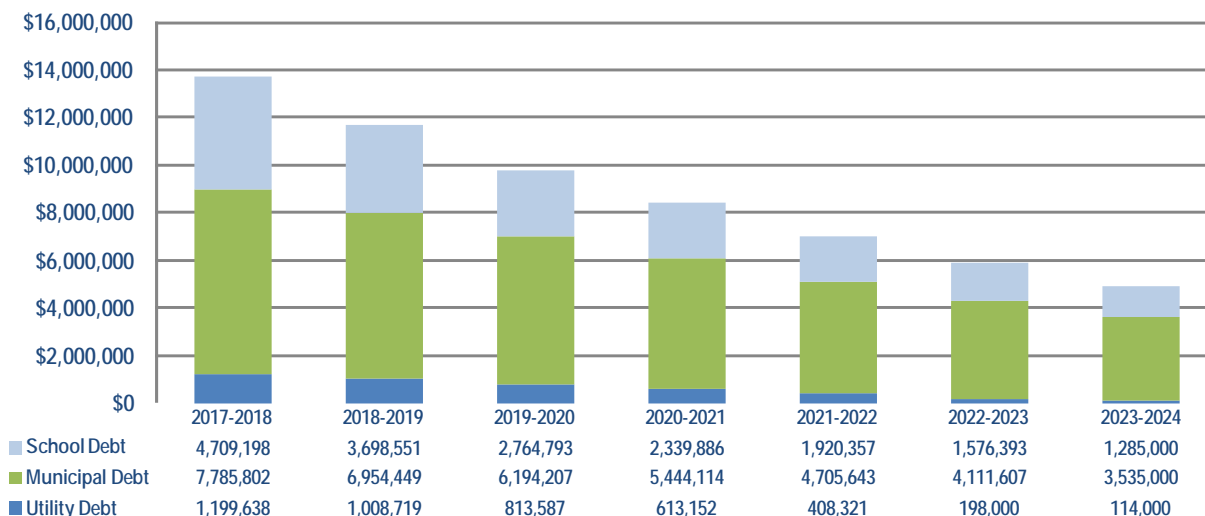




Projected Bonded Debt Level with No Additional Bonding

The chart below documents the Town’s projected bonded debt level over the next six year term of the CIP July 1, 2018 through June 30, 2024. 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, 2018 is projected at \$13,694,638. In FY 2017-2018, the Town sold \$5,420,000 in municipal bonds. Of this amount, \$4,055,000 will fund a portion of the costs associated with the construction of the Community Recreation Center, \$385,000 was sold to offset road improvements and the remaining \$980,000 was to fund costs associated with school facility improvements. Over the next six years, \$8,760,638 equating to 64.0% of the Town’s bonded debt will be retired. The Town’s outstanding debt as of June 30, 2024, assuming no additional debt is incurred subsequent to June 30, 2018, is estimated at \$4,934,000.

Existing Municipal Debt Level



Planned Capital Project Bonding

While the chart above shows the projected debt level were no additional bonding to occur, the proposed six year FY 2018-2019 through FY 2023-2024 CIP includes several projects that will require the issuance of General Obligation Bonds. Additional borrowing of \$5,500,000 over the term of the CIP is planned as follows:

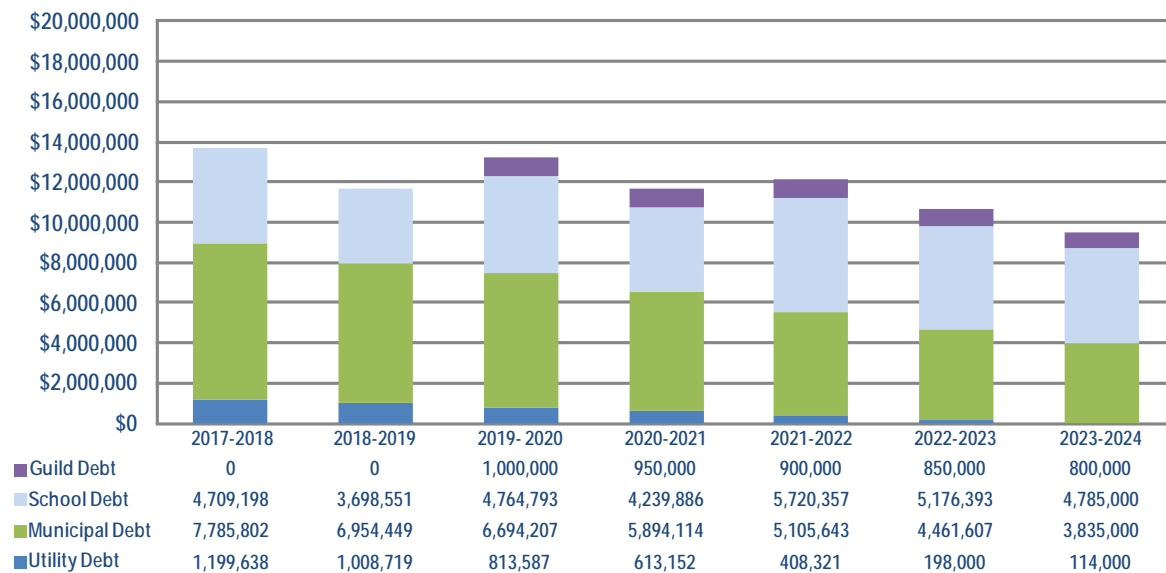
Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$2,000,000	11/11/2014
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvement Program	500,000	11/7/2018
Total FY 2019-2020	\$3,500,000	
School Building Improvements	\$2,000,000	11/11/2014
Total FY 2021-2022	\$2,000,000	
Total New Debt	\$5,500,000	



Projected Bonded Debt Level

Implementation of the proposed FY 2018-2019 through FY 2023-2024 Capital Improvement Program will require the Town to incur an additional \$5,500,000 in long-term general obligation bonds over the next six years. During this term, the Town’s Projected Bonded Debt Level is expected to continue to decline. Should the Town incur the new debt proposed within this document, the Town’s projected outstanding debt level as of June 30, 2024 will be \$9,534,000 which equates to \$4,160,638 less than the debt level as of June 30, 2018.

**Projected Bonded Debt Level
(Inclusive of \$5.50 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, 2018.
- **FUTURE DEBT LOADING:** The second schedule, shown on page 3 - 6, projects the Town issuing \$5.5 million between 2020 and 2022 in two separate issues. The first projected issue includes \$4.0 million in the first quarter of 2020 (\$2M School Facilities, \$1M Neighborhood Guild, and \$0.5M Road Improvements) and \$2.0 million in the first quarter of 2022 for School Facilities.
- **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, 2017	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024
Town Debt									
Town Bond 2009	11/12/09	\$146,500	\$62,000	\$0	\$0	\$0	\$0	\$0	\$0
Town Bond 2012	11/13/12	1,373,766	1,123,802	879,449	639,207	404,114	175,643	76,607	0
Town Bond 2015	04/21/15	2,445,000	2,160,000	1,880,000	1,605,000	1,335,000	1,070,000	815,000	560,000
Town Bond 2017 Rec Center	08/30/17	0	4,055,000	3,850,000	3,645,000	3,440,000	3,235,000	3,035,000	2,830,000
Town Bond 2017 Transportation	08/30/17	0	385,000	345,000	305,000	265,000	225,000	185,000	145,000
Subtotal Town Debt		\$3,965,266	\$7,785,802	\$6,954,449	\$6,194,207	\$5,444,114	\$4,705,643	\$4,111,607	\$3,535,000
School Debt									
School Bond 2009	11/12/09	\$153,500	\$38,000	\$0	\$0	\$0	\$0	\$0	\$0
School Bond 2010	05/01/10	780,000	720,000	660,000	600,000	540,000	480,000	420,000	360,000
School Bond 2012	11/13/12	1,188,234	976,198	768,551	569,793	374,886	185,357	66,393	0
School Bond 2015	04/21/15	2,670,000	1,995,000	1,340,000	715,000	595,000	475,000	360,000	245,000
School Bond 2017	08/01/17	0	980,000	930,000	880,000	830,000	780,000	730,000	680,000
Subtotal School Debt		\$4,791,734	\$4,709,198	\$3,698,551	\$2,764,793	\$2,339,886	\$1,920,357	\$1,576,393	\$1,285,000
Wastewater Debt									
\$0.5M Diane Drive Sewers	11/13/03	\$195,000	\$169,000	\$142,000	\$115,000	\$87,000	\$59,000	\$30,000	\$0
Subtotal Wastewater Debt		\$195,000	\$169,000	\$142,000	\$115,000	\$87,000	\$59,000	\$30,000	\$0
Solid Waste Debt									
\$2.0M Rose Hill Superfund	09/13/02	\$719,432	\$607,638	\$492,719	\$374,587	\$253,152	\$128,321	\$0	\$0
\$0.95M West Kingston Superfund	11/22/05	471,000	423,000	374,000	324,000	273,000	221,000	168,000	114,000
Subtotal Solid Waste Debt		\$1,190,432	\$1,030,638	\$866,719	\$698,587	\$526,152	\$349,321	\$168,000	\$114,000
Total Municipal Debt		\$10,142,432	\$13,694,638	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000
General Fund Debt		\$8,757,000	\$12,495,000	\$10,653,000	\$8,959,000	\$7,784,000	\$6,626,000	\$5,688,000	\$4,820,000

FUTURE DEBT LOADING

	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	July 1, 2023	July 1, 2024
Neighborhood Guild Improvements							
Referendum 11/2006 (TBS 5/2020)	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Subtotal Planned Guild Debt	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Municipal Related General Obligation Bonds							
Road Improvement Program							
Referendum 11/2018 (TBS 5/2020)	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
Subtotal Planned Municipal Debt	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
School Related General Obligation Bonds							
General School Building Improvements							
Referendum 11/2014 (TBS 5/15/2020)	\$0	\$0	\$2,000,000	\$1,900,000	\$1,800,000	\$1,700,000	\$1,600,000
General School Building Improvements							
Referendum 11/2014 (TBS 5/15/2022)	0	0	0	0	2,000,000	1,900,000	1,900,000
Subtotal Planned School Debt	\$0	\$0	\$2,000,000	\$1,900,000	\$3,800,000	\$3,600,000	\$3,500,000
Total Planned Future Debt	\$0	\$0	\$3,500,000	\$3,300,000	\$5,100,000	\$4,800,000	\$4,600,000
Existing Bonded Debt Level	\$13,694,638	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000
PROJECTED BONDED DEBT LEVEL	\$13,694,638	\$11,661,719	\$13,272,587	\$11,697,152	\$12,134,321	\$10,686,000	\$9,534,000
BONDS ISSUED							
Proposed New Guild Debt	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Proposed New Municipal Debt	0	0	500,000	450,000	400,000	350,000	300,000
Proposed New School Debt	0	0	2,000,000	1,900,000	3,800,000	3,600,000	3,500,000
Existing Overall Debt	13,694,638	11,661,719	9,772,587	8,397,152	7,034,321	5,886,000	4,934,000
Projected Combined Debt Level	\$13,694,638	\$11,661,719	\$13,272,587	\$11,697,152	\$12,134,321	\$10,686,000	\$9,534,000

ALL MUNICIPAL DEBT SUMMARY

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Municipal Debt Level	\$7,785,802	\$6,954,449	\$6,194,207	\$5,444,114	\$4,705,643	\$4,111,607	\$3,535,000
School Debt Level	4,709,198	3,698,551	2,764,793	2,339,886	1,920,357	1,576,393	1,285,000
Utilities Debt Level	1,199,638	1,008,719	813,587	613,152	408,321	198,000	114,000
Total Bonded Debt Level	\$13,694,638	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000
Planned Municipal Debt	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
Planned School Debt	0	0	2,000,000	1,900,000	3,800,000	3,600,000	3,500,000
Planned Guild Debt	0	0	1,000,000	950,000	900,000	850,000	800,000
Total Planned New Debt	\$0	\$0	\$3,500,000	\$3,300,000	\$5,100,000	\$4,800,000	\$4,600,000
Projected Gross Debt Level	\$13,694,638	\$11,661,719	\$13,272,587	\$11,697,152	\$12,134,321	\$10,686,000	\$9,534,000
Non Property Tax Related Debt							
Less School Debt Reimbursement	\$1,437,520	\$1,412,759	\$1,809,565	\$1,494,438	\$2,031,966	\$1,836,107	\$1,697,918
Less Neighborhood Guild Reimbursement	0	0	1,000,000	950,000	900,000	850,000	800,000
Projected Net Debt Level	\$12,257,118	\$10,248,960	\$10,463,022	\$9,252,714	\$9,202,355	\$7,999,893	\$7,036,082
Gross Bonded Debt Per Capita	\$447	\$379	\$429	\$376	\$388	\$340	\$302
Net Bonded Debt Per Capita	\$400	\$333	\$338	\$298	\$294	\$255	\$223
Gross Per Capita Debt as a % of Per Capita Income	1.25%	1.04%	1.15%	0.99%	1.00%	0.86%	0.75%
Net Per Capita Debt as a % of Per Capita Income	1.12%	0.91%	0.91%	0.78%	0.76%	0.65%	0.55%
Gross Bonded Debt as a % of Taxable Property Base	0.31%	0.26%	0.29%	0.26%	0.26%	0.23%	0.20%
Net Bonded Debt as a % of Taxable Property Base	0.28%	0.23%	0.23%	0.20%	0.20%	0.17%	0.15%
Per Capita Income 2014 Bureau of Econ Analysis+2%	\$35,730	\$36,444	\$37,173	\$37,917	\$38,675	\$39,449	\$40,238
Taxable Property Base 1.0% Annual Growth	\$4,433,866,157	\$4,478,204,819	\$4,522,986,867	\$4,568,216,735	\$4,613,898,903	\$4,660,037,892	\$4,706,638,271
Property Tax Levy 2.0% Annual Growth	\$67,877,916	\$69,235,474	\$70,620,184	\$72,032,587	\$73,473,239	\$74,942,704	\$76,441,558
Net Revenues - General Fund 2.0% Growth	\$85,372,706	\$87,080,160	\$88,821,763	\$90,598,199	\$92,410,162	\$94,258,366	\$96,143,533
Population 0.05 % Annual Growth	30,639	30,792	30,946	31,101	31,256	31,413	31,570



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.

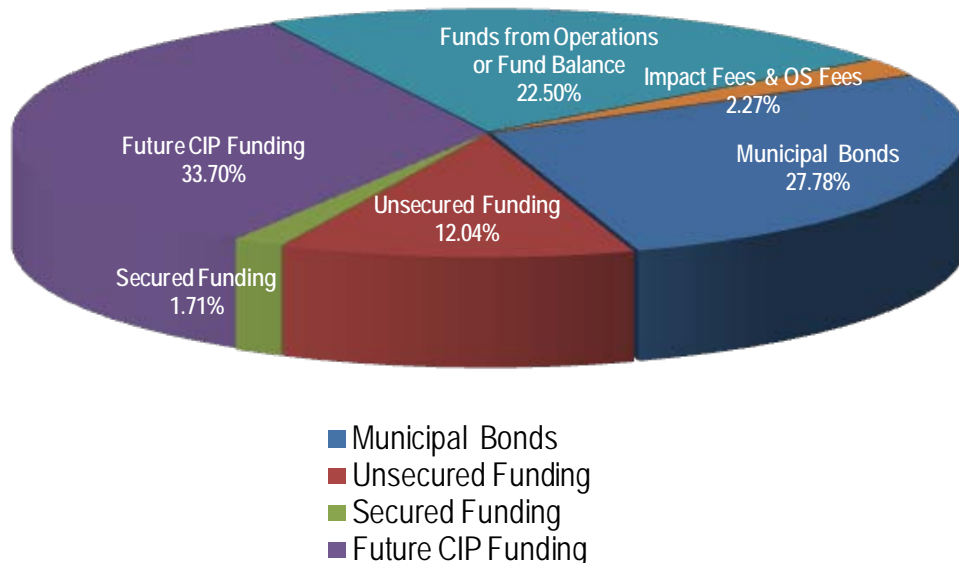
Summary of Proposed Capital Projects & Programs

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 \$19,799,878. The chart below provides a summary of the funding sources for the proposed projects.

Capital Improvement Program Funding Sources



SIX YEAR MAJOR PROJECTS ELEMENT - FY 2018-2019 through FY 2023-2024

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	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Noyes Farm Plan/Development	20,000			Planning Study scheduled in FY 2017-2018				
South County Commons Bike Path	600,000			Project a FY 2017-2018 Construction				
Neighborhood Guild Renovations	1,000,000	1,000,000	1,000,000	0	0	0	0	0
Marina Park Improvements	250,000	250,000	0	0	0	150,000	100,000	0
Town Beach Improvement Program	215,000	270,000	0	0	95,000.00	105,000	70,000.00	0
Old Mountain Field Renovation	441,000	460,000	0	227,510	0	145,000	87,490	0
Senior Services Program	195,000	205,000	0	0	0	205,000	0	0
Leisure Services Program Total	\$3,171,000	\$2,635,000	\$1,000,000	\$227,510	\$95,000	\$605,000	\$257,490	\$450,000
General Municipal Programs								
Information Technology Program	\$200,000	\$200,000	\$0	\$0	\$7,500	\$200,000	\$0	\$0
Library Program	89,000	110,000	0	0	95,000	15,000	0	0
Property Revaluation Program	765,600	788,673	0	0	147,960	400,000	240,713	0
Public Works Improvement Program	5,338,375	5,436,205	500,000	0	0	4,160,000	776,205	0
Police Department Program	446,000	310,000	0	0	0	255,000	55,000	0
Emergency Medical Program	720,000	696,000	0	0	0	696,000	0	0
Communications Department	140,000	162,000	0	0	0	162,000	0	0
Affordable Housing Program	100,000			Transfer to Affordable Housing Reserve In FY 2017-2018				
Town Hall Improvement Program	400,000	210,000	0	0	0	180,000	30,000	0
General Municipal Program Total	\$8,198,975	\$7,912,878	\$500,000	\$0	\$250,460	\$6,068,000	\$1,101,918	\$0
School Department Programs								
Building Improvement Program	\$7,910,060	\$8,152,000	\$4,000,000	\$2,157,000	\$0	\$0	\$1,995,000	\$0
School Department Program Total	\$7,910,060	\$8,152,000	\$4,000,000	\$2,157,000	\$0	\$0	\$1,995,000	\$0
Utility Programs								
Water Meter Replacement Program	\$1,100,000	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000	\$0
Utility Program Total	\$1,100,000	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000	\$0
TOTAL Six Year Program	\$20,380,035	\$19,799,878	\$5,500,000	\$2,384,510	\$345,460	\$6,673,000	\$4,454,408	\$450,000



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 of Rhode Island, by statute, reimburses a municipality for thirty percent (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. The School Department has Rhode Island Department of Education (RIDE) approval for projects referenced for completion during the first two years of the CIP. All projects scheduled in the final four 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.

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	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Fund Balance June 30th	\$220,057	\$145,057	\$70,057	\$0	\$0	\$0	\$0
Plus Annual Income	0	0	0	0	0	0	0
Less School Debt Service	(75,000)	(75,000)	(70,057)	0	0	0	0
Unassigned Fund Balance June 30th	\$145,057	\$70,057	\$0	\$0	\$0	\$0	\$0
Fair Share Fees - Recreation Related	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Fund Balance June 30th	\$1,475,646	\$211,797	\$187,709	\$174,632	\$64,046	\$31,365	\$140
Plus Annual Income	110,000	110,000	102,000	0	0	0	0
Noyes Farm Design and Site Analysis	0	(15,000)	0	0	0	0	0
Community Recreation Center	(1,250,000)	0	0	0	0	0	0
Less Existing Rec Debt Service	(123,849)	(119,088)	(115,076)	(110,586)	(32,681)	(31,225)	0
Unassigned Fund Balance June 30th	\$211,797	\$187,709	\$174,632	\$64,046	\$31,365	\$140	\$140



It is noted that in FY 2019-2020, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School will be 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 2018-2019 fiscal year, as detailed on page 3 – 25.

Fees imposed through Recreational Facilities Fair Share Fees are used to pay remaining debt service costs associated with development of the Green Hill Playfields. It is projected that by June 30, 2020 sufficient funds will be available to offset remaining debt service expenditures through FY 2022-2023. Collection of Recreational Fair Share Development Fees are included in the proposed FY 2018-2019 CIP, but will be proposed for suspension effective July 1, 2020. Further detail is provided on page 3 -25.

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, 2017 was \$15,657,310. Income from this Trust Fund in the amount of \$388,110 was forwarded to the Neighborhood Guild Special Revenue Fund for FY 2017-2018 in order to offset operational and maintenance costs of this recreational facility. An additional \$6,000 is made available for ongoing facilities maintenance. 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, 2017, this fund had assets of \$359,411, noting that of this amount \$175,000 is earmarked for the replacement of a wheelchair lift at the main entry to the Guild in the current fiscal year. Annual debt service payments associated with the planned sale in May 2019 of \$1 million 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 have been paid in full.

REAL ESTATE CONVEYANCE TAX PROGRAM

Through the Statewide Real Estate Conveyance Tax Program, \$4.60 per \$1,000 of the purchase price for all real estate sales in the community is collected at the time of deed recording, of which the community retains 47.83% or \$2.20 per \$1,000 of purchase value. The Town Council's existing policy, since adoption in 1998, on use of these funds provides that 77.3% of all new revenue generated from this program be transferred to the Open Space Reserve Fund, to be used for open space acquisition and critical resources protection. Funds held in this reserve fund 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. As of June 30, 2017, the Open Space Reserve Fund maintained an Unassigned Fund Balance of \$338,694. The Town Council has authorized the use of \$104,200 of these funds in the current fiscal year for purchases of conservation easements and development rights restrictions on portions of the Whaley Farm, \$20,000 for defraying the cost of preparing a master plan for the Noyes Farm and \$16,000 to offset administrative expenses associated with the acquisition of development rights at the Well's Farm in West Kingstown.



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

On the basis of available non-property tax revenues, the true impact that new long-term borrowing will have on the property tax base is as follows:

Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$2,000,000	11/11/2014
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvement Program	500,000	11/7/2018
Total FY 2019-2020	\$3,500,000	
School Building Improvements	\$2,000,000	11/11/2014
Total FY 2021-2022	\$2,000,000	
Total New Debt	\$5,500,000	

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 forecast to decline from \$0.25 per thousand dollars of assessed valuation in the current fiscal year to \$0.21 in FY 2023-2024.

DECREASE 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 decrease for the average household from \$87.93 in the current fiscal year down to \$72.43 in FY 2023-2024, as noted in the chart below:

Property Tax Related To Debt Service	2017-2018	2023-2024
Average House Assessment	\$351,549	\$373,176
Fiscal Year 2017-2018		
Tax Rate of	\$0.25	
Tax Due	\$87.93	
Fiscal Year 2023-2024		
Tax Rate of	\$0.19	
Tax Due		\$72.43
Increase in Cost Per Household		(\$15.50)



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.

