



FY2026-27-FY2031-32 Town Manager
Proposed CIP
Town of South Kingstown



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**Town Manager
Proposed**

6-Year Capital Improvement Program

**Fiscal Period
2026-2027 through 2031-2032**



**Released on
December 1, 2025**

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Capital Budgeting Process, By Ordinance

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

Article III – Capital Improvement Program and Capital Budget Ordinance

Sec. 6-41 Capital Improvement Program

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

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

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

Sec. 6-43 Submission to Town Council; Contents

- a. *Submission to town council.* The town manager shall prepare and submit to the town council a six-year capital program no later than December 1 each year.
- b. *Contents.* The capital program shall include:
 - a. A clear general summary of its contents.
 - b. 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.
 - c. Cost estimates and recommended time schedules for each improvement or other capital expenditure.

Sec. 6-44 Town Council Adoption — 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.
- 2) The time and place, not less than ten (10) days after such publication, for a public hearing on the capital improvement program.
- 3) *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.



Capital Improvement Plan - How to use this CIP Budget Document

Town Manager Proposed Capital Improvement Program

The Town Manager Proposed Capital Improvement Program (CIP) for the Fiscal Period 2026-2027 through 2031-2032 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 section of the document is the Capital Improvement Plan. This portion of the document encompasses the following sections:

- Capital Budget Process, By Ordinance.
- Capital Improvement Plan – How to use this CIP Budget Document.
- What is the CIP Planning Process?
- What are the available funding sources for the CIP?
- GFOA – Recommendations that governments should incorporate when preparing a capital budget.
- Capital Improvement Program, FAQ.
- Fair Share Development Fees.
- Future Use of Real Estate Conveyance Fee Income.
- General Fund Unassigned Fund Balance.
- Town Manager Budget Message.
- Proposed Capital Improvement Plan - Resolution

The next section of the CIP, One-Year Plan, provides a summary of all proposed capital projects, sorted by the requesting department and funding source for FY 2026-2027. The Capital Budget's, Pay As You Go element for the upcoming fiscal year (FY2026-27), is the first year of the CIP and is incorporated into the FY 2026-2027 operating budget.

The objective of the CIP's next section, Multi-year Plan, provides a detailed summary of all proposed capital projects within the 6-year capital plan for budget years FY 2026-2027 through FY 2031-2032. This section is segmented by fund and department and the capital budget information is detailed by each fiscal year of the plan.

The next section, titled Project Types, sorts the proposed capital projects within the 6-year capital plan by the various project types, to illustrate the capital projects being requested in a different manner.

The next section is titled Summary of Funding Sources, and illustrates the various funding sources proposed to be utilized to satisfy the proposed capital projects within the plan. This section is sorted by both department and fiscal year.

The next section is titled Demographics. This section details relevant and pertinent demographic information for the Town of South Kingstown.

The next section, titled Capital Projects, is a summary of all proposed capital projects of the 6-year capital plan. This section is sorted by department and contains the narrative and other supporting information on each proposed capital request.

The objective of the CIP's final section, Debt Service Overview, provides detailed financial data relative to the Town's long-term debt management program.

The last section of the CIP is the Appendix, which contains a glossary of relevant terms.



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 increases the 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 the financial resources available;
 - Determine outcome should a project be deferred

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

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



What are the different types of capital projects?

The following table outlines different categories of the Town's Capital Improvement Program.

Category	Description
Town Facility Maintenance & Improvements	Provides for the maintenance, repair and improvement of the town's municipal public buildings and infrastructure; promotes asset preservation, improved energy efficiency, and reduced maintenance and optional 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 acquisition of new equipment, as needed; Promotes scheduled asset management and replacement, and reduced operational and maintenance costs.
Vehicle Acquisition & Replacement	Provides for the replacement of aging vehicles and the acquisition of new vehicles, as needed; Promotes scheduled asset management and replacement, and reduced operational and maintenance costs.
Economic & Community Development	Promotes economic and community development initiatives, such as a bike path connector and other passive recreation management plans; Promotes enhancement of the Town's taxable real estate and neighborhood initiatives.
Computer Software	While software is not physical or tangible in the conventional sense, accounting rules allow businesses to capitalize software as if it were a tangible asset. Software that is purchased by a company that meets certain criteria can be treated as if it were property, plant, or equipment.
Computer hardware	Provides for the replacement of aging or new computer hardware as needed. Computer hardware is the physical components that make up a computer system and enable it to perform essential functions, such as input, output, processing and storage.
Wastewater	Provides for wastewater-related infrastructure and equipment; Promotes scheduled equipment replacement, enhanced service efficiency, and the environment. Promotes public health and safety.
Water	Provides for scheduled replacement of public water supply infrastructure and equipment; Promotes public health and safety.
Education	Provides for educational facilities related to capital projects and improvements; Promotes asset preservation, improved building management, and building safety.