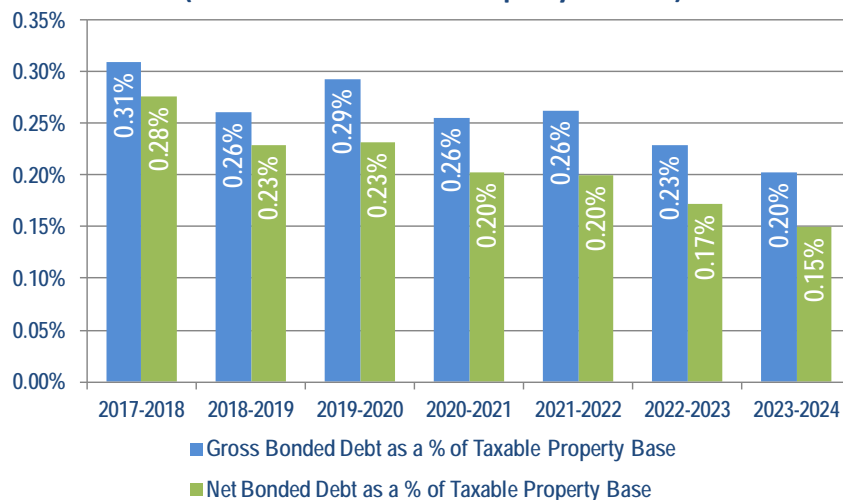
OVERALL DEBT AS A PERCENTAGE OF FULL VALUE OF TAX ROLL

Debt as a percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community’s ability to incur additional debt. Moody’s Investors Service documents the 2013 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community’s taxable full value at 0.63%¹ for Aaa rated communities, and 0.98% for Aa rated municipalities. Standard & Poor’s (S&P’s) 2008 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established the benchmark at a range of 3% (Low) to 10% (High).

South Kingstown’s FY 2017-2018 projected gross debt level as a percentage of the Town’s Assessed Valuation, based upon the December 31, 2016 Assessment, is 0.31% and is predicted to decline to 0.22% in FY 2023-2024. The Town’s projected net debt level for FY 2017-2018 is 0.28%, and is expected to drop to 0.15% in the 2023-2024 fiscal year. The chart below depicts the projected seven year forecast associated with this credit industry benchmark.

The RI Public Finance Management Board (PFMB) issued a Debt Affordability Study on May 3, 2017 in which the PFMB established target ratios associated with municipal debt. The target presented for Net Direct Debt to Full Value of the municipal tax roll proposed to limit debt to no more than 3% of the taxable value of property in a community.

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



¹ Report entitled *Updated Median Report: 2013 Local Government Medians* prepared by Moody’s Investors Service, Inc., 99 Church Street, New York, New York 10007, dated August 13, 2015.



MARKET VALUE PER CAPITA

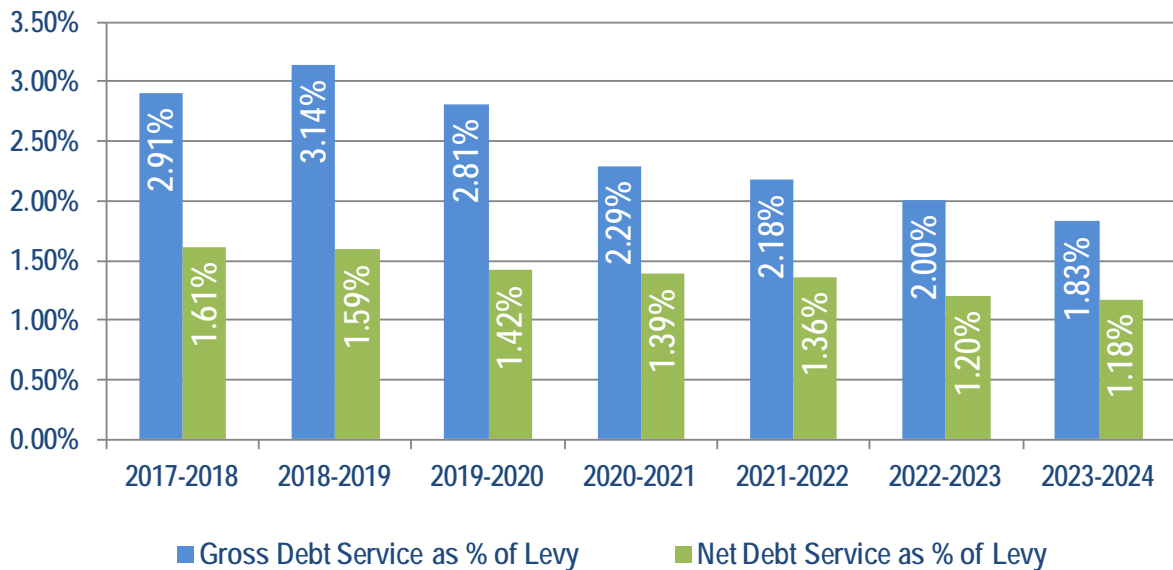
The market value of the Town’s taxable property roll, including motor vehicle values, as of December 31, 2016 was \$4,636,392,253. The Town’s 2017 population is estimated at 30,639. The resultant market value per capita is \$151,323. Moody’s reports an average assessment value per capita of \$227,212 (Aaa) and \$109,101^[2] (Aa) for communities with less than a 50,000 population.

Moody’s also indicates that the median of what share the top ten (10) taxpayers represent of the whole tax base should be equates to 7.41% for Aaa and 9.15% for Aa communities. In South Kingstown, the ratio is 3.73% as of December 31, 2016.

DEBT SERVICE AS A PERCENTAGE OF TAX LEVY

The chart presented below illustrates the relationship between a 2% 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 2017-2018 reflects that 2.91% of the property tax levy is needed to meet gross debt service debt payments and 1.61% of the levy is needed to meet net debt service requirements.

**Debt Service as a Percentage of a Tax Levy
(Assumed Annual Growth of 2%)**



² Report entitled *Updated Median Report: 2013 Local Government Medians* prepared by Moody’s Investors Service, Inc., 99 Church Street, New York, New York 10007, dated August 13, 2015.

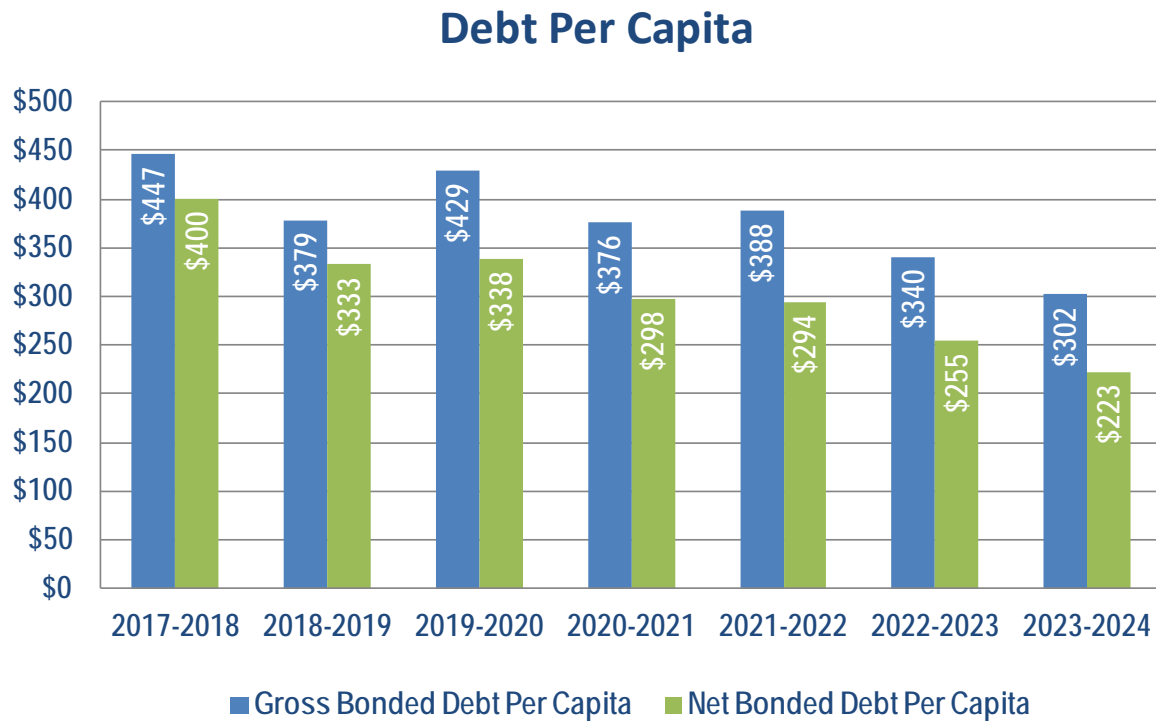


GROSS BONDED DEBT PER CAPITA

Gross bonded debt as of June 30, 2018 is projected at \$13,694,638 which equates to \$447 per capita. The Town’s Gross Bonded Debt level is forecast to gradually decline to \$9,534,000 or \$302 per capita in the 2023-2024 fiscal year.

The RI General Treasurer’s office determined the average debt per capita for Rhode Island communities, inclusive of debt associated with Capital Leases, accrued vacation time, unfunded claims, and accrued pension liabilities, to be \$1,578 in 2014. It is noted that South Kingstown’s debt per capita in this analysis was \$476^[3], well below the State average.

The chart below presents the Town’s debt per capita projections for the term of the proposed Capital Improvement Program, FY 2018-2019 through FY 2023-2024.



³ 2014 Report on RI Local Government Debt, Office of the General Treasurer, January 2016.

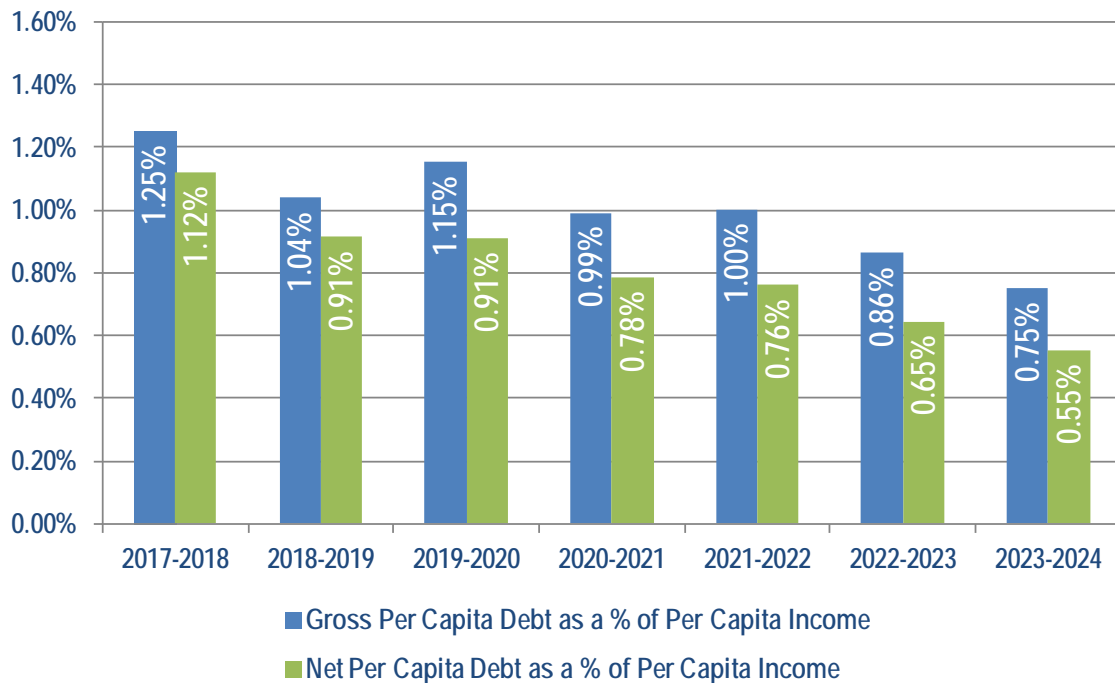


DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

The RI General Treasurer reports that in 2014, Municipal Long Term Debt for all RI communities as a percentage of Adjusted Gross Income amounted to 5.86%. South Kingstown’s ratio was reported at 1.62%^[4].

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, 2017 is estimated at 1.25%. Gross per capita debt as a percentage of projected per capita income is estimated to decrease to 0.75% as of June 30, 2024.

**Per Capita Debt as a Percentage of Per Capita Income
(Assumes 2% Annual Growth)**



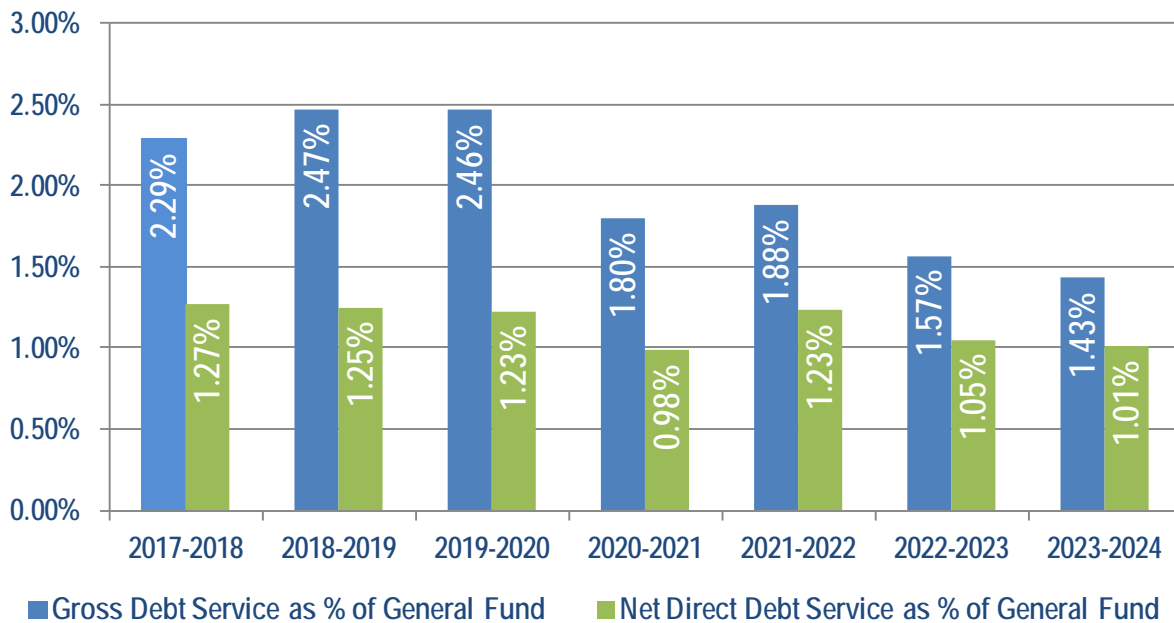
⁴ 2014 Report on RI Local Government Debt, Office of the General Treasurer, January 2016.



DEBT SERVICE SHOULD NOT EXCEED 10% OF OPERATING REVENUES

South Kingstown’s gross debt service payment is 2.29% of the Town’s FY 2017-2018 General Fund Budget Program. This percentage is projected to decrease to 1.43% in FY 2023-2024. 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 below 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 2018-2019 through FY 2023-2024 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 2016-2017 fiscal year with an estimated Unassigned Fund Balance of \$10,469,116 or 13.23% of the Adopted General Fund Budget for FY 2017-2018 of \$79,133,258. 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 \$13,452,654 would be necessary. The value of unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community. Presented below is a chart detailing the value of the General Fund’s Unassigned Fund Balance (UFB) as of June 30, 2016 and June 30, 2017 and the projected balance as of June 30, 2018.

Unassigned Fund Balance June 30, 2016	\$10,171,662
FY 2016-2017 Operating Surplus	882,250
Change In Prepaid Expenses	351
FY 2016 Closed Encumbrances	14,853
Funds Forwarded to Finance 2017-2018 Program	(600,000)
Estimated Unassigned Fund Balance June 30, 2017	\$10,469,116
Estimated Fund Balance as a % of Est. FY 2017-2018 Budget	13.23%
FY 2017-2018 Estimated Operating Surplus	\$1,000,000
Funds Forwarded to Finance FY 2017-2018 Program	(600,000)
Estimated Unassigned Fund Balance June 30, 2018	\$10,869,116



Aa1 BOND RATING

The Town of South Kingstown is one of only four 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, and both profiles and compares key financial benchmarks that directly relate to the credit worthiness of South Kingstown in relation to the other three 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 2015-2016 financial data.

Fiscal 2016 Data	South Kingstown Rated: Aa1	Rhode Island	New England Aa1 Entity Medians	United States
Total General Fund Revenues (\$000)	74,937	61,751	72,331	44,618
General Fund Balance as % of Revenues	16.1	18.3	21.3	41.1
Total General Fund Balance (\$000)	12,082	9,748	16,280	18,533
General Net Cash as % of General Revenues	37.2	26.9	25.6	38.7
Unrestricted Spendable Gen Fund Bal.as % of Revenues	16.1	18.2	18.1	39.4
Total Full Value (\$000)	4,374,749.0	2,820,716.0	3,814,723.0	4,681,829.5
Full Value Per Capita (\$)	141,917	184,875	182,302	131,778
Average Annual Increase in Full Value (%)	0.5	0.8	(0.6)	1.0
Top Ten TaxPayers as % of Total	4.0	4.0	7.7	7.3
Direct Net Debt Outstanding (\$000)	11,813.0	33,960.0	44,783.0	38,320.0
Direct Net Debt Outstanding as % of Full Value	0.3	0.5	1.1	0.9
Direct Net Debt Per Capita (\$)	383.0	2,115.0	1,958.0	1,173.5
Payout, 10 years, All GO debt (%)	80.7	81.9	81.4	82.3

Source: Moody’s Investment Service, Local Government Ratings

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.

Projected Debt Service Schedules



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, 2018 is found on page 3 - 21. 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 - 22 documents the projected cost of debt service for general obligation bonds that are proposed for sale over the course of the six-year CIP. All new debt is planned with a twenty year equal principal repayment schedule and a projected interest rate of 3%. In FY 2019-2020, \$3.5 million in new bonds are scheduled for issuance (\$1 million for Neighborhood Guild improvements, \$500,000 to cover costs related to Road Improvements and \$2 million for School Building Improvements) and in FY 2021-2022 an additional \$2 million in School Bonds are planned for issuance.

ALL MUNICIPAL DEBT SERVICE PROGRAM

A chart entitled *All Municipal Debt Service Program* is found on page 3 - 23. 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 2017-2018 THROUGH FY 2023-2024

Debt Service Function	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Municipal Debt Service							
School Debt Service	\$1,195,321	\$1,134,490	\$1,035,713	\$506,773	\$491,154	\$402,340	\$340,769
Town Debt Service	776,566	1,039,866	948,981	920,192	888,903	722,477	685,716
Debt Service Fund (Town & School) Debt	\$1,971,887	\$2,174,356	\$1,984,693	\$1,426,965	\$1,380,057	\$1,124,817	\$1,026,486
Guild Debt Service	0	0	0	0	0	0	0
Wastewater Debt Service	29,690	30,175	29,641	30,090	29,520	29,932	30,315
Solide Waste Debt Service	179,423	180,763	182,112	183,471	185,842	188,310	185,884
Total Municipal Debt Service	\$2,181,000	\$2,385,294	\$2,196,446	\$1,640,526	\$1,595,420	\$1,343,058	\$1,242,684
Third Party Revenue Sources							
State School Construction Aid	\$556,529	\$517,103	\$504,144	\$281,675	\$129,479	\$125,221	\$108,514
South Road School Debt Service Transfer	9,187	0	0	0	0	0	0
School Related Fair Share Development Fees	75,000	75,000	70,057	0	0	0	0
Recreation Related Fair Share Development Fees	123,849	119,088	115,076	110,586	32,681	31,225	0
Real Estate Conveyance Tax Transfer	225,000	250,000	250,000	250,000	250,000	250,000	236,704
Total Third Party Revenues	\$989,565	\$961,191	\$939,277	\$642,261	\$412,160	\$406,446	\$345,218
Percent of Debt Service	50.2%	44.2%	47.3%	45.0%	29.9%	36.1%	33.6%
Net Direct Debt Service Cost	\$982,322	\$1,213,165	\$1,045,416	\$784,703	\$967,898	\$718,371	\$681,268
Projected Property Tax Rate for Debt Service	\$0.22	\$0.27	\$0.23	\$0.17	\$0.21	\$0.16	\$0.15
Gross Bonded Debt Level as of June 30th	\$13,694,638	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000
less: State School Aid For Debt Retirement	\$1,437,520	\$1,412,759	\$1,809,565	\$1,494,438	\$2,031,966	\$1,836,107	\$1,697,918
less: Wastewater Fund Debt Retirement	169,000	142,000	115,000	87,000	59,000	30,000	0
less: Solid Waste Fund Debt Retirement	1,030,638	866,719	698,587	526,152	349,321	168,000	114,000
Net Bonded Debt Level - Retired from Tax Base	\$11,057,480	\$9,240,241	\$7,149,435	\$6,289,562	\$4,594,034	\$3,851,893	\$3,122,082
Gross Bonded Debt Per Capita	\$447	\$379	\$316	\$270	\$225	\$187	\$156
Net Bonded Debt Per Capita	\$361	\$300	\$231	\$202	\$147	\$123	\$99
Gross Per Capita Debt as a Percent of Per Capita Income	1.23%	1.02%	0.83%	0.70%	0.57%	0.47%	0.38%
Net Per Capita Debt as a Percent of Per Capita Income	0.99%	0.81%	0.61%	0.52%	0.37%	0.30%	0.24%
Gross Bonded Debt as % of Taxable Property Base	0.31%	0.26%	0.22%	0.18%	0.15%	0.13%	0.10%
Net Bonded Debt as % of Taxable Property Base	0.25%	0.21%	0.16%	0.14%	0.10%	0.08%	0.07%
Gross Debt Service as % of Projected Tax Levy	2.90%	3.14%	2.81%	1.98%	1.88%	1.50%	1.34%
Net Debt Service as % of Projected Tax Levy	1.45%	1.75%	1.48%	1.09%	1.32%	0.96%	0.89%
Per Capita Income 2014 + 2.0 Annual Growth	\$36,444	\$37,173	\$37,917	\$38,675	\$39,449	\$40,238	\$41,042
Flexible Tax Base 1.0% Annual Growth	\$4,433,866,157	\$4,478,204,819	\$4,522,986,867	\$4,568,216,735	\$4,613,898,903	\$4,660,037,892	\$4,706,638,271
Property Tax Levy 2.0% Annual Growth	\$67,881,101	\$69,238,723	\$70,623,498	\$72,035,968	\$73,476,687	\$74,946,221	\$76,445,145
Net Revenues General Fund 2.0% Growth	\$86,187,352	\$87,911,099	\$89,669,321	\$91,462,707	\$93,291,962	\$95,157,801	\$97,060,957
Population 2014 Plus 100 per annum	30,639	30,792	30,946	31,101	31,256	31,413	31,570

All FUTURE DEBT SERVICE COST SCHEDULE

Debt Issue	Bond Amount	Issue Date	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Future Neighborhood Guild Bond Program									
Neighborhood Guild Renovations	\$1,000,000	05/15/20	\$0	\$0	\$0	\$80,000	\$78,500	\$77,000	\$75,500
Subtotal Neighborhood Guild Debt Service			\$0	\$0	\$0	\$80,000	\$78,500	\$77,000	\$75,500
Future Municipal Bond Program									
Road Improvement Program 10 year Term	\$500,000	05/15/20	\$0	\$0	0	\$65,000	\$63,500	\$62,000	\$60,500
Subtotal New Municipal Debt Service	\$500,000		\$0	\$0	\$0	\$65,000	\$63,500	\$62,000	\$60,500
Future School Bond Program									
School Building Improvements	2,000,000	05/15/20	0	0	0	160,000	157,000	154,000	151,000
School Building Improvements	2,000,000	05/16/22	0	0	0	0	0	160,000	157,000
Subtotal School Debt Service	\$4,000,000		\$0	\$0	\$0	\$160,000	\$157,000	\$314,000	\$308,000
Total Planned New Debt Service	\$5,500,000		\$0	\$0	\$0	\$305,000	\$299,000	\$453,000	\$444,000
Third Party Revenue Sources									
Neighborhood Guild Trust Fund			\$0	\$0	\$80,000	\$78,500	\$77,000	\$75,500	\$74,000
State School Construction Aid 35% of Prior Yr Debt Service			0	0	0	56,000	54,950	109,900	107,800
Total Third Party Revenues			\$0	\$0	\$80,000	\$134,500	\$131,950	\$185,400	\$181,800
Property Tax Requirement			\$0	\$0	\$0	\$170,500	\$167,050	\$267,600	\$262,200

AII MUNICIPAL DEBT SERVICE PROGRAM FY 2017-2018 THROUGH FY 2023-2024

Debt Service Function	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Existing Municipal Debt Service							
School Debt Service	\$1,195,681	\$1,135,092	\$1,035,713	\$506,773	\$491,514	\$402,700	\$341,769
Town Debt Service	776,206	1,039,866	948,981	920,192	888,903	722,477	685,716
Wastewater Debt Service	29,690	30,175	29,641	30,090	29,520	29,932	30,315
Solid Waste Debt Service	179,423	180,763	182,112	183,471	185,842	188,310	185,884
Subtotal Municipal Debt Service	\$2,181,000	\$2,385,896	\$2,196,446	\$1,640,526	\$1,595,780	\$1,343,418	\$1,243,684
Proposed New Debt Issues							
New Guild Debt \$1.0M/20Yrs	\$0	\$0	\$0	\$80,000	\$78,500	\$77,000	\$75,500
New Public Services Debt \$.5M/10 Yrs.	0	0	0	65,000	63,500	62,000	60,500
New School Debt \$4.0M/20Yrs.	0	0	0	160,000	157,000	314,000	308,000
Subtotal Planned New Debt Service	\$0	\$0	\$0	\$305,000	\$299,000	\$453,000	\$444,000
Total Debt Service	\$2,181,000	\$2,385,896	\$2,196,446	\$1,945,526	\$1,894,780	\$1,796,418	\$1,687,684
Town and School Debt Service	\$1,971,887	\$2,174,958	\$2,049,693	\$1,650,465	\$1,599,417	\$1,499,677	\$1,394,486
Less Other Income							
School Housing Aid	\$585,934	\$523,643	\$504,144	\$337,675	\$184,429	\$235,121	\$216,314
South Road School Fund	9,187	0	0	0	0	0	0
Fair Share Development - School	75,000	75,000	70,057	0	0	0	0
Fair Share Development - Recreation	123,849	119,088	115,076	110,586	32,681	31,225	0
Planned Debt Service Fund Balance Forward	(139,726)	107,227	45,416	(46,297)	134,448	85,471	42,968
Real Estate Conveyance Tax	225,000	250,000	250,000	250,000	250,000	250,000	236,704
Total Third Party Revenue	\$879,244	\$1,074,958	\$984,693	\$651,965	\$601,557	\$601,817	\$495,986
Total Property Tax Need	\$1,092,643	\$1,100,000	\$1,065,000	\$998,500	\$997,860	\$897,860	\$898,500
Flexible Tax Base 1.0% Annual Growth	4,433,866,157	\$4,478,204,819	\$4,478,204,819	\$4,478,204,819	\$4,478,204,819	\$4,478,204,819	\$4,478,204,819
Estimate Tax Rate Debt Service	\$0.25	\$0.25	\$0.24	\$0.23	\$0.23	\$0.20	\$0.20
Estimated Tax Bill on Average Assessed SHU	\$87.93	\$88.52	\$86.56	\$81.97	\$82.74	\$75.19	\$76.00
Gross Town and School Debt Service	\$1,971,887	\$2,174,958	\$2,049,693	\$1,650,465	\$1,599,417	\$1,499,677	\$1,394,486
Net Town and School Debt Service	\$1,092,643	\$1,100,000	\$1,065,000	\$998,500	\$997,860	\$897,860	\$898,500
Gross Debt Service as % of Property Tax Levy	2.91%	3.14%	2.90%	2.29%	2.18%	2.00%	1.82%
Net Direct Debt Service as % of Property Tax Levy	1.61%	1.59%	1.51%	1.39%	1.36%	1.20%	1.18%
Gross Debt Service as % of General Fund	2.31%	2.50%	2.31%	1.82%	1.73%	1.59%	1.45%
Net Direct Debt Service as % of General Fund	1.28%	1.26%	1.20%	1.10%	1.08%	0.95%	0.93%
Per Capita Income 2014 Bureau of Econ. Analysis +	\$36,444	\$37,173	\$37,917	\$38,675	\$39,449	\$40,238	\$41,042
Taxable Property Base 1.0% Annual Growth	4,433,866,157	4,478,204,819	4,522,986,867	4,568,216,735	4,613,898,903	4,660,037,892	4,706,638,271
Property Tax Levy 2.0% Annual Growth	67,875,166	69,232,669	70,617,323	72,029,669	73,470,262	74,939,668	76,438,461
Net Revenues General Fund 2.0% Growth	85,372,706	87,080,160	88,821,763	90,598,199	92,410,162	94,258,366	96,143,533
Average Assessed Value - Single Family Unit (1%)	\$351,549	\$355,064	\$358,615	\$362,201	\$365,823	\$369,482	\$373,176
Taxable Property Base Per Capita	144,713	145,433	144,710	143,990	143,273	142,560	141,851
Population	30,639	30,792	30,946	31,101	31,256	31,413	31,570



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.

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 2018-2019 Fair Share Development Fees

EDUCATIONAL FACILITIES

Based on ongoing enrollment reductions and the expectation that this trend will continue, there is no justification for continuing the collection of Educational Facilities Fair Share Fees. Based on this finding, suspension of School Related Fair Share Fees was incorporated into last year's CIP and became effective July 1, 2017. It is proposed to continue this suspension going forward. The Fair Share Fee Program is projected to have an Unassigned Fund Balance associated with income generated from school-related Fair Share Fees of \$145,057 as of June 30, 2018. It is planned to transfer these funds to the Debt Service Fund to be used to offset future school related debt service costs.

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

For the FY 2018-2019 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 senior type housing units (age 55+ occupancy) with two or fewer bedrooms.

Fair Share Development Fees, *continued*



Recreational/Open Space Fees	FY 2017-2018		FY 2018-2019	
	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$125,000	\$125,000	\$130,000	\$130,000
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	2.40	1.80	2.40	1.80
Proposed Recreation Fee for FY 2018 -2019	\$3,150	\$2,363	\$3,276	\$2,457

Fee calculations in the current year employed household size documented in US Census 2016 estimate was used. Land values are updated annually by the Tax Assessor. (NOTE: Census information from the American Community Survey regarding HH size should be available in early October 2017).

Based on the foregoing, the proposed FY 2018-2019 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$3,276 (base fee), with a senior-only unit (two bedrooms or fewer) proposed at \$2,457.

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

- The purchase and development of new municipal parkland will cost on average \$130,000 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.
- For a typical single household detached structure, the average occupancy is 2.40^[1] persons per unit. For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.8^[1] persons per household (75% of single household average).

As noted on pages 3 - 10 of this section, it is projected that by June 30, 2020 reserve funding sufficient to meet all remaining debt services requirements associated with the development of the Green Hill Playfields will have been collected in Recreational Fair Share Fees. Should projections be realized, suspension of the Recreational Facilities Fair Share Fee should be considered at that time.

^[1] US Census Bureau, Profile of General Demographic Characteristics 2014 – South Kingstown, Rhode Island, 2015.



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 2018-2019 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:

- 80% AMI income for 4-person household (\$57,700 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2017 Income Limits
- Real estate taxes of \$264 per month based on an estimated affordable assessment of the unit
- Interest rate of 3.78% for a thirty (30) year mortgage
- Hazard insurance of \$100 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 \$201,455. (*Note: recalculated using RI Housing web based calculator*)

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 (\$86,500) 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 \$311,181.

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).



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**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2018-2019 THROUGH 2023-2024**



Open Space, Farm, and Conservation Purpose Land Acquisition Program

Over the last seventeen years, the Town has approved funding for 30 open space projects, totaling approximately 1,578 acres, and involving a municipal funding commitment of more than \$8.0 million dollars. Many of these projects have been undertaken in cooperation with the South Kingstown Land Trust (SKLT) through the Community Partnership for Preservation; a group consisting of the Town, SKLT, the Narrow River Land Trust, The Champlin Foundations, The Nature Conservancy, RI Department of Environmental Management, and US Fish and Wildlife Service.

Over the course of calendar 2016 and into the Summer 2017, the Town participated in three land preservation projects in partnership with the SKLT and other cooperating agencies. These projects involve the preservation of the Whaley Farm in East Matunuck, the Wells Farm in West Kingstown and the Smith property in Middlebridge. Each of these projects has recently been completed; the Wells Farm preservation completed in July 2017 resulted in a fee simple acquisition by the SKLT of 19.76 acres on Yawgoo Pond and a conservation easement on 13.3 acres of pasture, with the Town providing a fiscal commitment of \$254,000. The Wells Farm project provides the opportunity for the SKLT to expand its existing abutting trail system onto the fee simple acquisition parcel, which will provide an additional trail loop and offer improved accessibility to Yawgoo Pond. While no municipal funding was utilized in preservation of the Smith property in Middlebridge this past July, 23.23 acres of land was preserved via a combination of fee simple acquisition by the SKLT (18.69 acres) and conservation easements on an additional 4.54 acres assists in ongoing efforts to maintain and improve water quality in the Narrow River watershed.

Final details of the preservation scenario for the Whaley Farm's 39.86 acres of working farmland were just completed in October. A conservation easement for the property and a minor right of way land dedication to the Town along Jerry Brown Farm Road comprised the major components of preserving this valued agricultural resource. The Town Council authorized a funding commitment for the Whaley Farm of up to \$104,200. The right of way land dedication to the Town (approximately 13,771 square feet/.32 acres) will enable the Town in FY 2018-2019 to improve pavement conditions and address long-standing drainage issues associated with the existing roadway.

The *Open Space Acreage* chart on the following page provides an inventory of preserved acreage in the community by year since 2012. The total preserved acreage in South Kingstown is 11,612.2 acres or 31.9%, an increase of 81.8 acres between July 2016 and July 2017. The increase included the Wells and Smith properties discussed above, as well as open space associated with recently recorded subdivisions, but does not include the Whaley Farm acreage as its preservation occurred after July 2017. 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.

Open Space and Leisure Service Programs, *continued*



Town of South Kingstown Open Space Acreage						
	July 2012	July 2013	July 2014	July 2015	July 2016	July 2017
Agricultural Land Preservation Comm.	956.40	956.37	956.37	956.40	956.40	956.40
Audubon Society of Rhode Island	659.10	659.07	659.07	659.10	659.10	659.10
Cluster / Private	988.00	1,019.40	1,193.30	1,201.84	1,183.30	1,202.40
US Fish and Wildlife Service	798.20	799.20	799.20	799.20	799.20	799.20
Girl Scouts of Rhode Island	185.90	185.92	186.40	186.40	186.40	186.40
Narrow River Land Trust	107.94	107.94	107.94	107.94	107.94	107.90
South Kingstown Land Trust	2,247.80	2,306.12	2,312.10	2,327.30	2,396.90	2,453.30
State of Rhode Island	3,642.60	3,642.58	3,652.40	3,655.20	3,655.20	3,655.20
The Nature Conservancy	635.50	635.50	587.00	587.00	593.10	593.10
Town of South Kingstown	992.90	992.93	992.93	992.90	992.90	999.20
Total Acres	11,214	11,305	11,447	11,473	11,530	11,612
% Land Area of Town	30.8%	31.1%	31.5%	31.5%	31.7%	31.9%

FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME

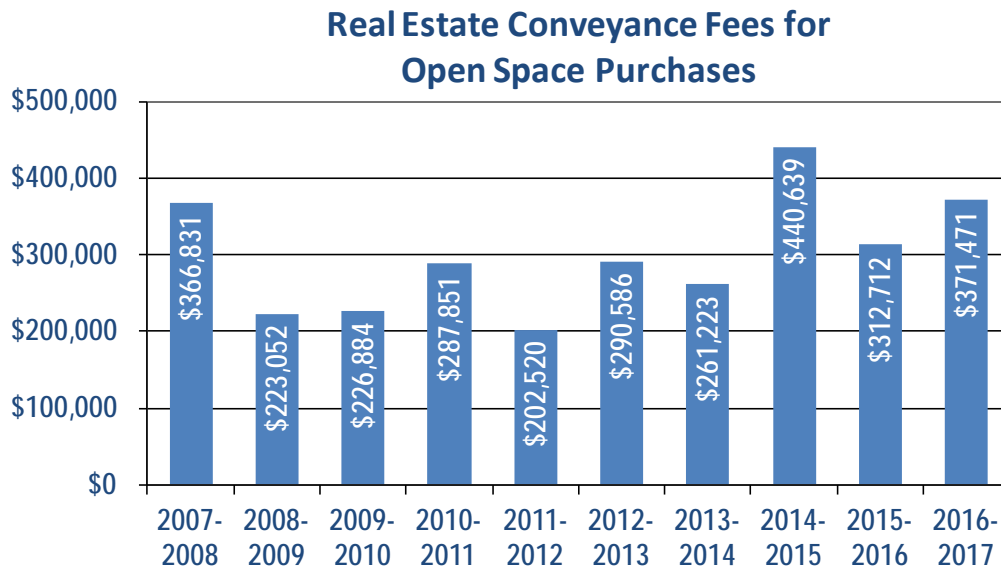
As detailed within the *Open Space Acquisition Program* chart found on the following page, an estimated \$450,000 will be available over the six year term of the CIP for future purchases. With nearly 32% of the Town's land area already preserved from future development, the use of additional municipal bonds to fund open space purchases is not proposed over the next six year term of the CIP. Rather, it is proposed to focus on Real Estate Conveyance Tax receipts as the principal source for funding any open space acquisition projects that may come before the Town. The Town is not aware of any significant projects currently being considered for potential acquisition, but for the six year term of the CIP the Town may consider utilization of these funds in support of other community capital needs that may be linked to the open space program, recreational facility development or affordable housing.

Available June 30, 2017	\$338,694
R/Estate Conveyance Tax	\$300,000
Wells Farm Reimbursable	(16,000)
FY2017-2018 Debt Service	(225,000)
Whaley Farm Cost Share	(104,200)
Noyes Farm Study	(20,000)
Future Acquisitions	(75,000)
Available June 30, 2018	\$198,494
R/Estate Conveyance Tax	\$300,000
FY2018-2019 Debt Service	(250,000)
Future Acquisitions	(75,000)
Available June 30, 2019	\$173,494

Open Space and Leisure Service Programs, *continued*



A summary of the funding made available to this program over the past ten years from Real Estate Conveyance Taxes is presented below:



A summary of the Open Space Acquisition Program income and expense projections over the six year term of the FY 2018-2019 through 2023-2024 Capital Improvement Program is presented below:

Open Space Acquisition Program								
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
Revenue Statement								
Real Estate Conveyance Tax Proceeds	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,100,000
Total Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,100,000
Expense Statement								
Total Debt Service	\$327,679	\$316,478	\$300,619	\$289,869	\$278,804	\$266,146	\$236,704	\$1,688,619
Less Town Acquisitions	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Transfer to Debt Service Fund	(225,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(236,704)	(1,486,704)
Property Tax Support for OS Program	\$177,679	\$141,478	\$125,619	\$114,869	\$103,804	\$91,146	\$75,000	\$651,915
O S Acquisition Fund Balance	\$198,494	\$173,494	\$148,494	\$123,494	\$98,494	\$73,494	\$61,790	



Neighborhood Guild Improvements

The Neighborhood Guild has undergone the first phase of infrastructure improvements, including replacement of the exterior staircase at the building’s main entrance in 2014, and replacement of the Guild’s existing wheelchair lift currently in progress with a late Fall 2017 anticipated completion. The building is in need of further interior and exterior improvements to maintain its aesthetic, historic and functional condition. The planned scope of work for this 108 year old facility includes improvements to the building’s overall infrastructure and internal operating efficiency while maximizing available programming space. All debt service costs associated with these improvements shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. Planned future improvements consist of three phases in the following priority order:

PHASE I – EXTERIOR MAIN ENTRANCE ALCOVE REHABILITATION

The complete reconstruction of the main entrance alcove is a priority in FY 2018-2019. 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 \$75,000.

PHASE II – REPLACEMENT OF WINDOWS/INSTALLATION OF NEW HVAC

Replacement of the building’s original windows and installation of centralized air conditioning in FY 2019-2020 will provide for increased energy efficiency as well as serve as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units, and 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 \$875,000.

PHASE III – INTERIOR RESTORATION AND IMPROVEMENTS TO ACTIVITY ROOMS, GYMNASIUM AND ATTIC

The majority of the Department’s sports and fitness programs that were held at the Neighborhood Guild are transitioning to the new Recreation Center. Plans for future use of the Guild involve a focus and transition to an education, arts, and all around community center, with greater emphasis on passive recreation programming. These changes will be integrated into the Guild's rehabilitation plans, including renovation of the gymnasium and select activity areas, and the Department’s administrative offices, proposed for FY 2019-2020 at an estimated cost of \$50,000.

A summary of projected funding sources and expenses for Guild improvements is provided below:

Neighborhood Guild Improvements	
Income	
Municipal Bond - May 2019	\$1,000,000
Total Income	\$1,000,000
Expenses	
Phase I - Exterior Main Entrance Alcove (FY 2019)	\$75,000
Phase II - Window Replacement/ HVAC (FY 2020)	875,000
Phase III - Interior Restoration (FY 2020)	50,000
Total Expenditures	\$1,000,000



Marina Park Improvement Program

Marina Park has experienced a significant increase in activity due to the success of the businesses that lease the adjacent Town property on Salt Pond Road. Seasonal activities such as the Farmers Market, Wakefield Concert Band summer performances, and Field of Artisans crafts fairs have contributed to the increased attendance at the park, resulting in parking becoming particularly challenging. Additionally, the boat ramp has also experienced higher use, in part due to the free public parking for trucks and trailers. In FY 2016-2017, the east and west public parking lots were resurfaced, and in July 2017, staff installed dedicated truck and trailer parking bays in the current overflow parking area adjacent to the west lot.

MAIN BOAT RAMP

The final phase of Marina Park’s planned improvements will be a complete rehabilitation of the public boat ramp. The existing ramp surface requires total reconstruction due to its poor condition, at an estimated cost of \$250,000. The pre-cast concrete boat ramp panels at the toe of the ramp will be removed and replaced and the surface of the ramp will be overlaid with an asphalt finish course. The possibility of lessening the ramp's slope to improve overall safety and visibility for users will be assessed as part of this element. Reserve funding in the amount of \$20,000 is proposed in FY 2018-2019, with a total of \$150,000 proposed over the next six year CIP term for replacement of the boat ramp in FY 2023-2024. Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored.

Improvements to the public dock adjacent to the boat ramp, including an extension and connector walkway from the parking area, have also been identified as a future element in this Park Improvement plan. These will be incorporated into the Marina Park Capital Improvement Program upon completion of the boat ramp reconstruction. Until these major upgrades are implemented, the ramp and dock will continue to be maintained for safe public access utilizing operation funds.

A summary of the Marina Park Improvement Program over the next six year term of the CIP is shown below:

Marina Park Improvement Program	
Income	
Funds Held in Reserve - 6/30/17	\$70,000
FY 2017-2018 CIP Transfer	30,000
CIP Transfers FY 2019 through FY 2024	150,000
Total Income	\$250,000
Expenses	
Boat Ramp Reconstruction - FY 2023-2024	\$250,000
Total Program Cost	\$250,000

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 ongoing erosion at the Town Beach at Matunuck.

A total of \$25,000 is proposed in FY 2018-2019 for improvements to the interior of the Pavilion Facility. The building consists of public restrooms, a management office, break room, and storage room, and is in need of replacement of interior walls and supports that have deteriorated over the years. Other

Open Space and Leisure Service Programs, *continued*



improvements proposed include replacement of all interior and exterior metal doors and installation of shelving for more efficient storage of materials and supplies.

The beach improvement program cost over the next 6-year term of the CIP is estimated at \$270,000 and includes rehabilitation of the pavilion interior, ongoing sand replenishment and erosion control activities, and replacement of aging playground equipment. The Recreation Department will also explore long-term erosion mitigation options in order to update the Master Plan for the Town Beach.

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

Town Beach Improvement Program	
Income	
Funds Held in Reserve 6/30/2017	\$50,880
FY 2017-2018 CIP Transfer	20,000
Future CIP Transfers FY 2018-2024	105,000
Anticipated Reimbursement for Beach OWTS Project	95,000
Total Income	\$270,880
Expenses	
Interior Building Improvements (FY2019)	\$25,000
Playground Upgrade (FY2022)	20,000
Sand Replenishment (FY2021)	20,000
Beach Erosion Mitigation Efforts (ongoing)	205,000
Total Program Cost	\$270,000

Old Mountain Field Improvements

Old Mountain Field is one of the Town's most active recreational facilities. It features lighted baseball and softball fields, basketball and tennis courts, a skateboard park, picnic area, and nature trails. 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. Prior to developing plans for this major infrastructure investment, a broad review of the park design is necessary to ensure that all features are appropriately located and accessible and that improvements are implemented with an eye towards future recreational needs. Funding in the amount of \$20,000 in FY 2018-2019 is proposed to contract with a consulting firm for development of an updated Park Master Plan for Old Mountain Field. As South Kingstown's oldest community park, the facility receives the highest level of public use out of the Town's seventeen public parks. Various elements of the park such as the skate park, upper tennis courts, and baseball field have gone through recent upgrades, while the restroom and concession facilities are the major element identified for replacement within the next six years.

Improvements to the park complex proposed over the six year FY 2018-2019 through FY 2023-2023 are shown on the following page.

Open Space and Leisure Service Programs, *continued*



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 in poor condition and beyond renovating.

It is proposed that a single new facility be designed and 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 \$425,000. It is proposed to allocate \$20,000 in FY 2018-2019 to the reserve fund for this project, for a total of \$110,000 over the next six year period, while alternate funding will be sought through a combination of grant opportunities and other third party sources.