What are the available funding sources for the CIP?

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
- EMS Billing Fund Revenues
- Neighborhood Guild Retained Earnings

Town Manager Proposed Capital Improvement Program, Fiscal Year 2026-2027 — General Fund Departments Summary

Department	Adopted General Fund (Prior Year)	Department Requests	General Fund	General Fund Capital Reserve	EMS Billing Fund	2022 GO Bond Proceeds	Grand Total
Building & Zoning	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Communications Department	50,000	20,000	0	0	0	0	\$0
Emergency Medical Services	20,000	220,000	0	0	70,000	0	\$70,000
Facilities Department	155,000	167,302	167,302	77,698	0	0	\$245,000
Information Technology	10,000	125,000	125,000	0	0	0	\$125,000
Natural Resources Officer	76,000	405,000	80,000	0	0	0	\$80,000
Park Maintenance	219,000	559,000	354,000	90,000	0	0	\$444,000
Planning Department	75,000	100,000	0	100,000	0	0	\$100,000
Police Department	153,300	239,300	129,500	35,000	0	0	\$164,500
Public Services Department	1,110,000	3,181,994	1,126,994	163,006	0	304,072	\$1,594,072
Tax Assessor	85,000	95,000	95,000	0	0	0	\$95,000
Total — General Fund Summary	\$1,983,300	\$5,112,596	\$2,077,796	\$465,704	\$70,000	\$304,072	\$2,917,572



Town Manager Proposed Capital Improvement Program, Fiscal Year 2026–2027 — Non-General Fund Departments Summary

Departments	Adopted CIP Funding (Prior Year)	Depart. Requests	Rec Center Reserve Fund	Sr. Center Reserve Fund	Guild Fund	School Capital (Fund 429)	Debt Service Fund	Water Fund	Wastewater Fund	Total
Community Rec Center	\$85,000	\$55,000	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Senior Center	50,000	50,000	0	50,000	0	0	0	0	0	\$50,000
Debt Service	60,080,820	65,000,000	0	0	0	0	65,000,000	0	0	\$65,000,000
Neighborhood Guild	880,000	100,000	0	0	100,000	0	0	0	0	\$100,000
Water Division	305,000	350,000	0	0	0	0	0	350,000	0	\$350,000
Wastewater Division	399,000	400,000	0	0	0	0	0	0	400,000	\$400,000
School Department	1,142,215	2,539,226	0	0	0	2,539,226	0	0	0	\$2,539,226
Total Non-G.F. Departments	\$62,942,035	\$68,494,226	\$55,000	\$50,000	\$100,000	\$2,539,226	\$65,000,000	\$350,000	\$400,000	\$68,494,226



Government Finance Officers Association (GFOA) - Recommendations that governments should incorporate when preparing a capital budget.

1. *Capital planning policies.* Capital planning policies should be included as part of the overall financial policy section of the entity. The policies essentially set up the “ground rules” on how the organization will approach capital planning. Capital planning policy items may include such items as a clear definition of capital projects, the role of the various stakeholders in the process, financing policies (debt options versus pay as you go), funding sources, multi-year requirements, legal requirements, and monitoring oversight.
2. *Master plans and capital improvement planning.* The presentation of the capital section should include a linkage with how CIP decisions relate to master plans. This can be done through diagrams, tables, and/or discussion.
3. *Multi-year capital planning.* The capital budget should have a direct link to the multi-year capital improvement plan. The multi-year capital plan should identify needs, determine financial impacts, prioritize, and include a comprehensive financial plan. In addition, assumptions for sources and uses need to be identified. This would include contingencies as well.
4. *Capital asset management.* Major categories under capital asset management include condition ratings and service reliability. Presenting this information can be a good selling point for aspects of the capital program.
5. *Communicating capital improvement strategies.* The strategy of the capital improvement plan needs to be communicated to stakeholders with corresponding feedback. This can be done through a clear message and the use of various presentation methodologies, including signage, press articles, website, social media, interest groups, public meetings, use of media, and a budget document.
6. *Capital project monitoring and reporting.* When presenting capital planning information, there is a need to decide what data is relevant for both the internal and external stakeholders. Systems need to be in place to make sure that the data presented for projects is accurate for both timing and dollars.
7. *Highlights/Summary.* The capital presentation should focus on both sources and uses. The government should indicate the total dollar amount of capital expenditures for the budget year and for the multi-year plan. The capital plan sources and uses summary should include all projects (regardless of fund) that fit within the government's definition of capital expenditures. This information can be presented by fund, category, priority, strategic goal, or geographic location. The government should identify the funding sources for the same time period as expenditures. Pie charts are useful for identifying components, while bar charts show specific trends (historical and future). A budget overview or separate budget in brief could be included that presents both operating and capital highlights. Capital projects should be broken out between recurring and non-recurring. Recurring capital projects are those that 1) are included in almost every budget and 2) have a regular replacement cycle. Capital projects could be grouped by category, department, type, function, or funding. Unfunded projects should be summarized.
8. *Individual Capital Project Detail.* Including individual capital project detail for major projects can be a very effective communication tool. To avoid placing excessive detail in the capital section of the budget document, consideration may be given to placing the additional information on the web or in a separate capital document. Details for major projects should include:
 - a. *Description.* For significant and/or non-recurring capital expenditures, the document should concisely describe these items (i.e. indicate the project's purpose and funding sources) and indicate the amount appropriated for the project during the budget year(s).
 - i. *Timetable.* Showing a timetable for different phases of a project is very informative. Capital project schedules can be presented on individual sheets.