INFIELD FENCING AND GUARDRAIL IMPROVEMENTS

With increased use of the baseball field by teams such as the New England Collegiate Baseball League's Ocean State Waves and an adult baseball league, there is a need to expand protective fencing along the left field foul line, and netting above the backstop. The grass berm adjacent to the parking lot is a popular spectator area but there is no protection from frequent foul balls. It is proposed that the chain link fence from the dugout be extended along the full length of the foul line to meet the outfield fence and the wooden guardrail leading into the upper lot be extended along the top of the berm, replacing the line of boulders currently in place. Funding in the amount of \$15,000 is proposed for this project in FY 2020-2021.

A summary of Old Mountain Field improvements over the next six-year term is shown below:

Old Mountain Field Improvements	
Income	
Funds Held in Reserve 6/30/17	\$51,490
FY 2017-2018 Transfer	36,000
CIP Transfers FY 2018 through FY 2024	145,000
Additional Funding Need	227,510
Total Income	\$460,000
Expenses	
Park Master Plan (FY 2018-2019)	\$20,000
Infield, Fencing & Guardrail Improvements (FY 2020-2021)	15,000
Restroom/Concession Building Replacement TBD	425,000
Total Program Cost	\$460,000

Parks & Recreation Program Summary

Charts entitled *Proposed Parks Improvement Program* and *Proposed Parks & Recreation Equipment Replacement Program* can be found beginning on the following pages 4 – 8 through 4 - 10. 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	Adopted 2017-2018	CIP 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	CIP 2023-2024	TOTAL
Abbie Perry Park								
Playground Improvements	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000
Broad Rock Playfields								
Park Master Plan	0	0	20,000	0	0	0	0	20,000
Baseball Field Lights	0	0	0	80,000	0	0	0	80,000
Brousseau Park								
Tennis Court Resurfacing	0	0	10,000	0	0	0	0	10,000
Composting Restroom	0	0	0	0	0	0	60,000	60,000
Tennis Court Lights - Replacement (LED)	0	18,000	0	0	0	0	0	18,000
Curtis Corner Playfields								
Tennis Court Resurfacing	25,000	0	0	0	0	0	0	0
Guardrail and Fencing	0	0	0	0	0	10,000	0	10,000
Fagan Park								
Splash Pad	0	0	0	0	0	0	25,000	25,000
Green Hill Park								
Composting Restroom Replacement	0	0	0	0	0	0	60,000	60,000
Marina Park								
Parking/Ramp & Dock Improvements	30,000	20,000	25,000	30,000	25,000	25,000	25,000	150,000
Old Mountain Field								
Infield, Fencing & Guardrail Improvements	0	0	0	15,000	0	0	0	15,000
Park Master Plan	0	20,000	0	0	0	0	0	20,000
Lower Tennis Court Resurfacing	11,000	0	0	0	0	0	0	0
Restroom/Concession Bldg. Replacement	25,000	20,000	30,000	20,000	20,000	20,000	0	110,000
Saugatucket Park								
Walking Paths Improvements	0	30,000	0	0	0	0	0	30,000

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Proposed Parks Improvement Program								
Location	Adopted 2017-2018	CIP 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	CIP 2023-2024	TOTAL
Stepping Stone Preschool								
Restroom Improvements	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
Interior Building Improvements	0	0	15,000	0	0	0	0	15,000
Ramp Access - ADA Compliance	0	0	0	0		40,000	0	40,000
Town Beach								
Beach Improvement Program	10,000	0	20,000	10,000	10,000	10,000	10,000	60,000
Sand Replenishment	10,000	0	0	0	0	0	0	0
Playground Upgrade	0	0	0	0	20,000	0	0	20,000
Interior Building Improvements	0	25,000	0	0	0	0	0	25,000
Town Farm Park								
Playground Upgrade	0	0	0	0	20,000	0	0	20,000
Treaty Rock Park								
Playground Upgrades	0	0	20,000	0	0	0	0	20,000
Tuckertown Park								
Play Structure Replacement	0	0	0	0	70,000	0	0	70,000
Tennis/Basketball Court Resurfacing	0	0	0	0	0	17,000	0	17,000
Village Green								
Tennis Court Resurfacing	0	10,000	0	0	0	0	0	10,000
Landscape Improvements/Seating Wall	0	0	15,000	0	0	0	0	15,000
West Kingston Park								
Softball Field Rehab	0	0	0	0	0	10,000	0	10,000
Softball Field Lighting Upgrade	15,000	0	0	0	0	0	0	0
William C. O'Neill Bike Path								
Bike Path Asphalt Sealing / Repairs	0	0	0	0	0	15,000	0	15,000
Main St. Comfort Station								
Exterior Painting/Repairs	0	0	0	0	0	0	10,000	10,000
Park Irrigation Systems								
Repair & Replacment Major Components	0	10,000	0	0	0	10,000	0	20,000
Total	\$126,000	\$153,000	\$155,000	\$165,000	\$165,000	\$172,000	\$190,000	\$1,000,000

Proposed Parks & Recreation Equipment Replacement Program

Equipment	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
1/2 Ton Pick-up Park Superintendent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3/4 Ton Pick-Up w/Liftgate & Plow	0	0	0	0	0	0	45,000	45,000
3/4 Ton Pick-Up w/Liftgate & Plow	0	35,000	0	0	0	0	0	35,000
Pick up Truck/Tool Body,Lift & Plow	0	0	0	0	50,000	0	0	50,000
Maint/Panel Truck - Van	0	0	25,000	0	0	0	0	25,000
Box Truck	32,000	0	0	0	0	0	0	0
Dump Truck/1 ton, stake body	0	0	0	50,000	0	0	0	50,000
Dump Truck 1 ton w/plow	0	0	50,000	0	0	0	0	50,000
Dump Truck 1 ton w/plow	50,000	0	0	0	0	0	0	0
Dump Truck 1.5 ton w/plow	0	0	0	0	0	0	45,000	45,000
Dump Truck w/Stake Body	0	0	0	0	0	0	0	0
Adm. Vehicle SUV	0	0	0	0	0	0	25,000	25,000
Multi-Use Vehicle	0	0	0	15,000	0	0	0	15,000
Utility Sand Groomer	0	18,000	0	0	0	0	0	18,000
Infield Machine	0	0	0	0	0	0	0	0
Tractor	0	0	0	40,000	0	0	0	40,000
Tractor	0	0	0	0	0	0	0	0
Tractor/Bobcat	0	0	0	0	0	45,000	0	45,000
Tractor/Backhoe	0	0	0	0	45,000	0	0	45,000
12-Foot Mower	0	0	0	0	0	65,000	0	65,000
12-Foot Mower	0	0	30,000	30,000	0	0	0	60,000
12-Foot Mower	0	0	0	0	65,000	0	0	65,000
Front-Mount Mower	0	0	0	0	0	0	28,000	28,000
Front-Mount Mower	0	0	28,000	0	0	0	0	28,000
Front-Mount Mower	0	0	0	28,000	0	0	0	28,000
Front-Mount Mower	0	0	0	0	0	0	0	0
Front-Mount Mower	28,000	0	0	0	0	0	0	0
Equipment Trailer	0	0	0	0	0	0	0	0
Equipment Trailer	0	0	0	0	0	5,000	0	5,000
Equipment Trailer	0	8,000	0	0	0	0	0	8,000
Equipment Trailer	0	0	0	0	0	0	0	0
Equipment Trailer	0	0	0	0	0	0	7,000	7,000
Leaf Removal Vacuum	0	0	0	0	0	6,500	0	6,500
Tool Cat Attachment	0	0	0	0	0	0	0	0
Mini Excavator w/ Brush Attachment	0	58,000	0	0	0	0	0	58,000
Turf Aerator Attachments	0	0	0	0	0	0	0	0
Totals	\$110,000	\$119,000	\$133,000	\$163,000	\$160,000	\$121,500	\$150,000	\$846,500
Less Capital Funds Forwarded	(20,000)	0	0	0	0	0	0	0
Net Equipment Replacement	\$90,000	\$119,000	\$133,000	\$163,000	\$160,000	\$121,500	\$150,000	\$846,500



Senior Services Program

ADULT DAY SERVICES CENTER FACILITY IMPROVEMENTS

Reserve funding in the amount of \$15,000 is proposed in FY 2018-2019 and \$20,000 in FY 2019-2020 for the rehabilitation of the Adult Day Services front entrance portico. This feature allows for the Day Care participants to enter and exit the facility directly to their car or Senior Van without being exposed to the elements. The existing overhang is deteriorated and may soon present a potential safety hazard. Replacement of the supports and roof is planned. This feature is considered an important accessibility feature for the Day Care facility.

Other scheduled improvements for the Adult Day Service facility over the next six years include the replacement of the building's exterior doors in FY 2020-2021. The original facility's roof will require replacement within the next six years. Funding of \$15,000 in FY 2021-2022 and \$10,000 in FY 2023-2024 is earmarked for re-shingling a portion of the facility roof.

SENIOR CENTER FACILITY IMPROVEMENTS

The Senior Center located on Dominic Savio Road was constructed in 2000 and serves an average of 150 seniors per day by providing social services, meals, recreational activities, support groups, special events, health clinics and other programs customized to foster and support a social, active and healthy lifestyle for seniors.

Preventive maintenance efforts over the last sixteen years has kept the facility in very good condition. Funding is proposed for the FY 2018-2019 fiscal year in the amount of \$23,000 for comprehensive cleaning and sanitizing of the building's HVAC ductwork to ensure healthy air quality in the building which is 17 years old. The HVAC rooftop units have recently required major parts replacement to ensure that the facility's heat and air conditioning are in proper working order, and 4 of the 7 units have been overhauled or replaced within the last four years. Additional funding is earmarked for FY 2022-2023 for future replacement of units as the need arises. The six year plan also includes funding for roof shingle replacement, and exterior painting of the building above the flat roof.

SENIOR TRANSPORTATION PROGRAM

The Senior Services Transportation Program currently utilizes an eighteen passenger senior van purchased in 2012, which replaced a 2003 van that remains in operation as a back-up vehicle. Based on the typical passenger volume, the senior van transports an average of 7 to 12 passengers at any given time. The existing van capacity is eighteen plus a wheelchair. The Senior Services Department is exploring the option of a lower capacity, smaller van with wheelchair accessibility to service the senior population in a more cost effective manner. A smaller vehicle is approximately half the cost of the existing model, requires less fuel consumption and does not require a Commercial Drivers License with passenger endorsement. A total of \$60,000 in funding over the six year CIP term is proposed for future replacement of the senior van.

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 on the next page.

Open Space and Leisure Service Programs, *continued*



Senior Services Program	
Income	
Elderly Services Fund Reserve	\$9,662
Capital Budget Transfers FY 2018 - FY 2024	205,000
Total Income	\$214,662
Expenses	
Adult Day Service Center Improvements	
Rehab of Front Entrance Portico (FY 2018-2019)	\$35,000
Exterior Improvements: Roof/Doors	39,000
Senior Center Facility Improvements	
Duct Sanitizing/HVAC (FY 2018-2019)	\$23,000
Building Exterior - Paint/Stain	15,000
Asphalt Shingle Replacement	23,000
HVAC Replacement Reserve	10,000
Senior Transportation	
Senior Van	\$60,000
Senior Services Program	\$205,000

General Municipal Programs



Information Technology Program

The Information Technology (IT) Division 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 to improve the delivery of services to IT system users over the six year term of the CIP are shown below:

UPGRADE OF EXCHANGE SERVER LICENSING

During FY 2013-2014, the Town established in-house email services for staff utilizing Microsoft Exchange 2013 on a virtual server. During the last 2 years, the email services have absorbed an additional 110 email accounts when Police, EMS and Library personnel were added to the Town email. The IT Department is proposing an upgrade of Exchange or the possibility of utilizing cloud based email in the 2019-2020 Fiscal Year. It's important to note that cloud based email would increase annual operating expenses in the off years, whereas in-house email would require a refresh approximately every 5 years. Considering the cost of cloud based email services versus licensing upgrades and the needs of Town staff, IT will investigate both options. Reserve funding of \$50,000 is proposed for this project.

FIBER RING EQUIPMENT AND FIREWALL REPLACEMENT

During Fiscal Year 2015-2016, the Town established a fiber ring between many Town locations, which now connects Town Hall with Public Services, Highway, Neighborhood Guild, Senior Center, Public Safety, Animal Shelter, Peace Dale Library and the High School to create private connections with high-speed bandwidth. Many of the Town's software applications (ex. Financials, Payroll, file sharing and Email) rely on this ring being available and its equipment to be running at optimal performance. It is proposed to provide reserve funding of \$50,000 in each of the 2020-2021 and 2021-2022 fiscal years for the replacement of the fiber network equipment and firewall as the equipment will be appropriately 6 years old at that time.

TOWN NETWORK UPGRADE

During FY 2015-2016, the Town's network infrastructure was upgraded with 10G switches and firewalls. This equipment is the backbone of the Town's network providing access to the internet, cloud based applications (ViewPermit, RecPro, Town's web site), on-premise software applications (MUNIS, Vision), file sharing across departments and email services. Without a solid foundation, services to Town residents and daily productivity of staff would be greatly impacted. IT will investigate the latest technology that will allow the Town to remain on a firm footing with its technology roadmap. Funding to upgrade the Town network in the 2022-2023 fiscal year in the amount of \$50,000 is proposed.



Technology Program	
Income	
Reserve Funds Available June 30, 2018	\$3,378
Future Year CIP Funding	200,000
Projected Funds Available 6/30/2018	\$203,378
Expenses	
FY 2019-2020 Upgrade of Exchange Server Licensing	\$50,000
FY 2020-2021 Fiber Ring and Fire Wall Replacement	50,000
FY 2021-2022 Fiber Ring and Fire Wall Replacement	50,000
FY 2022-2023 Town Network Upgrade	50,000
Total Program Cost	\$200,000

Library Improvement Program

PEACE DALE LIBRARY EXTERIOR PAINTING

Peace Dale Library is in need of cleaning, repairing, and repainting of the exterior at a projected cost of \$75,000 and is proposed for FY 2018-2019. Exterior painting was last completed 12 years ago. The rear portion of the building is all wood, which expands and contracts depending on the season. The siding and painted surfaces facing the parking lot receive significant sun exposure, and ultraviolet rays (UV) degrade the paint, causing cracking and peeling.

ROBERT BEVERLY HALE LIBRARY EXTERIOR PAINTING

The exterior painting of Robert Beverly Hale Library was last completed 12 years ago. It is proposed to repaint this facility in FY 2018-2019. The projected cost of this project is \$20,000.

FACILITIES PLANNING STUDY

There are currently spaces within the libraries that are not being used due to non-compliance with life safety codes. It is proposed to perform a facilities study in FY 2020-2021 in order to allow for continued expansion and diversification of library services.

Library Program	
Income	
Reserve Fund Available June 30, 2016	\$109,682
CIP Transfer FY 2018 thru FY 2024	15,000
Total Income	\$124,682
Expenses	
Hazard Memorial Library Exterior Painting	\$75,000
RB Hale Library Exterior Painting	20,000
Facility Study	15,000
Total Program Cost	\$110,000



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 reviews the last three years of property sales, with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

The Town’s last full mass appraisal, or revaluation, was completed as of December 31, 2012 and a statistical revaluation was completed for December 31, 2015. A second statistical update is scheduled for December 31, 2018, with State Reimbursement anticipated in the amount of 60% of this cost. The next full revaluation is mandated for completion for December 31, 2021; no State subsidy will be provided for this project.

A summary of the planned costs and funding schedules for revaluation activities over the six year term of the CIP is shown below:

Property Revaluation Program	
Income	
Reserve Funds Available June 30, 2016	\$240,713
State Reimbursement for 12/31/18 Revaluation	147,960
CIP Transfer FY 2019 thru FY 2024	400,000
Total Income	\$788,673
Statistical Appraisals - 12/31/18	
(13,700 parcels @ \$17)	\$246,600
Software/Contingency	23,073
Total Expenditures	\$269,673
Full Revaluation 12/31/21	
(14,000 parcels @ \$35)	\$504,000
Tangible Property Account Review	15,000
Total Expenditures	\$519,000
Total Program Cost	\$788,673

Town Hall Facility Improvement Program

Maintenance and upkeep of the Town Hall building and facilities is an ongoing program. Improvements planned over the six year term of the Capital Improvement Program include storm window installation in the upper windows in the Council Chambers and Clock Tower, installation of air conditioning in the Council Chambers and replacement of air conditioning units in the Town Clerk’s Offices, window replacement in the Planning Department and 2nd Floor offices, limited exterior painting and parking lot improvements.

A summary of the Town Hall Facility Improvement Program over the six year term of the CIP is presented on the following page.

General Municipal Programs, *continued*



Town Hall Renovation and Improvement Program	
Income	
Reserve Funds Available June 30, 2018	\$22,364
General Fund Transfer	10,000
FY 2019 to FY 2024 CIP Transfers	180,000
Total Income	\$212,364
Expenses	
Storm Windows - Upper Chambers and Clock Tower	20,000
Replace A/C in Town Clerk Office	15,000
Install HVAC in Town Council Chambers	40,000
Replace Planning Department and 2nd Floor Windows	30,000
Exterior Painting	25,000
Parking Lot Improvements	80,000
Total Program Cost	\$210,000



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 CIP 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 27 miles of roads have been reconstructed and 21 miles resurfaced, representing approximately 31.8% of 151 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 2018-2019 through FY 2023-2024 Capital Improvement Program are projected at \$5,436,205. Funding sources include Pay As You Go funding of \$4,160,000 over the six-year CIP term, Operating

Public Services Programs, *continued*



Budget Transfers of \$600,000 and the need for future authorization of \$500,000 in general obligation bonds, along with the use of \$176,205 in Unassigned Fund Balance from the Public Works Road Improvement Capital Reserve Fund.

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	\$4,160,000
General Obligation Bonds	500,000
General Fund Year End Transfers	600,000
PW Capital Reserve Unassigned Funds	\$176,205
Total Income	\$5,436,205
Expenses	
Arterial Road Program	\$2,849,605
Collector Road Program	1,626,300
Local Road Program	0
Drainage/Erosion Control, TMDL Projects	710,300
Bridge and Dam Improvements	165,000
Highway Facility Program	85,000
Total Program Cost	\$5,436,205

PUBLIC SERVICES PROGRAM SUMMARY

Charts entitled *Public Works Road Improvement Program* and *Public Works Equipment Replacement Schedule* can be found on the following pages 4 – 19 through 4 - 21. 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 2018-2019 through FY 2023-2024 CIP.

PUBLIC WORKS ROAD IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
Arterial Road Program (ARP) - Reconstruction								
Torrey Road	\$0	\$0	\$0	\$242,250	\$0	\$0	\$0	\$242,250
Pond Street (@ Marina)	67,500	0	0	0	0	0	0	0
Subtotal ARP- Reconstruction	\$67,500	\$0	\$0	\$242,250	\$0	\$0	\$0	\$242,250
Arterial Road Program - Overlay								
Pond Street (Rt 1 to Marina)	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Road (Curtis Corner to Main St)	418,000	0	0	0	0	0	0	0
Wordens Pond Road (Phase 1 of 2 - West End)	0	292,050	0	0	0	0	0	292,050
Wordens Pond Road (Phase 2 of 2 - East End)	0	0	0	321,255	0	0	0	321,255
Old North Road (Rt 138 to Stoney Fort Rd)	0	0	445,500	0	0	0	0	445,500
Green Hill Beach Road (School House Rd to Post Rd)	0	0	0	0	286,000	0	0	286,000
Robinson Street	0	0	0	0	176,800	0	0	176,800
Columbia Street	0	0	0	0	227,500	0	0	227,500
Kenyon Avenue	0	0	0	0	0	243,250	0	243,250
Gravelly Hill Road	0	0	0	0	0	0	615,000	615,000
Salt Pond Road (Woodruff to Kenyon)	0	0	0	0	0	0	0	0
Subtotal ARP - Overlay	\$498,000	\$292,050	\$445,500	\$321,255	\$690,300	\$243,250	\$615,000	\$2,607,355
Total Arterial Road Program	\$565,500	\$292,050	\$445,500	\$563,505	\$690,300	\$243,250	\$615,000	\$2,849,605
Collector Road Program - Reconstruction/Reclamation								
Sand Turn Road	\$0	\$45,000	\$0	\$0	\$0	\$0	\$0	\$45,000
Briar Lane	0	0	64,000	0	0	0	0	64,000
Subtotal Collector Road Program - R/R	\$0	\$45,000	\$64,000	\$0	\$0	\$0	\$0	\$109,000
Collector Road Program - Mill/Overlay								
Browning Street	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carpenter Drive	195,000	0	0	0	0	0	0	0
Waites Corner Road (Fairgrounds to Rt 138)	0	260,000	0	0	0	0	0	260,000
Sand Turn Road	0	0	232,500	0	0	0	0	232,500
Moonstone Beach Rd (Mill Pond Rd to Rt 1)	0	0	0	210,000	0	0	0	210,000
Moonstone Beach Rd (Cards Pond Rd to School House Rd)	0	0	124,200	0	0	0	0	124,200
Jerry Brown Farm Road	0	174,000	0	0	0	0	0	174,000
Frank Avenue	0	0	0	0	95,550	0	0	95,550
Liberty Lane (Rt 138 to Bike Path)	0	0	0	0	0	313,250	0	313,250
James Trail (less ledge reconstruction area)	0	0	0	0	0	107,800	0	107,800
Subtotal Collector Road Program -Mill/Overlay	\$280,000	\$434,000	\$356,700	\$210,000	\$95,550	\$421,050	\$0	\$1,517,300
Total Collector Road Program	\$280,000	\$479,000	\$420,700	\$210,000	\$95,550	\$421,050	\$0	\$1,626,300
Local Road Program - Overlay								
Coast Guard Avenue	\$21,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Road Program - Overlay Subtotal	\$21,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Local Roads	\$21,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Road Program (Arterial, Collector & Local)	\$866,500	\$771,050	\$866,200	\$773,505	\$785,850	\$664,300	\$615,000	\$4,475,905

PUBLIC WORKS ROAD IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
New Drainage/ Erosion/ TMDL Projects								
TMDL Implementation Reserve Fund	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
TMDL Implementation Narrow River Improvements	0	195,300	0	0	0	0	0	195,300
Matunuck Beach Road Protection Reserve Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Torrey Road	20,000	0	20,000	0	0	0	0	20,000
Total New Drainage/Erosion/TMDL	\$115,000	\$215,300	\$115,000	\$95,000	\$95,000	\$95,000	\$95,000	\$710,300
Bridges and Dams								
Bridge Inspection Program	\$0	\$30,000	\$0	\$0	\$0	\$35,000	\$0	\$65,000
Silver Lake (RIDOT #565)	0	0	20,000	0	0	0	0	20,000
Saugatucket River Culvert	50,000	0	0	0	0	0	0	0
Church St Pedestrian Bridge	50,000	0	0	0	0	0	0	0
Wakefield Mill Dam	0	20,000	0	0	0	20,000	0	40,000
Rocky Brook Dam	0	20,000	0	0	20,000	0	0	40,000
Total Bridges & Dams	\$100,000	\$70,000	\$20,000	\$0	\$20,000	\$55,000	\$0	\$165,000
Highway Facility Program								
Building Repair & PSOB Transfers	\$0	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$40,000
Salt Barn Improvements	0	0	20,000	0	0	0	0	20,000
Fuel Center Upgrade	0	0	0	25,000	0	0	0	25,000
Infrastructure Management System	30,000	0	0	0	0	0	0	0
Total Highway Facility Program	\$30,000	\$20,000	\$40,000	\$25,000	\$0	\$0	\$0	\$85,000
Public Works Road Improvement Program Summary								
Arterial Road Program	\$565,500	\$292,050	\$445,500	\$563,505	\$690,300	\$243,250	\$615,000	\$2,849,605
Collector Road Program	280,000	479,000	420,700	210,000	95,550	421,050	0	1,626,300
Local Road Program	21,000	0	0	0	0	0	0	0
Drainage Improvements/Erosion Control/TMDL Projects	115,000	215,300	115,000	95,000	95,000	95,000	95,000	710,300
Bridge and Dam Improvements	100,000	70,000	20,000	0	20,000	55,000	0	165,000
Highway Facility Program	30,000	20,000	40,000	25,000	0	0	0	85,000
Total Public Works Road Improvement Program	\$1,111,500	\$1,076,350	\$1,041,200	\$893,505	\$900,850	\$814,300	\$710,000	\$5,436,205
Pay As You Go Capital Budget Funding								
CIP - Road Improvement Program Transfers	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$710,000	\$4,160,000
General Fund Operating Transfer	90,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Public Service Bonds Issued – June Sale	400,000	0	0	500,000	0	0	0	500,000
Total Projected Income	\$1,150,000	\$770,000	\$780,000	\$1,290,000	\$800,000	\$810,000	\$810,000	\$5,260,000
Annual Income to Expenses	\$38,500	(\$306,350)	(\$261,200)	\$396,495	(\$100,850)	(\$4,300)	\$100,000	(\$176,205)
Projected Fund Balance - June 30th	\$546,609	\$240,259	(\$20,941)	\$375,554	\$274,704	\$270,404	\$370,404	\$194,199

PUBLIC WORKS - EQUIPMENT REPLACEMENT SCHEDULE

General Fund	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Highway Division Equipment	Projected							
Hwy Super & Engineer Vehicles & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Lifts	0	0	0	0	0	0	0	0
Pickup & Utility Trucks (7)	26,375	0	39,000	0	38,000	38,000	38,000	153,000
Light Dump Trucks (3)	0	0	0	0	0	90,000	100,000	190,000
Medium Dump Trucks (8)	0	0	185,000	185,000	190,000	0	0	560,000
Large Dump Trucks (2)	0	100,000	75,000	0	80,000	120,000	100,000	475,000
Street Sweepers (2)	120,000	0	0	0	0	0	130,000	130,000
Arborist Truck	0	0	0	0	0	0	0	0
Roadside Mowing (3)	0	135,000	0	98,000	0	0	0	233,000
Backhoe / Bobcat	0	0	0	0	0	50,000	0	50,000
Sidewalk Snow Removal Bobcat	0	0	0	0	0	0	0	0
Payloader	0	60,000	70,000	70,000	50,000	0	0	250,000
Grader	206,300	0	0	0	0	0	0	0
Chippers (2)	0	58,000	0	0	0	0	45,000	103,000
Trailer, Roller, Compressor	0	0	30,000	0	0	40,000	0	70,000
Large Format Scanner/ Printer	0	0	0	0	0	0	0	0
RIDEM Sweeper Reimbursement	0	0	0	0	0	0	0	0
Equipment Reserve Funds Available	0	0	0	0	0	0	0	0
Total Highway Division Equipment	\$352,675	\$353,000	\$399,000	\$353,000	\$358,000	\$338,000	\$413,000	\$2,214,000



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

The cost of computer equipment replacements over the term of the CIP is projected at \$100,000. These include network and firewall equipment replacement (\$50,000) and server virtualization hardware equipment replacement (\$50,000). Annual funding of \$10,000 is planned over the six year term of the CIP in addition to funds currently held in the Public Safety Computer Replacement Reserve.

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. Over the six year CIP, \$95,000 in funding for the Communications System Reserve Fund is proposed to ensure timely replacement of critical system elements as needed.

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 that the mechanical systems that support the building have reached over 19 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.

Annual reserve funding totaling \$100,000 over the six year term of the CIP to address equipment replacements and facility improvements is proposed. Replacement of the building's boiler and components of the HVAC system are projected in FY 2018-2019 and FY 2019-2020 at a cost of \$160,000.

A summary of the Public Safety Program over the six year term of the CIP is shown below:

Public Safety Capital Program Summary - Reserve	
Income	
Reserve Funds Available June 30, 2018	\$242,856
Future Year CIP Funding	255,000
Total Income	\$497,856
Estimated Expenses	
Public Safety Computer Systems	\$100,000
Public Safety Communications Systems	50,000
Public Safety Building Reserve - Facility Wide	160,000
Undefined Capital Needs	100,000
Total Expenditures	\$410,000



Emergency Medical Services Program

The Emergency Medical Services (EMS) Division has administrative offices and operates the Paramedic vehicles 1 and 2 out of the Public Safety Complex (North Station) located at 1790 Kingstown Road, and operates Paramedic 3 and the Reserve vehicle (Paramedic 5) out of the Public Services Building (South Station) located at 509 Commodore Perry Highway. The EMS Division is in service 24 hours a day, 7 days a week at the North Station and 12 hours per day, between 7am and 7pm, at the South Station.

EMS VEHICLE REPLACEMENT

The EMS Division utilizes two ambulances and one utility (first responder) vehicle on a 24/7 schedule, along with two reserve vehicles, one ambulance and one utility vehicle. The Division's vehicle replacement program is structured such that the primary vehicle scheduled for replacement gets moved into reserve status, and the old reserve vehicle is used as a trade-in. A new transport ambulance is proposed for acquisition in FY 2019-2020 to replace the existing 2012 ambulance #3. Transport Ambulance #1 (2016) is proposed for replacement in FY 2022-2023 and the non-transport vehicle #2 (2015) is proposed for replacement in FY 2018-2019 and then again in FY 2022-2023.

EMS EQUIPMENT REPLACEMENT

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. The planned equipment replacement schedule projected for the six-year term of the CIP is detailed below:

Cardiac Monitor/Defibrillator: The EMS Division maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in August 2012. These units have a life expectancy of seven to eight years and will begin to be replaced in Fiscal Years 2020-2021 through 2023-2024.

Lucas Chest Compression Device: The Division maintains three of these units (one on each vehicle) one of which was acquired in 2014 and two of which were acquired in 2010. This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Funding is proposed to replace the two units at an estimated cost of \$12,000 each; with one unit replaced in FY 2019-2020, and the other in FY 2020-2021.

Power Stretcher Replacement: Reserve funding beginning in FY 2021-2022 for the replacement cycle for the power load stretchers for Paramedic 1 and Paramedic 3. In July of 2023, the units will reach the seven year mark. Total cost of each unit is estimated at \$40,000.

EMS SOUTH STATION FACILITY IMPROVEMENTS

Reserve funding is proposed for improvements to the EMS quarters at the South Station located at the Public Services Building. Expansion and renovation will facilitate the future service expansion of a 24 hour rescue at the South Station, which currently operates with Paramedic 3 assigned to this location from 7am-7pm. As the increased demand for EMS services is realized, expansion of the South Station to a 24 hour facility will be necessary. Initial funding is proposed to meet potential code requirements for a 24 hour facility to house crew members. It is anticipated that construction/renovation of the space would be needed in order to accommodate a sleeping area, along with renovation to an existing bathroom. In addition, a preliminary assessment relating to code requirements indicates the entire Public Services building would need the installation of sprinklers for fire protection, at an estimated cost

Public Safety Programs, *continued*



of \$45,000. The addition of sprinklers would be tied into the existing sprinkler system that was installed in the new EMS garage that was completed the beginning of 2017. It is proposed to allocate a total of \$50,000 over a two-year funding cycle for the project, with additional funding as needed coming from available funds not utilized for the EMS garage project.

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

EMS Division	
Income	
Estimated Funds June 30, 2017	\$65,623
FY 2017-2018 Transfer	\$130,000
Future Year CIP Funding	696,000
Total Income	\$891,623
Expenses	
Vehicle Replacements	\$465,000
South Station - Facility Improvements	50,000
Medical Diagnostics/ Equipment	181,000
Total Program Cost	\$696,000

Fire Alarm Program

The Fire Alarm Division's principal area of responsibility is maintenance of the public safety cable plant and the municipal fire alarm system. The cable plant consists of over 100 miles of aerial and underground cables and the fire alarm system consists of ten box circuits and nine alarm circuits. Many of the system components are in excess of 50 years old and are in need of replacement. The Division has secured formal bids for the purchase and implementation of a modern day wireless fire alarm system that will service all existing users of the outdated cable plant. The projected cost of the system to meet all municipal and school facilities is estimated at \$200,000. The planned purchase of this system is anticipated in the current fiscal year. Additional Fire Alarm Program improvements over the six year term of the FY 2018-2019 through FY 2023-2024 Capital Improvement Program include:

TOWN HALL GARAGE IMPROVEMENTS

The Town Hall garage is used by Fire Alarm staff as a workshop, as well as for storage for the Division's bucket truck and sensitive electronic meters. This building also provides security lighting to the Town Hall parking lot after hours. The garage is in need of sheetrock on the ceiling and walls, and the heat duct and electrical wiring needs to be upgraded. Funding of \$10,000 is proposed in the 2020-2021 fiscal year for these improvements.

800 MHZ RADIOS FOR TOWN INTERPRETABILITY

All Town Departments communicate with each other on the emergency talk-around channels programmed into all municipal, school and fire district 800 MHz radios. By 2020, the current 800 MHz radios the communications department has will be out dated and non serviceable and will have to be

Public Safety Programs, *continued*



replaced and updated. Replacement is proposed in FY 2021-2022 at an estimated cost of \$40,000 utilizing funding reserved over the next four fiscal years.

UHF RADIO UPGRADE

The UHF portable and mobile radios that are in use are scheduled for replacement in FY 2019-2020. These radios are used daily to communicate with Police Dispatch and the Fire Department. Total funding of \$25,000 is proposed over the next two years.

VEHICLE REPLACEMENT

The Fire Alarm Division operates with two vehicles, a 2017 full sized pick up and a 2016 SUV. Annual reserve funding to allow for timely replacement of these vehicles is proposed of the six year term of the CIP in the total amount of \$87,000.

A summary of the Emergency Medical Services Program over the six year term of the FY 2018-2019 through FY 2023-2024 CIP is shown below:

Communication Department	
Income	
Reserve Funds Available June 30, 2017	\$0
FY 2018 to FY 2024 CIP Transfers	162,000
Total Income	\$162,000
Expenses	
Town Hall Garage Improvements	10,000
800mhz Radios (Interoperability)	40,000
Radio Replacement	25,000
Vehicle Replacement	87,000
Total Program Cost	\$162,000



Water Meter Replacement Program

The Water Division's water meter system was last replaced system-wide in 2008. The current meter system employs drive-by radio read technology, which can read all 3,300 water meters within the Middlebridge and the South Shore water systems, during a three-hour period.

Although quarterly meter readings are used for quarterly user bills, all water meters within the Middlebridge and South Shore water systems are read on a monthly basis, since the current meter system technology employs leak detection and backwards meter alerts. The Water Division sends notices to customers each month if a usage alert is received.

The current meter technology sends meter readings via radio powered by a lithium battery in the meter head. The lithium batteries have a warranty life of 10 years, whereby meter reading send failures can be expected sometime after 2019. As the warranty period end approaches, a decision will need to be made if the entire water meter (\$255/meter) should be replaced or just the meter head (\$177/meter head). Additionally, meter horn replacement, if needed, is estimated at an additional \$220 per water service. Similar to the 2008 meter replacement program, system-wide meter replacement by a third party meter installation contractor is proposed.

The projected cost for materials and labor to replace the approximately 3,300 water meters is \$1,100,000. It is proposed to utilize Water Enterprise Fund retained earnings to fund this project, which is anticipated to occur in the 2020-2021 fiscal year.



School Capital Program

This section details the projects proposed by the School Committee for completion during the next six year term of the FY 2018-2019 through FY 2023-2024. It is noted that projects scheduled beyond the 2019-2020 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid.

LONG TERM EDUCATION AND FACILITIES PLAN

In January 2017, during the Fiscal Period 2018-2024 CIP budget discussion, it was determined that due to the continued decline in enrollment, the District should seek proposals from a professional educational and facilities planning firm to provide a comprehensive ten-year education and facilities plan. On April 4, 2017 after public interviews of three vendor’s proposals, the School Committee awarded a contract to RGB Architects, who commenced work in May 2017 and is on task to submit their final report in January 2018. Once the School Committee has had the opportunity to review RGB Architects’ final report and recommendations, the proposed FY 2018-2019 through FY 2023-2024 Capital Improvement Program most likely will need to be revisited and revised.

PROJECTED SIX YEAR CIP SCHOOL PROGRAM

Over the six-year term of the proposed CIP, the School Committee projects spending \$8,152,000. Of this amount, \$6,157,000 would be needed for building improvements, \$1,600,000 for parking lot improvements and \$395,000 for improvements to South Road School. A summary of the School Committee’s FY 2018-2019 through FY 2023-2024 Recommended Capital Program is as follows:

School Capital Improvement Program	
Income	
School General Obligation Bonds Available after June 30, 2017	\$4,000,000
Unexpended 2017 Bond Proceeds	251,000
Additional Bonding Authorization and/or School Fund Transfer	1,906,000
School Fund Balance Forwarded to CIP -Paving Projects	1,600,000
South Road Capital Reserve Fund - Roof /Life Safety Code	395,000
Total Income	\$8,152,000
Expenses	
Bonding Element - FY2018 - FY2024	\$6,157,000
Paving Projects	1,600,000
South Road School Improvements	395,000
Total Program Cost	\$8,152,000

Planned funding of the School Committee's Recommended Capital Improvement Program will require multiple revenue sources. General Obligation Bonding authorization was provided in an amount not to exceed \$4 million in November 2014 to address future capital school facility needs. In addition, the Town issued \$1 million in School Bonds in August 2017; of this amount, \$251,000 remains unexpended. Should additional General Obligation Bond funding be needed, voter authorization will be required. For



planning purposes, the Debt Service Schedules and Debt Level Projections in this proposed CIP assume the borrowing of an additional \$4 million over the six year term of the CIP, \$2 million each in FY 2019-2020 and FY 2021-2022. A funding shortfall of \$1,906,000 would also need to be closed to complete the project schedule as presented. Should the Town Council and the voters approve additional bonding authorization for school purposes, the bonds would be scheduled for sale no earlier than FY 2022-2023 with first-year debt service payments starting in FY 2023-2024.

The School Committee is also anticipating the transfer of \$1,600,000 in funds for the paving of five school building parking lots over the six year term of the CIP and the availability of \$395,000 in funding from the South Road Capital Reserve Fund to meet projected improvements at South Road School. *It is noted that Town Staff does not anticipate that the School Operating Program will be able to provide a transfer of \$1.6 million in Unassigned Fund Balance from the School Fund to the School Capital Reserve Fund to meet the proposed Paving Program presented in the School Committee's Recommended Capital Budget Submittal.*

SCHOOL COMMITTEE RECOMMENDED CIP FY 2018-2019 THROUGH FY 2023-2024

The following projects are proposed by the School Department for completion during the next six year CIP term. Projects through FY 2019-2020 are based on a facility audit completed in July 2013. In May, 2014, the Rhode Island Department of Education (RIDE) approved the projects presented in the 2013 Facilities Audit for State Housing Aid provided the projects were completed within a five year term. All approved projects from the 2014 plan are scheduled for completion prior to the close of FY 2019-2020. In order to receive school housing aid for projects proposed for consideration subsequent to FY 2019-2020, the School District will be required to submit a new "Necessity of School Construction" Application to RIDE.

FY 2018-2019 PROJECTS (\$1,864,000)

High School

- Install Emergency Lighting (\$20,000): Provide battery units throughout the building where not currently present, to illuminate egress paths to replace units currently powered by the emergency generator. Exit signs will be replaced with LED lighting.
- Original Building Roof Replacement (\$625,000): Approximately 30,000 sq. feet of roofing and accessories will be replaced. The current roof shows signs of age and cracking where exposed at curbs, walls, etc. There is also some evidence of ponding.
- Boiler Chimney Repair (\$41,000): Replace a minimum of 50 vertical feet of brick and add structural reinforcement to the existing chimney.

Broad Rock Middle School

- Emergency Fixture Repair/Improvements (\$25,000): Implement code required repairs to the plumbing system and provide tempered water to emergency showers.

Peace Dale Elementary School

- Roof Replacement (\$100,000): In 2014 the District replaced the roof area above the cafeteria and gymnasium. Funding will be used to repair and replace where necessary the original slate roof. In recent years the District has had ongoing repairs with the slate roof, but it is not feasible to continue with this type of patch repairs.



Matunuck Elementary School

- HVAC/Electrical Systems Improvements (\$1,053,000): Replace the original electrical panel and electrical heating system in the building. While the systems are still functional replacement parts are scarce and the supply will not be replaced when current inventories are depleted. Due to age the current system is not efficient and does not comply with the standards set by the North East Collaborative for High Performing Schools (NECHPS). The new HVAC system should meet current efficiency, noise and performance standards.

FY 2019- 2020 PROJECTS (\$1,864,000)

Curtis Corner Middle School

- Reconstruct/Repave Parking Area (\$450,000): Asphalt paving is worn and badly cracking throughout the parking area and cracks are evident in curbing and sidewalk panels. An engineering/traffic study has been completed, and the parking area will be completely re-constructed and a new traffic pattern will be implemented for student safety.
- Replace Unit Ventilators in the Original Building (\$247,800): This equipment is original to the building (1964) and is nearing the end of its life. Units have been retrofitted with wire mesh screen guards in place of the original equipment supply grilles.

West Kingston Elementary School

- HVAC/Electrical Systems Improvements (\$1,053,000): Replace the original electrical panel and electrical heating system in the building. While the systems are still functional, replacement parts are scarce and the supply will not be replaced when current inventories are depleted. Due to age, the current system is not efficient and does not comply with the standards set by NE-CHPS. The new HVAC system should meet current efficiency, noise and performance standards.

Wakefield Elementary School

- Exterior Doors (\$25,000): Replace exterior doors that have severe deterioration at the base of jambs and at thresholds.
- Replace Unit Ventilators (\$43,200): Install mechanical ventilation to classrooms in the original building, where classrooms currently do not have any mechanical ventilation, and operable windows are the only source of outside air. Code does allow this under some circumstances; however, it is not practical in the winter. Air handling units will be added to this wing and provide ducted ventilation to the classrooms.

South Road School

- Retaining Wall Improvements (\$20,000): The retaining wall on the north end of the parking lot has deteriorated and is leaning, necessitating repair.
- VCT Flooring (\$25,000): Flooring in the addition constructed in 1992 is lifting due to moisture. It will be removed, and a vapor barrier and new VCT flooring will be installed.



FY 2020-2021 PROJECTS (\$999,000)

High School

- Fire Alarm System (\$250,000): Currently there are two fire alarm systems in the High School, one being original to the building and the other installed in 1992. Both systems are reaching the end of their service life. It is proposed to install one complete addressable fire alarm system, which have become the standard in the industry. Replacement parts for conventional systems currently in place are becoming more difficult to obtain and will someday be unavailable.
- Boiler Controls (\$250,000): The building currently has two separate control systems. Approximately 15 years ago the School Department began installing uniform controls throughout the district; the High School is the only facility still utilizing multiple controls. This funding will provide for standardized controls that are energy efficient.

Wakefield Elementary School

- Boiler Replacement (\$250,000): The building is heated by a gas-fired Hurst boiler that was installed in 1995. This boiler is a stand-alone unit that supplies heat to the original section of the building and there is a separate boiler for the addition. Proposed funding will replace the original boiler.
- Window and Door Replacement (\$249,000): With the exception of the new addition, all the windows are the original steel framed windows with single pane glazing and the seals at the exterior of the frames are in poor condition. Entry doors are also original steel frame glazed with single pane glass, and much of the exterior door hardware is not ADA compliant. Classroom exit doors are also in need of repairs and upgrades.

FY 2021-2022 PROJECTS (\$725,000)

High School

- Exterior Door Upgrades (\$200,000): Most of the doors around the outside of the building are original, and many of these doors and associated hardware need to be replaced or repaired. Funding is proposed to replace and/or repair the building's doors and hardware.

Curtis Corner Middle School

- Boiler Replacement (\$225,000): The current boiler was installed in 1999. CCMS is the only gas fired school in the District that does not have a redundant heating system. The School District has been advised that the normal life expectancy is less than originally anticipated and in recent years there have been boiler malfunctions. It is recommended to replace the current single system with a high efficiency redundant boiler system that has a life expectancy of 25-35 years. Funding from the School's Unassigned Fund Balance is proposed, as well as any remaining funds in the School's Capital Reserve Fund. The School District will need to submit and receive a new five year construction application to ensure housing aid reimbursement for this project.

Matunuck Elementary School

- Reconstruct/Repave Parking Area (\$300,000): Reconstruction and repaving of the parking areas and associated roadways is proposed.



FY 2022-2023 PROJECTS (\$2,450,000)

High School

- Library Renovations (\$350,000): Remove and replace existing carpeting, paint all walls, replace counter tops, ceiling tiles and upgrade lighting.

West Kingston Elementary School

- Roof Repairs (\$200,000): In 2016 the District replaced the roof on the 1987 addition. A new built-up roof with a thirty year warranty was installed; also included was replacement of drains and accessories. The District intends to replace the roof and drains on the 1990 addition with the same roof product used for the 1987 addition.
- Parking Lot Reconstruction/Paving (\$200,000): The entire school parking lot is proposed to be replaced. The existing asphalt is original to the school that was built in 1975 and the asphalt paving is in poor condition. Additionally, structure failure is evident along the bus drop off curb area and the surrounding catch basin continues to sink.

Peace Dale Elementary School

- Roof Replacement (\$500,000): The majority of the flat roof at Peace Dale was replaced in 2015 and funding is proposed to complete the remaining areas of ballasted flat roof surrounding the gymnasium. Included will be the flat single-ply rubber roof over the library. This roof will also receive a built up multi-layered roof system.
- Parking Lot Reconstruct/Paving (\$500,000): Replacement of the entire school parking lot is proposed. There have been several small patches done to increase the life of the existing asphalt, but the existing asphalt is worn and breaking in several areas.

Matunuck Elementary School

- Roof Replacement-Addition (\$200,000): In 2016 the roof on the 1987 addition was replaced; a new built-up roof with a 30-year warranty was installed and drains and accessories were replaced. The roof and drains on the 1990 building addition will be replaced with the same roof product used for the 1987 addition.

Administration Building

- Paving (\$150,000): Completion of the paving project at the Administration Building and redesign the entrance roadway is proposed.

South Road School

- Windows/Doors Replacement (\$350,000): With the exception of the new addition, all the windows are the original steel framed windows with single pane glazing and the seals at the exterior of the frames are in poor condition. Entry doors are also original steel frame glazed with single pane glass and much of the exterior door hardware is not ADA compliant. Classroom exit doors are also in need of repair and upgrade.



FY 2023-2024 PROJECTS (\$250,000)

High School

- Auditorium Renovations (\$250,000): The auditorium was renovated and updated in 2007 to meet code requirements. Renovations include the staging area, replacement of stage lights and carpet, and repairs/replacement of auditorium seating as necessary.

SCHOOL PROGRAM SUMMARY


Charts entitled *School Committee Proposed School Facilities Program* can be found on the following pages 4 – 32 through 4 - 33. These charts provide a summary of the School capital projects over the six year term of the FY 2018-2019 through FY 2023-2024 CIP.

School Committee Proposed School Facilities Program

	Fiscal Year 2017-2018 Estimate	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
High School								
Install Emergency Lighting	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Fire Alarm System	0	0	0	250,000	0	0	0	250,000
Boiler Control System	0	0	0	250,000	0	0	0	250,000
Exterior Door Replacement	0	0	0	0	200,000	0	0	200,000
Library Renovations	0	0	0	0	0	350,000	0	350,000
Original Building Roof	0	625,000	0	0	0	0	0	625,000
Auditorium Renovations	0	0	0	0	0	0	250,000	250,000
Boiler Chimney Repair	0	41,000	0	0	0	0	0	41,000
Subtotal - High School	\$0	\$686,000	\$0	\$500,000	\$200,000	\$350,000	\$250,000	\$1,986,000
Curtis Corner Middle School								
Exterior Envelope Fascia Replacement - CIP	\$49,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replace Unit Ventilators	0	0	247,800	0	0	0	0	247,800
Boiler Replacement	0	0	0	0	225,000	0	0	225,000
Life Safety and Plumbing - CIP	8,680	0	0	0	0	0	0	0
Subtotal - Curtis Corner Middle School	\$57,680	\$0	\$247,800	\$0	\$225,000	\$0	\$0	\$472,800
Broad Rock Middle School								
Emergency Fixture Repair	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Subtotal - Broad Rock Road Middle School	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
West Kingston Elementary School								
Roof Repair	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
Life Safety Code Improvements - CIP	10,407	0	0	0	0	0	0	0
HVAC System Replacement	0	0	1,053,000	0	0	0	0	1,053,000
Subtotal - West Kingston Elementary School	\$10,407	\$0	\$1,053,000	\$0	\$0	\$200,000	\$0	\$1,253,000
Peace Dale Elementary School								
Roof Replacement	\$0	\$100,000	\$0	\$0	\$0	\$500,000	\$0	\$600,000
Subtotal - Peace Dale Elementary School	\$0	\$100,000	\$0	\$0	\$0	\$500,000	\$0	\$600,000

School Committee Proposed School Facilities Program

	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Wakefield Elementary School								
Boiler Replacement	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Window and Door Replacement	0	0	25,000	249,000	0	0	0	274,000
Replace Unit Ventilators	0	0	43,200	0	0	0	0	43,200
Subtotal - Wakefield Elementary School	\$0	\$0	\$68,200	\$499,000	\$0	\$0	\$0	\$567,200
Matunuck Elementary School								
Roof Replacement - BOND	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
Life Safety Code Improvements - CIP	10,407	0	0	0	0	0	0	0
Site Drainage and Foundation Repair - CIP	0	0	0	0	0	0	0	0
HVAC System Replacement	0	1,053,000	0	0	0	0	0	1,053,000
Subtotal - Matunuck Elementary School	\$10,407	\$1,053,000	\$0	\$0	\$0	\$200,000	\$0	\$1,253,000
TOTAL - School Facilities Bonding Element	\$78,494	\$1,864,000	\$1,369,000	\$999,000	\$425,000	\$1,250,000	\$250,000	\$6,157,000
Paving Projects								
Curtis Corner Middle School	\$0	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Administration Building	0	0	0	0	0	150,000	0	150,000
West Kingston Elementary	0	0	0	0	0	200,000	0	200,000
Peace Dale Elementary	0	0	0	0	0	500,000	0	500,000
Matunuck Elementary	0	0	0	0	300,000	0	0	300,000
Subtotal - School Fund Capital Transfer for Paving Projects	\$0	\$0	\$450,000	\$0	\$300,000	\$850,000	\$0	\$1,600,000
South Road Roof Replacement - 1990 Wing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Road Retaining Wall	0	0	20,000	0	0	0	0	20,000
South Road Windows and Doors	0	0	0	0	0	\$350,000	\$0	350,000
South Road Flooring	0	0	25,000	0	0	0	0	25,000
Subtotal - South Road School Reserve Transfer	\$0	\$0	\$45,000	\$0	\$0	\$350,000	\$0	\$395,000
TOTAL - School Program	\$78,494	\$1,864,000	\$1,864,000	\$999,000	\$725,000	\$2,450,000	\$250,000	\$8,152,000



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- 13
Public Safety.....	5- 23
General Government	5- 30
Senior Services	5- 31
Water Fund	5-33
Wastewater Fund.....	5-35
School Fund.....	5-40

TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2018-2019 THROUGH 2023-2024

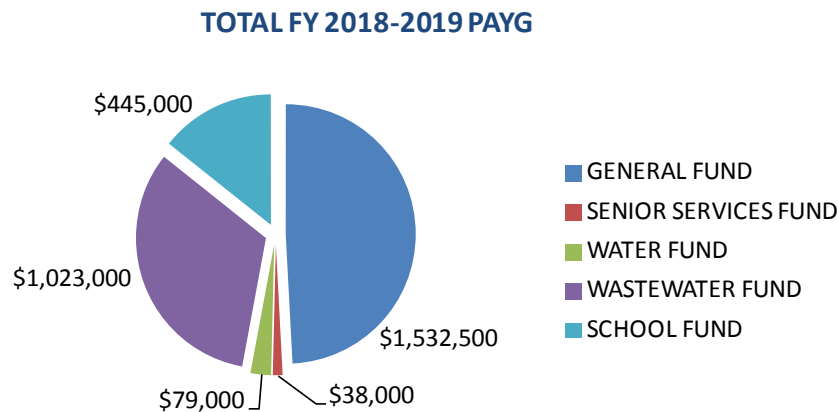


Capital Budget Overview

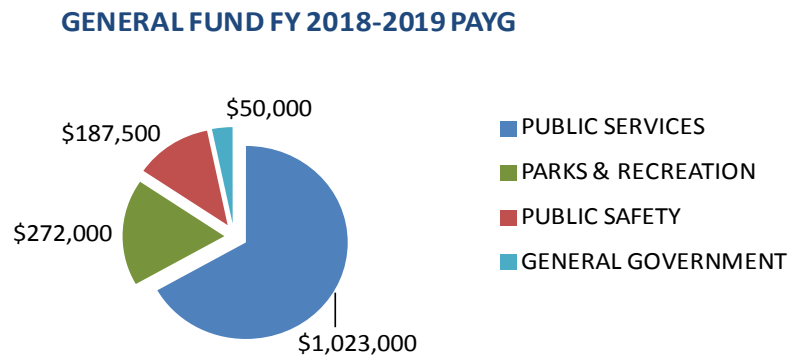
The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2018-2019 and is incorporated into the operating budget.

FY 2018-2019 Pay As You Go Summary

The total Pay as You Go Element of the Capital Improvement Program for the 2018-2019 fiscal year is \$3,117,500 reflecting an increase of \$376,492 over the adopted current year PAYG program of \$2,741,008. A breakdown by fund of the total FY 2018-2019 PAYG Element is shown below:



The General Fund Element of the FY 2018-2019 Pay As You Go Program in the amount of \$1,532,500 reflects an increase of \$33,000 over the current fiscal year adopted program of \$1,499,500. A breakdown of proposed funding for FY 2018-2019 General Fund capital projects is shown below:



FY 2018-2019 Pay As You Go Projects

Projects budgeted across all funds for inclusion in the FY 2018-2019 PAYG Element of the CIP are detailed on the following pages of this section (see *Element 4, pages 4-1 through 4-33 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2018-2019 through 2023-2024*).

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 2018-2019 fiscal year are shown in this section. The following pages provide detail for each of the projects shown below.

FY 2018-2019 PAYG Element

The following projects are proposed for funding in the upcoming 2018-2019 fiscal year:

Project	Adopted 2017-2018	Proposed 2018-2019
Brousseau Park		
Tennis Court Lights - Replacement (LED)	\$0	\$18,000
Marina Park		
Parking/Ramp & Dock Improvements	30,000	20,000
Old Mountain Field		
Park Master Plan	0	20,000
Restroom/Concession Building Replacement	25,000	20,000
Saugatucket Park		
Walking Path Improvements	0	30,000
Town Beach		
Interior Building Improvements	0	25,000
Village Green		
Tennis Court Resurfacing	0	10,000
Park Irrigation Systems		
Repair and replacement of major components	0	10,000
Total		\$153,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Brousseau Park – Tennis Court Light Fixture Replacement

PROJECT DESCRIPTION

The tennis courts at Brousseau Park are used frequently by the Recreation Department for tennis leagues, camps and lessons, as well as by the general public. It is proposed to replace the existing lamps with energy efficient, long life, LED lights.



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Reduces risk
- Increases energy efficiency

CATEGORY

- This program 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

- Single year funded capital project

Project	Adopted	PAYG
	2017-2018	2018-2019
Brousseau Park		
Tennis Court Lighting Replacement	\$0	\$18,000
Total		\$18,000

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Marina Park – Parking/Ramp & Dock Improvements

PROJECT DESCRIPTION

The public boat ramp at Marina Park experiences heavy use due to available public parking. Due to its deteriorating condition, this popular site will need to be completely replaced in the future. Continued reserve funding is proposed in FY 2018-2019 for the future replacement of the public boat ramp in the 2023-2024 fiscal year. The projected cost of ramp reconstruction is estimated at \$250,000.



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Protection of facility infrastructure
- Increase life cycle of recreational resource
- 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
- Funds held in reserve for this project will amount to \$100,000 as of June 30, 2018
- Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored

Project	Adopted 2017-2018	PAYG 2018-2019
Marina Park		
Ramp Reconstruction	\$30,000	\$20,000
Total		\$20,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field (OMF) Improvements

- Park Master Plan
- Restrooms/Concession Building Replacement

PROJECT DESCRIPTION

It is proposed that the Town hire a consultant in FY 2018-2019 to develop an updated Park Master Plan for Old Mountain Field, South Kingstown's oldest community park. This facility receives the highest level of public use out of the Town's seventeen (17) parks. Various elements, such as the skate park, upper tennis courts, and baseball field have seen recent upgrades. The restroom and concession facilities have been identified for replacement within the next six years. Prior to developing plans for a major infrastructure investment, a broader look at the park design is warranted to ensure that all features are appropriately located and accessible and that improvements are implemented with a vision towards long term planning.

Also proposed in FY 2018-2019 is the continuation of reserve funding for the future replacement of the Old Mountain Field Restrooms and Concession Building at a projected total cost of \$425,000. This project will require funding beyond the six year CIP term.



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Increases life cycle of recreational facility for public and school use
- Reduces risk

Parks and Recreation Project Descriptions, *continued*



CATEGORY

- This project is supported through the General Fund, with a focus on Recreation facilities that provide opportunities for improved quality of life, cultural enrichment and promote tourism.
- Alternate funding sources such as the Rhode Island DEM Recreation and Acquisition Grant program, are being explored for this project.

FUNDING TIMELINE

- Park Master Plan – single year funded capital project
- Restroom/Concession Building Replacement – reserve funding for multi-year funded capital project

Project	Adopted 2017-2018	PAYG 2018-2019
Old Mountain Field		
Park Master Plan	\$0	\$20,000
Restroom/Concession Building	25,000	20,000
TOTAL		\$40,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Saugatucket Park – Walking Path Improvements

PROJECT DESCRIPTION

The Saugatucket Park Walking Path is proposed for resurfacing in FY 2018-2019. This asphalt path is approximately 1,000 feet (0.2 miles) and is located around the perimeter of the park adjacent to Wakefield Elementary School. The path is accessible from High Street and provides access to the Main Street pedestrian bridge, Saugatucket Park Veterans' Memorial, Wakefield Elementary School and Sari's Sanctuary (outdoor classroom). Multiple and severe cracks and heaves in the path present a potential safety hazard and render it beyond minor repair. The park was constructed in 1975 and is used year round by the general public, as well as by Wakefield Elementary School classes. The Veterans' Memorial at the park also serves as the end point for the Town's annual Memorial Day and Veterans' Day parades that are coordinated by the local VFW and American Legion organizations.



JUSTIFICATION

- Increases life cycle of recreational facility for public and school use
- Reduces risk
- Provides connectivity to Town resources

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

- Single year funded capital project

Project	Adopted 2017-2018	PAYG 2018-2019
Saugatucket Park		
Walking Path Improvements	\$0	\$30,000
Total		\$30,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT- PROGRAM TITLE

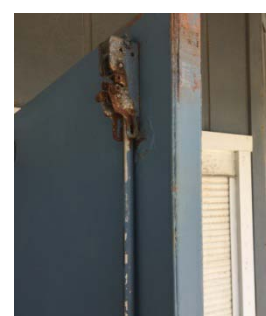
Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Town Beach – Building Interior Improvements

PROJECT DESCRIPTION

Improvements to the interior of the Town Beach pavilion facility are proposed in FY 2018-2019. The building consists of public restrooms, a management office, break room, and storage room. Improvements include replacement of interior walls and supports that have deteriorated over the years, along with replacement of all interior and exterior metal doors, and installation of shelving for more efficient storage of materials and supplies.



JUSTIFICATION

- Maintain facility infrastructure
- 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

- Single year funded capital project

Project	Adopted 2017-2018	PAYG 2018-2019
Town Beach		
Pavilion Interior Improvements	\$0	\$25,000
Total Cost		\$25,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Village Green – Tennis Court Resurfacing

PROJECT DESCRIPTION

Crack repair and resurfacing of the Village Green tennis courts is proposed in the 2018-2019 fiscal year. These courts are used regularly by the Recreation Department for lessons, camps, and tennis league play. The courts were reconstructed in 2006 and have not been resurfaced since the initial coating. The paint and lines have worn down to bare pavement in some areas and cracks have begun to develop. It is proposed that the cracks be sealed before they expand and both courts be resurfaced in order to extend their life by five to eight years.



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- 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

- Single year funded capital project

	Adopted 2017-2018	PAYG 2018-2019
Project		
Village Green		
Tennis Court Resurfacing	\$0	\$10,000
Total Cost		\$10,000

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Park Irrigation Systems – Repair and Upgrade

PROJECT DESCRIPTION

The establishment of a reserve fund for ongoing repair and upgrades to the seven (7) athletic field irrigation systems throughout the park system is proposed for FY 2018-2019. These irrigation 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 irrigation systems have experienced some type of failure over the last five years, and the Town 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 facilities for public and school 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

Project	Adopted 2017-2018	PAYG 2018-2019
Park Irrigation Systems Reserve		
Field Irrigation (System Wide)	\$0	\$10,000
Total Cost		\$10,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT

Parks and Recreation – Parks Division

PROGRAM TITLE

Equipment Acquisition and Replacement Program

PROGRAM DESCRIPTION

This program insures 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 2018-2019 is detailed below (*a full list of equipment proposed for replacement over the six year term of the FY 2018-2019 through FY 2023-2024 Capital Improvement Program is shown on page 4-10* :

- **¾ Ton Pick-up with Liftgate & Plow: \$35,000**
This vehicle is used daily by Parks Maintenance personnel for care and maintenance of the Town's park grounds, outdoor athletic facilities and public building grounds. The vehicle proposed for replacement in FY 2018-2019 is a 2011 (Chevrolet) and has logged 66,174 miles to date, with a projected 78,000 miles by June 2018. It is noted that if the vehicle remains in relatively good condition and experiences no major mechanical issues through the next year, the Department may be able to delay the replacement by one year and still receive a favorable trade-in value towards a replacement.
- **Utility Sand Groomer: \$18,000**
This machine is used by Park Maintenance staff to groom the infield playing surfaces on baseball/softball fields and sand volleyball courts. The machine to be replaced is a 2012 Toro SandPro that has over 500 hours and is approaching the end of its useful life.
- **Equipment Trailer: \$8,000**
It is proposed in FY 2018-2019 to replace a 2008, 21' equipment trailer that is used year round to transport landscaping equipment for park grounds, athletic fields and facility maintenance.
- **Mini Excavator w/Brush Attachment: \$58,000**
It is proposed that a new Mini Excavator machine be added to the Parks Division Equipment inventory for the purpose of maintaining and improving parks utilizing in-house resources. It will be used for excavation during installation park amenities such as fencing, benches, shade structures and irrigation. A brush attachment is also proposed in order to increase efficiency of maintaining the bike path and other pedestrian/bike connectors, as well as for tending to the perimeter areas of park property.



Parks and Recreation Project Descriptions, *continued*



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- 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

- Single year funded capital program

Equipment	Adopted 2017-2018	PAYG 2018-2019
3/4 Ton Pick-up w/liftgate & plow	\$0	\$35,000
Utility Sand Groomer	0	18,000
Equipment Trailer	0	8,000
Mini Excavator w/Brush Attachment	0	58,000
Total		\$119,000



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 the 2018-2019 fiscal year are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2018-2019 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$5,436,205 over the six year Capital Improvement Program scheduled to begin in FY 2018-2019. The proposed six year program will require \$4,160,000 in capital budget annual appropriations; \$600,000 in general fund operating budget transfers; the sale of public services bonds totaling \$500,000 and \$176,205 in funding held in the Public Works Improvement Fund.

In FY 2018-2019, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$670,000 and \$100,000 from the Streets and Highways Account within the General Fund Budget.

FUNDING TIMELINE

Projects proposed for funding in the upcoming 2018-2019 fiscal year are shown below (*see Element 4, pages 4 - 19 through 4 - 20 for a full listing of all Road Improvement Program projects proposed over the six year term of the FY 2018-2019 through FY 2023-2024 Capital Improvement Program*).

Public Works Road Improvement Program	Estimated	Proposed
Summary	FY 2017-2018	FY 2018-2019
Arterial Road Program	\$565,500	\$292,050
Collector Road Program	280,000	479,000
Local Road Program	21,000	0
Drainage Improvements/Erosion Control/TMDL Projects	115,000	215,300
Bridge and Dam Improvements	100,000	70,000
Highway Facility Program	30,000	20,000
Total Program	\$1,111,500	\$1,076,350



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 reclaimed to the substrate layer. FY 2018-2019 road reconstruction is proposed as follows:



Sand Turn Road (Northerly Section) – Collector Road

A section of Sand Turn Road at its northerly end will be reconstructed as a result of poor subsoil conditions. Approximately 600’ of the roadway warrants selective road reconstruction/ full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 2” Class I bituminous concrete overlay.

- **Pavement Overlay**

This fiscal year, the Engineering Division began achieving greater savings by utilizing “cold-planing” and a 1.5-2.5” pavement overlay in lieu of pavement “leveling” and overlay, since the current cost for cold-planing is less than pavement leveling. These two methods will be evaluated each year based upon the price of bituminous concrete to determine the most economically viable option.



It is noted that unlike road reconstruction, reflective cracking from existing road substrate may occur with pavement overlay, resulting in a shorter pavement life than after full-depth road reconstruction. However, this pavement management technique is less expensive (\$40/linear foot) than full road reconstruction (\$90/linear foot), whereby many more miles of roads can be overlaid as compared to reconstructed. The following roads are proposed for pavement overlay in the 2018-2019 fiscal year:

Worden’s Pond Road – Arterial Road

The western portion of Worden’s Pond Road from Worden Pond to the Charlestown Town Line (approximately half of the South Kingstown owned portion of the road, 5,850 linear feet) is now in need of pavement overlay with selective repairs where significant pavement failure has occurred.



Since Worden’s Pond Road serves as one of the “west/east” rural corridors connecting South Kingstown to Charlestown, it realizes higher traffic volumes that have adversely impacted the road over the years. Anticipated road improvements include milling and selective failed asphalt removal, followed by a bituminous concrete base course, tack coat and a Class I bituminous concrete overlay.

Jerry Brown Farm Road – Collector Road

Jerry Brown Farm Road has been part of the Town’s municipal road program since 1991. However, the right-of-way was not uniform in width and had no formalized drainage system. Prior to making any improvements to the travel way, the Town needed to secure a uniform right-of-way width of no less than 40’ (in some areas the existing right-of-way width was as narrow as 27’) and drainage easements from abutting property owners.

In October 2017, the Town took ownership of a strip of land (approximately 13,600 sq. ft. ±) that abuts the Whaley Farm along Jerry Brown Farm Road, which now provides for a uniform 40’ wide right-of-way width. The Town also holds a “General Right to Drain” easement from abutting farm properties on both sides of the right-of-way. Now that the Town owns a uniform right-of-way width, FY 2018-2019 proposed improvements include stormwater improvements (infiltration swales/basins), selective road reconstruction as needed, and a curb-to-curb asphalt overlay of the roadway.

Waites Corner Road (Fairgrounds Road to Route 2) – Collector Road

The western portion of Waites Corner Road (Route 2 to Route 138) was overlaid in 2015. The eastern section from Route 2 to Fairgrounds Road is now in need of pavement overlay. Anticipated road improvements in FY 2018-2019 include milling followed by a bituminous concrete base course, tack coat and a Class I bituminous concrete overlay.

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital projects

	Estimated 2017-2018	Proposed 2018-2019
Road Reconstruction and Pavement Overlay Projects		
Wordens Pond Road (Phase 1 of 2 - West End)	\$0	\$292,050
Sand Turn Road	0	45,000
Jerry Brown Farm Road	0	174,000
Waites Corner Road (Fairgrounds to Rt 138)	0	260,000
Total Road Reconstruction and Pavement Overlay Projects		\$771,050



Public Services Project Descriptions, *continued*

DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

PROJECT DESCRIPTION

▪ TMDL Implementation

Beginning in 2001, the RI Department of Environmental Management (RIDEM) issued seven Total Maximum Daily Loads (TMDLs) for impaired surface water bodies in South Kingstown. Each TMDL identifies specific pollutants and establishes a threshold for necessary pollutant reductions in order for the surface water body to meet water quality standards. After significant dialogue with the US Environmental Protection Agency (USEPA) and RIDEM, the Town has agreed to begin structural best management practices (BMPs) for impaired surface waters in South Kingstown. This long-term program will occur over the next 20-30+ years at significant expense to the Town, with Pettaquamscutt (Narrow) River targeted as the first surface water body scheduled for BMPs.



An engineering services contract was awarded to Fuss & O'Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, in April 2015 the Town received a RIDEM Watershed Restoration Fund (WRF) grant award (50% local funding match), of which \$195,330 was for Narrow River TMDL improvements. A public outreach informational hearing was conducted in August 2017, whereby final design and regulatory agency permitting will be completed during the Spring 2018 in anticipation of a Fall 2018 construction start.

An engineering services contract was awarded to Fuss & O'Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, in April 2015 the Town received a RIDEM Watershed Restoration Fund (WRF) grant award (50% local funding match), of which \$195,330 was for Narrow River TMDL improvements. A public outreach informational hearing was conducted in August 2017, whereby final design and regulatory agency permitting will be completed during the Spring 2018 in anticipation of a Fall 2018 construction start.

Matunuck Beach Road Sheet Pile Wall Maintenance

Matunuck Beach Road Protection Improvements is an ongoing program to protect this vulnerable collector roadway from continuing coastal erosion. Construction of an approximately 200 foot steel pile sheet wall was completed in late Spring 2017, with the exception of the most easterly 20' section of wall. A condition of the Coastal Resources Management Council (CRMC) Assent that was received for this project requires the Town to re-establish a post wall construction beach profile once per year.



Annual reserve funding will provide for future maintenance of the sheet pile wall and beach replenishment on an as-needed basis.

Public Services Project Descriptions, *continued*



JUSTIFICATION

- Preservation of physical asset/public health and safety/pedestrian safety

CATEGORY

- This program is supported through the General Fund, with a focus on improving public infrastructure.

FUNDING TIMELINE

- Multi-year funded capital projects

Drainage/ Erosion Control/ TMDL Projects	Estimated 2017-2018	Proposed 2018-2019
TMDL Implementation Narrow River Improvements	\$0	\$195,300
Matunuck Beach Road Protection Reserve Fund	20,000	20,000
Total Drainage/Erosion Control/TMDL Projects		\$215,300



DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

PROJECT TITLE

Bridges and Dams Inspection and Maintenance

PROJECT DESCRIPTION

Critical Infrastructure, such as bridges and dams, has significant public safety importance, and requires periodic comprehensive inspection to ensure structural integrity. The Town performs bridge and dam inspections every three years, and the inspection report findings are used to update the maintenance schedule and associated repairs for the Town's fifteen local bridge structures and seven dams.

- **Bridge Inspection Program: \$30,000**

The last Town-wide bridge inspections program was conducted in late 2014. As such, bridge inspections are proposed for the 2018-2019 fiscal year.

- **Rocky Brook Dam: \$20,000**

Rocky Brook Dam is a low-head, cut granite earthen dam that impounds the Rocky Brook Reservoir adjacent to Route 108. The spillway has a finite capacity due to its box culvert configuration beneath Route 108. Although no immediate repairs are needed, reserve funding is proposed for future repairs as needed.



- **Wakefield Mill Pond Dam: \$20,000**

The Wakefield Mill Pond Dam (a/k/a Main Street Dam) is a gravity cut granite dam that impounds the Saugatucket River. It is also the only "run of the river" dam owned by the Town. The National Oceanic and Atmospheric Administration (NOAA) and RI Department of Environmental Management (RIDEM) completed fishway improvements in March 2016, which included a new denil fish ladder and out migration plunge pool. Although no immediate repairs are needed, FY 2018-2019 reserve funding is proposed for future repairs as needed.



JUSTIFICATION

- Preservation of physical asset/public health and safety/pedestrian safety

CATEGORY

- This program is supported through the General Fund, with a focus on improving public infrastructure.

Public Services Project Descriptions, *continued*



FUNDING TIMELINE

- Bridge Inspection Program - Single year funded capital project
- Dam Inspection Program - Multi-year funded capital project

Bridge and Dam Projects	Estimated 2017-2018	Proposed 2018-2019
Bridge Inspection Program	\$0	\$30,000
Wakefield Mill Dam	0	20,000
Rocky Brook Dam	0	20,000
Total Bridge and Dam Projects		\$70,000

Public Services Project Descriptions, *continued*



DEPARTMENT

Public Services – Public Works

PROGRAM TITLE

Highway Facility Improvement Program

PROGRAM DESCRIPTION

Replacement of the fire alarm panel at the Highway Division's Asa Pond Road garage is proposed for the 2018-2019 fiscal year. This new panel will meet current standards and be installed by a third party contractor.



JUSTIFICATION

- The Highway Division's Asa Pond Road garage dates back to the early 1970s and still has the original fire alarm panel, which is the oldest fire alarm panel in the municipal building inventory and is in need of replacement.

CATEGORY

- This program is supported through the General Fund with a focus on Town facility maintenance and upgrades to improve the Town's public buildings infrastructure.

FUNDING TIMELINE

- Single-year funded capital project

	Estimated	Proposed
Highway Facility Improvements	2017-2018	2018-2019
Fire Alarm Panel Replacement	\$0	\$20,000
Total Highway Facility Improvements		\$20,000



DEPARTMENT

Public Services – Streets & Highways

PROGRAM TITLE

Public Works Equipment Acquisition/Replacement Program

PROGRAM DESCRIPTION

The Public Works 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.

- **Large Dump Truck: \$100,000**

The Highway Division equipment fleet includes two tandem axle dump trucks, used for snowplow routes subject to drifting and material hauling, particularly street sweeping and catch basin spoils transport to the Central Landfill facility. Reserve funding was established during fiscal years 2014-2015, 2015-2016 and 2016-2017, with \$90,000 currently available. Proposed FY 2018-2019 funding will be the fourth year of a multi-year funding program for this vehicle, which is expected to cost upwards of \$220,000. A 2004 Mack 10 wheel dump truck with snowplow, which has approximately 66,000 miles and has been experiencing transmission and hydraulic issues and frame corrosion over the last two years is proposed for replacement once sufficient funding is reserved.



- **Roadside Mower: \$135,000**

The Highway Division currently utilizes two articulating-head flail mower tractors for roadside vegetation maintenance, bike path vegetation maintenance and post-closure landfill mowing. Roadside vegetation management is critical for public safety to ensure adequate sight distance for motor vehicle operators. The replacement tractor will replace the Highway Division's 2000 New Holland tractor that has logged approximately 4,100 hours and has experienced significant and costly repairs over the last few years.



- **Payloader: \$60,000**

The Highway Division presently utilizes a 2006 John Deere payloader that has logged approximately 4,000 hours. This equipment is used extensively for material handling, especially during the winter to load Highway Division dump trucks with sand and salt for the Town's 11 sanding routes. The payloader also uses a grapple attachment that is critical for post-storm debris management. Given the significant cost (approximately \$250,000) of this equipment, it is proposed that reserve funding be established in FY 2018-2019, representing the first of a four year funding cycle.



Public Services Project Descriptions, *continued*



- **Wood Chipper: \$58,000**

The Highway Division uses two wood chippers to maintain tree and brush vegetation that is either too high or too large for flail tractor management along Town right-of-ways. The chippers are also used extensively for debris management response during post-wind/storm events where significant tree loss occurs. The purchase of a new chipper in FY 2018-2019 will replace a 2003 Vermeer chipper with 1,300 hours that has corrosion and electrical issues.



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

	Estimated 2017-2018	Proposed 2018-2019
Equipment Acquisition Program		
Large Dump Trucks (2)	\$0	\$100,000
Roadside Mowing (3)	0	135,000
Payloader	0	60,000
Chippers (2)	0	58,000
Total Equipment Acquisition Program		\$353,000

Public Safety Project Descriptions



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

Reserve funding is proposed for equipment upgrades forecasted in FY 2022-2023. These projects include Network and Firewall Replacement and Server Virtualization Hardware Replacement/Update. Installment funding is recommended to meet the projected cost of this equipment.



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

	Estimated	Proposed
Public Safety Computer Systems	2017-2018	2018-2019
Computer System Equipment	\$0	\$10,000
Total		\$10,000

Public Safety Project Descriptions, *Continued*



DEPARTMENT

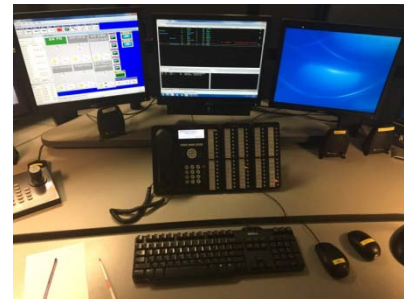
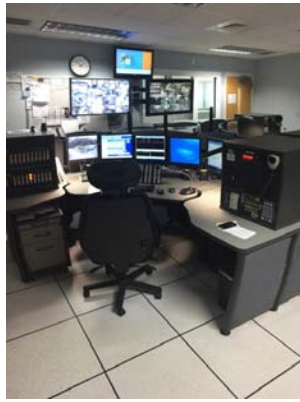
Public Safety – General

PROGRAM TITLE

Communications Systems Maintenance Program

PROGRAM DESCRIPTION

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Communications Systems	Estimated 2017-2018	Proposed 2018-2019
Communications Equipment	\$0	\$15,000
Total		\$15,000

Public Safety Project Descriptions, *Continued*



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Public Safety Building Maintenance Program

PROGRAM DESCRIPTION

Upgrade various components of the Public Safety Complex's HVAC system that is over 19 years old, including upgrading the rooftop chiller in FY 2018-2019.

JUSTIFICATION

- Mechanical systems are original to the Public Safety Complex constructed in 1998
- 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

	Estimated	Proposed
Public Safety Facility	2017-2018	2018-2019
Public Safety Building - General	\$15,000	\$10,000
Total		\$10,000



Public Safety Project Descriptions, *Continued*

DEPARTMENT

Public Safety - Emergency Medical Services (EMS) Division

PROGRAM TITLE

EMS Equipment Replacement and Facilities Improvement Program

PROGRAM DESCRIPTION

Funding is proposed for replacement of vehicles, medical equipment, and future expansion to the EMS quarters at the South Station located at the Public Services Building.

- **Vehicle Replacements: \$90,000**
 - Year two reserve funding (\$30,000) as part of a 2-year funding cycle for replacement in FY 2018-2019 of Paramedic 2, the non-transporting vehicle, at a total cost of \$70,000.
 - Year two reserve funding (\$60,000) as part of a 3-year funding cycle for replacement in FY 2019-2020 of Paramedic 3, a transporting rescue, at total cost of \$225,000.

- **Medical Equipment Replacement: \$13,000**

Funding is proposed for purchase of a Cardiac Monitor/Defibrillator in FY 2018-2019. This unit will supplement the 3 front line units during high call volume activity and will also be used for training purposes. Reserve funding of \$10,000 is available for purchase of this equipment at an estimated cost of \$23,000.

- **Expansion Upgrades to South Station: \$20,000**

Reserve funding is proposed as part of a 2-year funding cycle for the expansion and renovation of the EMS quarters at the South Station to ensure the facility meets all required life safety codes should the building be required to house a 24 hour per day EMS operation.



Public Safety Project Descriptions, *Continued*



JUSTIFICATION

- Maintain facility infrastructure
- Important to keep equipment in good working order to avoid costly, frequent repairs

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 projects

EMS Program	Adopted 2017-2018	Proposed 2018-2019
EMS Non-Transport Vehicle Replacement #2	\$40,000	\$30,000
EMS Transport Vehicle Replacement #3	65,000	60,000
EMS Medical Diagnostics/Equipment	15,000	13,000
South Station Improvements	10,000	20,000
Total		\$123,000



Public Safety Project Descriptions, *Continued*

DEPARTMENT

Public Safety – Fire Alarm Division

PROGRAM TITLE

Fire Alarm Equipment and Vehicle Replacement

PROJECT DESCRIPTION

Funding for equipment and vehicle replacement is proposed in FY 2018-2019 as shown below:

- **800 MHz radios for Town interpretability: \$10,000**
All Town Departments, as well as the Union Fire District and Kingston Fire District, communicate on the emergency talk-around channels programmed into the 800 MHz radios in case of a storm or major incident. By the year 2020, the current 800 MHz radios the Fire Alarm Department has will be out dated and non serviceable and will have to be replaced and updated. Reserve funding is proposed in FY 2018-2019 as the first of a four year funding for this program at a total cost of \$40,000.
- **UHF radio upgrade: \$12,500**
The Fire Alarm Division currently utilizes analog UHF portable and mobile radios that will be discontinued and unserviceable within the next two years. Reserve funding is proposed in FY 2018-2019 as the first of a two year funding cycle for new radios utilizing a digital radio system that has more range and better penetration within buildings. The total program cost is estimated at \$25,000.
- **Staff SUV: \$7,000**
The staff vehicle is used for day to day inspection operations and is the on-call vehicle that is used 24/7 365 day a year. Reserve funding of \$7,000 is proposed in FY 2018-2019 as the first of a six year funding for vehicle replacement at a cost of \$42,000.



JUSTIFICATION

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

Public Safety Project Descriptions, *Continued*



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 projects

Fire Alarm Program	Adopted 2017-2018	Proposed 2018-2019
800mhz Radios (Interoperability)	\$0	\$10,000
Radio Replacement	0	12,500
Vehicle Replacement	30,000	7,000
Total		\$29,500

General Government Project Descriptions



DEPARTMENT

Town Hall

PROGRAM TITLE

Facility Improvements and Pool Vehicle Replacement Program

PROGRAM DESCRIPTION

Funding for facility improvements and vehicle replacement is proposed in FY 2018-2019 as follows:

- **Reserve funding for Town Hall Improvements: \$25,000**
Funding is maintained in the Town Hall Reserve Fund for upgrades and improvements to the Town Hall complex as needed. As of June 30, 2018 a balance of \$32,439 is anticipated. Proposed facility improvements in FY 2018-2019 include the installation of storm windows as needed in the Council Chambers and Clock Tower.
- **Pool Vehicle Replacement: \$25,000**
Replacement of a pool vehicle utilized by Town Hall staff of the Building and Assessment offices for site visits and inspections is proposed in the 2018-2019 fiscal year.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Town Hall Improvements - Multi-year funded capital program
- Pool Vehicle Acquisition - Single year funded capital program

	Adopted 2017-2018	Proposed 2018-2019
Town Hall Improvements & Pool Vehicle Replacement		
Town Hall Improvements	\$0	\$25,000
Pool Vehicle Replacement	0	25,000
Total		\$50,000



Senior Services Project Descriptions

DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Facility Improvements

PROGRAM DESCRIPTION

Reserve funding is proposed as year one of a 2-year funding cycle for rehabilitation of the Adult Day Services building front entrance portico. This feature allows the Day Care participants to enter and exit the facility directly to their car or Senior Van without being exposed to the elements. The overhang has deteriorated and will soon present a potential safety hazard. Replacement of the supports and roof is planned in FY 2019-2020.



JUSTIFICATION

- The portico is an important accessibility feature for the Day Care facility, which houses services and programs that seek to address unmet needs of special populations within the Town

CATEGORY

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

FUNDING TIMELINE

- Two-year funded capital project

	Estimated	Proposed
Adult Day Service Center Improvements	2017-2018	2018-2019
Front Entrance Portico Replacement	\$0	\$15,000
Total		\$15,000

Senior Services Project Descriptions, *continued*



DEPARTMENT

Senior Services

PROGRAM TITLE

Senior Center Facility Improvements

PROGRAM DESCRIPTION

Funding is proposed in FY 2018-2019 for comprehensive cleaning and sanitizing of the HVAC ductwork in the Senior Center to ensure healthy air quality in the building.



JUSTIFICATION

- Approximately 150 seniors per day utilize the Senior Center for social services, meals, recreational activities, support groups, special events, health clinics and other programs customized to foster and support a social, active and healthy lifestyle for seniors.

CATEGORY

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

FUNDING TIMELINE

- Single-year funded capital project

	Estimated	Proposed
Senior Center Improvements	2017-2018	2018-2019
Sanitize Ductwork/HVAC Units	\$0	\$23,000
Total		\$23,000



Water Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Water Division

PROGRAM TITLE

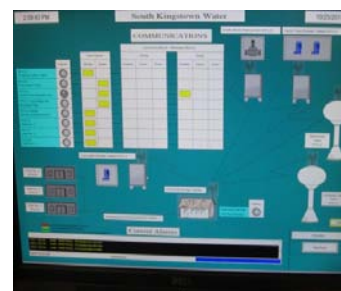
Water Program

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 2018-2019 include:

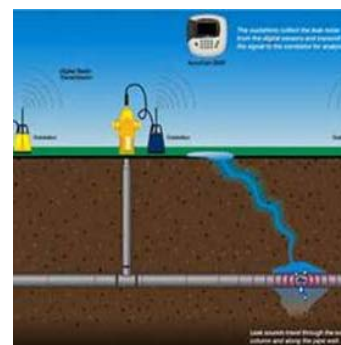
- **SCADA/Telemetry Upgrade: \$35,000**

The Water Division employs a “Supervisory Control Data Acquisition” (SCADA) system to operate the South Shore water system water storage, pumping and control systems. This computer based system runs continually and stores all operations data from each of the above noted facilities. The system was last replaced in 2012 and is now in need of replacement/upgrade in the 2018-2019 fiscal year.



- **Leak Detection Program: \$15,000**

The Water Division has worked diligently on reducing “unaccounted for” water for both the South Shore and Middlebridge water systems. “Unaccounted for” water is defined as the difference between production water readings and water user readings that are adjusted for unmetered consumption such as fire protection and fire hydrant flushing. Unaccounted for water management is a dynamic and on-going process since leaks can arise at any time and must be repaired in a timely manner to minimize any lost water. Fiscal Year 2018-2019 reserve funding of \$15,000 is proposed for this on-going effort.



- **Vehicle Replacement: \$29,000**

The Water Division utilizes two pick-up trucks for daily duties including, but not limited to, service customer and emergency calls, drive-by water meter reading, distribution system and water supply operations. It is proposed to replace a 2010 Chevy Colorado pick-up that has approximately 125,000 miles and is plagued with frame corrosion in FY 2018-2019 at a cost of \$29,000.



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

Water Fund Project Descriptions, *continued*



CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

	Estimated 2017-2018	Proposed 2018-2019
Water Enterprise Fund		
SCADAT elemetry Upgrades	\$0	\$35,000
Leak Detection Reserve	0	15,000
Rolling Stock Equipment Replacement	0	29,000
Net Equipment Replacement		\$79,000



Wastewater Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

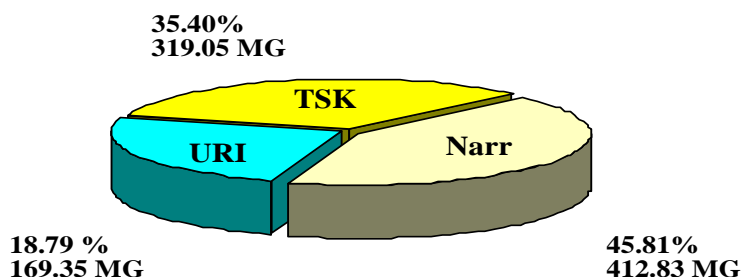
Wastewater Program

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. Over the past 15 years, major plant components replaced and/or repaired include improvements to the solids handling, Phase I hydraulic upgrade, and the headworks and disinfection infrastructure.

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. WWTF flow apportionment for FY 2016-2017 is shown below:

FY 2016-2017 Regional WWTF Partner Flow Shares



Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2016-2017: SK=64.68%; URI=35.32% to the Silver Lake pump station and FY2016-2017: SK=13.43%; URI=86.57% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

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



Wastewater Fund Project Descriptions, *continued*

Wastewater Fund capital improvements proposed for FY 2018-2019 are shown below:

- **WWTF Building Improvements: \$60,000**

The Regional Wastewater Treatment Facility (WWTF) was constructed in the mid-1970's, whereby concrete repairs are necessary in various parts of the main building and out buildings. Work may include removal of spalled concrete, reinforcing steel preparation and concrete patch repairs in addition to more extensive repairs of the easterly primary clarifier tank wall. FY 2018-2019 funding represents the second year of a three year funding cycle for this work. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- 2018-2019 Reserve Funding.....\$60,000
- TSK Regional Partner Share (35.40%).....\$21,240

- **WWTF Telemetry and Control Upgrade: \$35,000**

The WWTF utilizes a “supervisory controlled and data acquisition” (SCADA) system to control all functions of the Regional WWTF wastewater process and major out-lying pump stations (Silver Lake & Kingston). The system provides control output and receives and stores data input and operates 24 hours per day, 365 days per year. In FY 2015-2016, the Wastewater Division replaced the programmable logic controllers, which are located throughout the WWTF. FY 2018-2019 funding is proposed to replace the SCADA computer platform and system software. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- FY 2018-2019 Reserve Funding\$35,000
- TSK Regional Partner Share (35.40%).....\$12,390

- **Local Pump Station Improvements: \$30,000**

In recent years, the use of “flushable wipes” by wastewater users has dramatically increased and is very problematic to the Wastewater Division’s smaller pump stations. Although the wipes are represented as biodegradable, they in fact clog outlying pump station pumps. In lieu of installing separate and expensive screening equipment at each pump station, the Wastewater Division needs to procure a portable grinder pump to macerate the wipes on a periodic schedule. Purchase of this equipment is proposed for FY 2018-2019, with the cost to be paid entirely by South Kingstown.

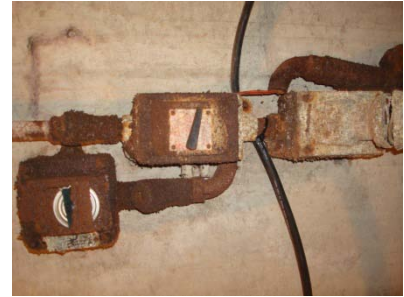


- Total Projected Cost\$30,000
- TSK Regional Partner Share (100%)\$30,000



▪ **Kingston Pump Station Improvements: \$150,000**

The Kingston pump station was built in the mid 1970's and serves as the main pumping facility for the Kingston Village area, including the University of Rhode Island's Kingston campus. The wet well side of the pump station is a very corrosive environment, whereby the HVAC, electrical, and lighting system needs to be replaced in FY 2018-2019. Kingston pump station flow cost sharing as shown below will be utilized for this project:



- Total Projected Cost\$150,000
- TSK Regional Partner Share (13.43%)\$20,145

▪ **Regional WWTF Solids Handling Upgrades: \$348,000**

In the late 1980's a 2 meter belt filter press was installed to replace a vacuum dewatering system for all sludge that is landfilled. Funding in the amount of \$152,000 was appropriated in FY 2016-2017 to overhaul the existing belt filter press. However, the Wastewater Division's consulting engineer (James J. Geremia & Associates) is currently conducting a cost benefit analysis to compare belt press rehabilitation versus new dewatering technology (ex: centrifuge and screw press technology). Once the analysis is completed in the Spring 2018, bid specifications for the preferred option will be completed for a FY 2018-2019 construction year. Total funding of \$500,000 (\$152,000 + \$348,000) reflects the centrifuge or screw press option, whereas belt press rehabilitation is expected to cost approximately \$160,000. WWTF flow cost sharing as shown below will be used for this project in FY 2018-2019:



- Total Projected Cost\$348,000
- TSK Regional Partner Share (35.40%)\$123,192

▪ **Regional WWTF Septage Building: \$150,000**

The Regional WWTF serves as a regional septage receiving facility for the Towns of Narragansett and South Kingstown. The WWTF also accepts septage from outlying communities on a space available basis. The septage receiving building utilizes a grit removal system that dates back to the mid-1970s and is now in need of replacement. WWTF flow cost sharing being used is shown below:



- Total Projected Cost\$150,000
- TSK Regional Partner Share (35.40%)\$53,100



▪ **Regional WWTF Secondary Clarifier Repairs: \$100,000**

Secondary clarifiers #1 & #2 date back to original WWTF construction in the mid- 1970s, whereby the weirs and drive system are showing signs of wear and failure. As such, FY 2018-2019 is the first year of a four year funding cycle to overhaul and rehabilitate the drive and weir systems for both clarifiers. WWTF flow cost sharing as shown below will be used for this project:



- Total Projected Cost\$100,000
- TSK Regional Partner Share (35.40%)\$35,400

▪ **Regional WWTF Return Activated Sludge Pump: \$125,000**

The WWTF return activated sludge (RAS) building employs a pump dating to the mid-1970s and is in need of replacement. The proposed pump will be an “in-kind” replacement by the original manufacturer to avoid complex and expensive piping system modifications. Since the pump will be an in-kind replacement, all work will be performed by WWTF staff at a significant savings to the Town and its regional partners. WWTF flow cost sharing being used is shown below:



- Total Projected Cost\$125,000
- TSK Regional Partner Share (35.40%)\$44,250

▪ **Collection System Evaluation : \$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 2018-2019 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 shown below will be used for this project:



- Total Projected Cost\$25,000
- TSK Regional Partner Share (64.68%)\$16,170

JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure
- Important to keep equipment and machinery in good working order and
- 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 septage.

Wastewater Fund Project Descriptions, *continued*



FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	Estimated 2017-2018	Proposed 2018-2019
WWTF, Telemetry & Pump Stations		
WWTF Building Infrastructure Upgrade	\$40,000	\$60,000
WWTF Telemetry and Control Upgrade	0	35,000
Local Pump Station Improvements	30,000	30,000
Silver Lake P. S. Upgrades	150,000	0
Kingston P. S. Upgrades	26,000	150,000
Solids Handling		
Solids Handling Upgrade	30,000	348,000
Waste Sludge Pumps	50,000	0
Septage Building	0	150,000
Primary Treatment		
Influent Headworks	50,000	0
Secondary Treatment		
Clarifer Repair	100,000	100,000
RAS Pump Replacement	0	125,000
Collection System		
Evaluation Report	0	25,000
Kingstown Force Main Replacement	25,000	0
Equipment & GIS		
Collection System Maint. Equipment	0	0
Rolling Stock Equipment Replacement	31,508	0
DPS Building Improvement Contribution	20,000	0
Geographic Information System Upgrade	10,000	0
Total		\$1,023,000

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. Equipment proposed for replacement in FY 2018-2019 includes the following:

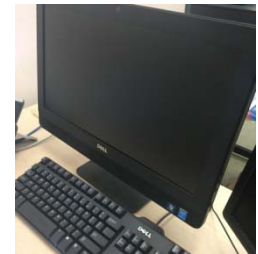
- **Cisco Phone System Replacement \$25,000**

This project will replace 13+ year old Cisco phones that do not support the latest SIP complaints protocols. Cisco will buyback old Cisco phones to help system integration for each building, 911 call monitoring, and reporting to administrators. These funds will also be used to start adding all schools to the Cisco servers to link PA systems in the buildings.



- **Computer Equity/Replacement \$50,000**

The District Technology Plan's goal is to provide equitable access to technology for students and teachers. Funds will be used to replace the oldest machines in the schools and new equipment will be distributed based on need. Staff computers will also be replaced based on age and need.



- **1:1 Student to Computer Program \$175,000**

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the freshman class for school year 2018-2019. The life expectancy of these laptops ranges from four to eight years. Upon graduation, the students will return these laptops which will be re-distributed to Elementary and Middle School students.



- **Network Hardware \$25,000**

The District is a networking environment with each school having a local and wide area network to connect to the internet, wireless, Google Mail 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 new IP telephone system and the new Cisco Classroom Wireless. Funding will be used for the purchase of servers, server upgrades, routers, switches, fiber optic cabling, etc.



School Fund Project Descriptions, *continued*



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 acquisition and replacement of aging equipment or acquiring new equipment as needed.

FUNDING TIMELINE

- Multi-year funded capital projects

	Adopted 2017-2018	PAYG 2018-2019
School Fund Technology Program		
Technology		
Elementary School Laptops	\$170,000	\$0
Telecommunications Program	25,000	25,000
Office Computer Equipment Replacement	10,000	0
Computer Equity/Replacement	50,000	50,000
Student Computer Initiative (1:1 Ratio)	200,000	175,000
Network Hardware	25,000	25,000
Total		\$275,000

School Fund Project Descriptions, *continued*



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

District-wide projects proposed for the 2018-2019 fiscal year include the following:

- **HVAC Rooftop Units \$50,000**

Funding to replace failing or inefficient roof top units' district-wide is proposed for FY 2018-2019. Several RTU's at PDES and the High School are more than 30 years old and have exceeded their useful life and require periodic service during the heating season. The new RTU's will have a 92% or better efficiency rating.

- **Fire Alarm Upgrades \$50,000**

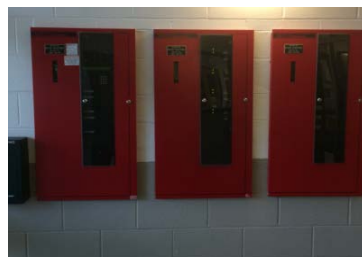
The Fire Alarm system at Broad Rock Middle School has failed several times in the last few years. With each failure, the procedure has been to find parts and make repairs. However, parts are scarce and some are no longer available for this model of fire panel. Funding is proposed to for the installation of a new fire panel in FY 2018-2019. All the existing equipment, (horns, strobes, smoke and heat sensors), would remain as is.

- **Alarm Radio Boxes \$20,000**

Funding to install Radio Alarm Boxes at each school building is proposed for FY 2018-2019. Alarm transmitter boxes will replace the current boxes, which use telephone wires to transmit alarms to local authorities. Radio alarm boxes are more reliable since the technology is wireless and does not require the use of telephone lines that are prone to ground faults and shorts.

- **Guidance Space Renovation \$50,000**

Funding is proposed in FY 2018-2019 to remove existing carpeting and install new flooring in the Guidance suite at the High School, as well as to install new ceiling tiles and LED lighting, new countertops and a fresh coat of paint.



JUSTIFICATION

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

School Fund Project Descriptions, *continued*



CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund District Wide Projects	Adopted 2017-2018	PAYG 2018-2019
District-wide Projects		
HVAC Rof Top Units	\$0	\$50,000
Broad Rock MS Fire Alarm	0	50,000
Radio Box Fire Alarm	0	20,000
Guidance Office Renovation	0	50,000
Track Resurfacing	25,000	0
Total		\$170,000
Total School Fund		\$445,000
Unassigned Funds Forwarded	(100,000)	0
Total School Fund		\$445,000



TAB 6
CAPITAL IMPROVEMENT PROGRAM

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TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2018-2019 THROUGH 2023-2024

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND**

General Fund (101)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$126,000	\$153,000	\$155,000	\$165,000	\$165,000	\$172,000	\$190,000	\$1,000,000
Equipment Acquisition/Replacement	110,000	119,000	133,000	163,000	160,000	121,500	150,000	846,500
Subtotal - Recreation Dept	\$236,000	\$272,000	\$288,000	\$328,000	\$325,000	\$293,500	\$340,000	\$1,846,500
Public Services Program								
Road Improvement Program	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$710,000	\$4,160,000
Equipment Acquisition/Replacement	303,500	353,000	399,000	353,000	358,000	338,000	413,000	2,214,000
Subtotal - Public Services Dept	\$963,500	\$1,023,000	\$1,079,000	\$1,043,000	\$1,058,000	\$1,048,000	\$1,123,000	\$6,374,000
Public Safety Program								
Computer System Equipment	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Communications Equipment	0	15,000	15,000	15,000	15,000	15,000	20,000	95,000
Public Safety Building - General	15,000	10,000	10,000	20,000	20,000	20,000	20,000	100,000
Animal Control Vehicle Replacement	0	0	0	0	15,000	20,000	0	35,000
Harbor Patrol - Equipment Replacement	25,000	0	22,000	0	0	0	0	22,000
Subtotal - Public Safety Dept	\$40,000	\$35,000	\$57,000	\$45,000	\$60,000	\$65,000	\$50,000	\$312,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$15,000	\$13,000	\$26,000	\$26,000	\$34,000	\$34,000	\$48,000	\$181,000
Facilities Improvements - South Station	10,000	20,000	30,000	0	0	0	0	50,000
EMS Vehicle Replacement #1	0	0	0	65,000	80,000	80,000	0	225,000
EMS Vehicle Replacement #2	40,000	30,000	0	0	0	40,000	30,000	100,000
EMS Vehicle Replacement #3	65,000	60,000	80,000	0	0	0	0	140,000
Subtotal - EMS Dept	\$130,000	\$123,000	\$136,000	\$91,000	\$114,000	\$154,000	\$78,000	\$696,000
Fire Alarm Division								
Migration to Radio Box System Reserve	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Hall Garage Improvements	0	0	0	10,000	0	0	0	10,000
800mhz Radios (Interoperability)	0	10,000	10,000	10,000	10,000	0	0	40,000
Radio Replacement	0	12,500	12,500	0	0	0	0	25,000
Vehicle Replacement	30,000	7,000	16,000	16,000	16,000	16,000	16,000	87,000
Subtotal - Fire Alarm Division	\$60,000	\$29,500	\$38,500	\$36,000	\$26,000	\$16,000	\$16,000	\$162,000

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND**

General Fund (101), continued	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Library Program								
Systemwide Facilites Planning Contract	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
Subtotal - Library Program	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
General Government								
Information Technology Program	\$70,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Property Appraisal Program	0	0	100,000	150,000	150,000	0	0	400,000
Town Hall - Renovations and Upkeep	0	25,000	25,000	30,000	30,000	35,000	35,000	180,000
Pool Car Replacement	0	25,000	0	25,000	0	25,000	0	75,000
Subtotal - General Government	\$70,000	\$50,000	\$175,000	\$255,000	\$230,000	\$110,000	\$35,000	\$855,000
TOTAL General Fund (101)	\$1,499,500	\$1,532,500	\$1,773,500	\$1,813,000	\$1,813,000	\$1,686,500	\$1,642,000	\$10,260,500

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND**

Senior Services Program (304)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Adult Day Services Center Improvements								
Construction of Deck off Addition	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replacement of Exterior Doors	0	0	0	14,000	0	0	0	14,000
Roof Replacement	0			0	15,000	0	10,000	25,000
Front Entrance Portico Replacement	0	15,000	20,000	0	0	0	0	35,000
Senior Center Facility Improvements								
Sanitize Ductwork/HVAC Units	\$0	\$23,000	\$0	\$0	\$0	\$0	\$0	\$23,000
Rubber Roof Replacement Reserve	15,000	0	0	0	0	0	0	0
Asphalt Roof Shingle Replacement	0		23,000		0	0	0	23,000
Exterior Re-side/Stain/Paint Above Flat Roof	0	0	0	15,000	0	0	0	15,000
HVAC Replacement Reserve	0	0	0	0	0	10,000	0	10,000
Senior Transportation								
Senior Van - 12 Passenger	\$0	\$0	\$10,000	\$20,000	\$15,000	\$15,000	\$0	\$60,000
Senior Services Dept - Subtotal	\$35,000	\$38,000	\$53,000	\$49,000	\$30,000	\$25,000	\$10,000	\$205,000

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - WATER FUND**

Water Fund (702)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Water Storage								
	Projected							
Mautucket Water Tank Cleaning	\$11,000	\$0	\$13,000	\$0	\$15,000	\$0	\$17,000	\$45,000
Mautucket Tank Repair	0	0	0	10,000	0	0	0	10,000
Victoria Lane Water Tank Cleaning	38,000	0	40,000	0	42,000	0	44,000	126,000
Victoria Lane Tank Repair	30,000	0	0	10,000	0	0	0	10,000
SCADA/Telemetry Upgrades	0	35,000	0	0	0	0	38,000	73,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	0	0	0	20,000	0	0	20,000
Water Supply Mgmt Plan Reaffirmation	25,000	0	0	0	30,000	0	0	30,000
Pump Station Infrastructure	10,000	0	0	12,000	0	0	0	12,000
Water Quality Study/Disinfection Station	0	0	0	12,000	0	0	0	12,000
Water Distribution								
Leak Detection Reserve	\$0	\$15,000	\$0	\$20,000	\$0	\$25,000	\$0	\$60,000
Water Main Replacement Reserve	25,000	0	25,000	0	0	25,000	25,000	75,000
Equipment & GIS								
DPS Office Building Contribution	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$20,000
Rolling Stock Equipment Replacement	0	29,000	0	0	0	37,000	0	66,000
GIS Upgrade	0	0	0	20,000	0	0	0	20,000
TOTAL Water Fund (702)	\$139,000	\$79,000	\$88,000	\$94,000	\$127,000	\$87,000	\$124,000	\$599,000

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND**

Wastewater Fund (704)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
WWTF, Telemetry & Pump Stations	Projected							
WWTF Building Infrastructure Upgrade	\$40,000	\$60,000	\$40,000	\$50,000	\$0	\$65,000	\$0	\$215,000
WWTF Telemetry and Control Upgrade	0	35,000	0	0	0	0	35,000	70,000
WWTF Outfall Diffuser Repair	0	0	0	0	20,000	0	0	20,000
Local Pump Station Improvements	30,000	30,000	0	30,000	50,000	50,000	0	160,000
Silver Lake P. S. Upgrades	150,000	0	20,000	100,000	75,000	20,000	0	215,000
Kingston P. S. Upgrades	26,000	150,000	20,000	80,000	0	50,000	0	300,000
Solids Handling								
Solids Handling Upgrade	\$30,000	\$348,000	\$0	\$0	\$125,000	\$0	\$0	\$473,000
Waste Sludge Pumps	50,000	0	0	50,000	0	0	50,000	100,000
Septage Holding Tank	0	0	50,000	0	0	0	0	50,000
Septage Building	0	150,000	20,000	0	0	0	0	170,000
Primary Treatment								
Influent Headworks	\$50,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Primary Treatment Upgrade	0	0	50,000	0	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	0	50,000	50,000
Secondary Treatment								
Chemical Storage Building Repair	\$0	\$0	\$20,000	\$0	\$40,000	\$0	\$0	\$60,000
Aeration Equipment Upgrade	0	0	0	0	50,000	0	150,000	200,000
Clarifer Repair	100,000	100,000	100,000	100,000	100,000	0	0	400,000
RAS Pump Replacement	0	125,000	0	0	0	125,000	0	250,000
Collection System								
Evaluation Report	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$25,000	\$75,000
Interceptor Repair and Cleaning	0	0	0	100,000	0	50,000	0	150,000
Kingstown Force Main Replacement	25,000	0	2,000,000	0	0	0	0	2,000,000
Equipment & GIS								
Collection System Maint. Equipment	\$0	\$0	\$30,000	\$0	\$0	\$25,000	\$0	\$55,000
Rolling Stock Equipment Replacement	31,508	0	32,000	35,000	0	0	0	67,000
DPS Building Improvement Contribution	20,000	0	0	0	20,000	0	0	20,000
Geographic Information System Upgrade	10,000	0	10,000	0	12,000	0	10,000	32,000
TOTAL Wastewater Fund (704)	\$562,508	\$1,023,000	\$2,417,000	\$545,000	\$532,000	\$385,000	\$320,000	\$5,222,000

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND**

School Fund (400)	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
Technology								
High School Computer Labs	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Middle Schools Laptops	0	0	0	175,000	175,000	0	0	350,000
Elementary School Laptops	170,000	0	0	0	0	0	0	0
Telecommunications Program	25,000	25,000	25,000	25,000	75,000	25,000	25,000	200,000
Office Computer Equipment Replacement	10,000	0	0	0	0	0	0	0
Computer Equity/Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	200,000	175,000	175,000	175,000	175,000	175,000	150,000	1,025,000
Network Hardware	25,000	25,000	25,000	50,000	25,000	25,000	25,000	175,000
Subtotal Technology	\$480,000	\$275,000	\$320,000	\$475,000	\$500,000	\$275,000	\$250,000	\$2,095,000
District-wide Projects								
High School Emergency Lighting	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
High School Skylights	0	0	0	0	0	16,000	0	16,000
High School Office Renovation	0	0	0	0	0	0	50,000	50,000
High School Auditorium Renovation	0	0	0	0	0	0	35,000	35,000
Vehicle Replacement Program	0	0	45,000	0	50,000	0	50,000	145,000
HVAC Roof Top Units	0	50,000	25,000	25,000	25,000	25,000	25,000	175,000
Painting Program	0	0	0	50,000	0	50,000	0	100,000
Fire Alarm Systems	0	50,000	0	0	0	0	0	50,000
Radio Boxes (Fire Alarm)	0	20,000	0	0	0	0	0	20,000
HVAC Controls	0	0	50,000	0	0	50,000	0	100,000
Window and Door Replacement	0	0	0	0	0	50,000	0	50,000
Track Resurfacing	25,000	0	0	0	0	0	40,000	40,000
Guidance Space Renovation	0	50,000	0	0	0	0	0	50,000
Subtotal District-wide Projects	\$25,000	\$170,000	\$140,000	\$75,000	\$75,000	\$191,000	\$200,000	\$851,000
TOTAL School Fund (400)	\$505,000	\$445,000	\$460,000	\$550,000	\$575,000	\$466,000	\$450,000	\$2,946,000
Unassigned Funds Forwarded	(100,000)	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$405,000	\$445,000	\$460,000	\$550,000	\$575,000	\$466,000	\$450,000	\$2,946,000
TOTAL Capital Improvement Program	\$2,741,008	\$3,117,500	\$4,791,500	\$3,051,000	\$3,077,000	\$2,649,500	\$2,546,000	\$19,232,500

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM
Long Range Program Element (All Funds)**

(Includes Bonds and all other Funding Sources)

	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Open Space and Recreational Programs								
Open Space Acquisition Program	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Noyes Farm Study	20,000	0	0	0	0	0	0	0
South County Commons Bike Path	600,000	0	0	0	0	0	0	0
Neighborhood Guild Improvements	0	0	1,000,000	0	0	0	0	1,000,000
Marina Park Improvements	0	0	0	0	0	250,000	0	250,000
Town Beach Program	20,000	25,000	0	20,000	20,000	0	205,000	270,000
Old Mountain Field Improvements	36,000	20,000	0	0	15,000	0	425,000	460,000
General Municipal Programs								
Information Technology Program	\$197,500	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Library System	0	95,000	0	15,000	0	0	0	110,000
Road Improvement Program	1,111,500	1,076,350	1,041,200	893,505	900,850	814,300	710,000	5,436,205
Police Element	61,510	70,000	90,000	0	0	100,000	50,000	310,000
EMS South Station Element	0	20,000	30,000	0	0	0	0	50,000
Emergency Medical Services Program	130,000	13,000	26,000	26,000	34,000	34,000	48,000	181,000
EMS Vehicle Element	90,000	90,000	80,000	65,000	120,000	110,000	0	465,000
Communications Program	60,000	29,500	38,500	36,000	26,000	16,000	16,000	162,000
Property Revaluation Program	0	269,673	0	0	519,000	0	0	788,673
Affordable Housing Program	100,000	0	0	0	0	0	0	0
Town Hall Improvements	0	35,000	40,000	30,000	25,000	0	80,000	210,000
Senior Services Program								
Vehicle Acquisition	\$0	\$0	\$10,000	\$20,000	\$15,000	\$15,000	\$0	\$60,000
Adult Day Services	20,000	15,000	20,000	14,000	15,000	0	10,000	74,000
Senior Services Center	15,000	23,000	23,000	15,000	0	10,000	0	71,000
Utility Department Programs								
Water Meter Replacement Program	\$0	\$0	\$0	\$550,000	\$550,000	\$0	\$0	\$1,100,000
School Department Programs								
General Building Renovations Program	\$78,494	\$1,864,000	\$1,864,000	\$999,000	\$725,000	\$2,450,000	\$250,000	\$8,152,000
TOTAL Long Range Program	\$2,615,004	\$3,720,523	\$4,387,700	\$2,808,505	\$3,089,850	\$3,924,300	\$1,869,000	\$19,799,878

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM SUMMARY**

	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$2,615,004	\$3,720,523	\$4,387,700	\$2,808,505	\$3,089,850	\$3,924,300	\$1,869,000	\$19,799,878
Annual Funding Element	\$2,741,008	\$3,117,500	\$4,791,500	\$3,051,000	\$3,077,000	\$2,649,500	\$2,546,000	\$19,232,500
TOTAL Capital Improvement Program	\$5,356,012	\$6,838,023	\$9,179,200	\$5,859,505	\$6,166,850	\$6,573,800	\$4,415,000	\$39,032,378
Less Road Improvement Transfers	(\$660,000)	(\$670,000)	(\$680,000)	(\$690,000)	(\$700,000)	(\$710,000)	(\$710,000)	(\$4,160,000)
Less Recreation Program Transfers	(86,000)	(85,000)	(75,000)	(75,000)	(75,000)	(55,000)	(35,000)	(\$400,000)
Less Public Safety/EMS/Fire Alarm Programs	(205,000)	(187,500)	(209,500)	(172,000)	(185,000)	(215,000)	(144,000)	(\$1,113,000)
Less Library Program	0	0	0	(15,000)	0	0	0	(\$15,000)
Less Information Technology Transfers	(70,000)	0	(50,000)	(50,000)	(50,000)	(50,000)	0	(\$200,000)
Less Revaluation Program	0	0	(100,000)	(150,000)	(150,000)	0	0	(\$400,000)
Less Town Hall Improvement Transfers	0	(25,000)	(25,000)	(30,000)	(30,000)	(35,000)	(35,000)	(\$180,000)
Less Senior Programs	(35,000)	(38,000)	(53,000)	(49,000)	(30,000)	(25,000)	(10,000)	(\$205,000)
Subtotal Annual Funding Transfers	(1,056,000)	(1,005,500)	(1,192,500)	(1,231,000)	(1,220,000)	(1,090,000)	(934,000)	(\$6,673,000)
NET TOTAL Capital Improvement Program	\$4,300,012	\$5,832,523	\$7,986,700	\$4,628,505	\$4,946,850	\$5,483,800	\$3,481,000	\$32,359,378

	2017-2018 Proposed	2018-2019 Proposed	Increase (Decrease)
Capital Budget Program			
General Fund (101)	\$1,499,500	\$1,532,500	\$33,000
Senior Services Fund (304)	35,000	38,000	3,000
Water Enterprise Fund (702)	139,000	79,000	(60,000)
Wastewater Enterprise Fund (704)	562,508	1,023,000	460,492
School Fund (400)	405,000	445,000	40,000
TOTAL Capital Budget Program	\$2,753,500	\$3,117,500	\$364,000