- ii. *Graphics*. Legible graphic illustrations (pictures or maps) can add value to a capital project presentation.
- iii. *Links to Other Plans*. Governments may consider indicating on the individual capital project sheets what specific goals that the capital project is fulfilling.
- iv. *Revenue and Expenditure Estimates*. The individual project dollar estimates should be broken out by revenue type and expenditure component.

9. *Operating Impacts*. Governments should discuss and quantify the operating impact of capital projects. The impacts should be identified on an individual project basis, but may be summarized.

Capital Improvement Program, FAQ

What is a capital project?

A capital project is a major, non-recurring, tangible fixed asset. Capital projects include property acquisition, major improvements to an existing facility, and new building construction. Other costs may include project-related architectural and engineering fees, site work, and bond issuance costs, if needed. Capital facilities and infrastructure refer to all public facilities, including both municipal and schools, 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 a Capital Improvement Program?

Consistent with Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and the 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. 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 per project are understood and outlined in the CIP.

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

December - 2025	
Monday, December 1st	Proposed Capital Improvement Program Budget, Submitted to the Town Council.
January - 2026	
Monday, January 5th	Work Session #1, with the Town Manager and department heads, to review the CIP.
Tuesday, January 6th	Work Session #2 with the Town Manager and School Committee, to review the CIP
Monday, January 26th	Public Hearing on six-year CIP, FY2027 through FY2032, and adoption of the CIP (deadline is Feb. 1st)



Fair Share Development Fees

Fair Share Development Fees

Fair Share Development Fees are collected on new residential construction and are incorporated into the proposed debt service schedule, related to the repayment of Open Space General Obligation Debt. 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 the 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 the 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 Development Fee Income, 5-Year Average

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	5-Year Average
Fair Share Development Fee Rev. Collected	291,631	315,612	245,784	212,792	271,075	267,379

Fair Share Development Fees

Fair Share Fees — By Type	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Fair Share Fees — School Related	0	0	0	0	0	0	0
Fund Balance — Beginning	0	0	0	0	0	0	0
School — Revenue	0	0	0	0	0	0	0
School - Expense	0	0	0	0	0	0	0
Fund Balance — Ending	0	0	0	0	0	0	0
Fair Share Fees - Recreation Related							
Fund Balance - Beginning	82,051	349,430	616,809	884,187	1,151,566	1,418,945	1,686,324
Recreation — Revenue	267,379	267,379	267,379	267,379	267,379	267,379	267,379
Recreation — Expense	0	0	0	0	0	0	0
Fund Balance — Ending	349,430	616,809	884,187	1,151,566	1,418,945	1,686,324	1,953,703
Combined Fund Balance - Ending	349,430	616,809	884,187	1,151,566	1,418,945	1,686,324	1,953,703



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 (which have been discontinued) 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 was issued for all new residential structures. Income from the collection of Educational Fair Share Fees was used to pay down the cost of debt service associated with general obligation bonds issued for construction of the Broad Rock Middle School. While we have not recommended re-instituting fair share fees associated with improvements to our educational facilities at this time, it should be noted that fees will likely need to be re-instituted in a future CIP.

Open Space, Conservation, Park, and Recreational Land

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

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

Determination of FY 2026-2027 Fair Share Development Fees

Educational Facilities

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

Open Space, Conservation, Park, and Recreational Land

For the FY 2026-2027 Capital Improvement Program, it is proposed to continue utilization of the current methodology for calculation of the fee per dwelling unit for open space, conservation, park, and recreation land and/or facilities. The methodology is evaluated annually, including values related to estimated persons per household and the value of land within the community. It is also proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for housing units with two or fewer bedrooms.



	FY2025-26	FY2025-26	FY2025-27	FY2026-27
Recreational / Open Space Fees	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land, Per Acre	\$167,270	\$167,270	\$217,360	\$217,360
Fair Market Value (10,000 Sq Ft) Lot/Per 1,000 persons	10.50	10.50	10.50	10.50
Persons Per Owner Pccuied Household Unit	2.40	1.91	2.42	1.87
Recreation Fee — By Fiscal Year	\$4,215	\$3,360	\$5,523	\$4,277

Based on the foregoing, the proposed FY 2026-2027 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$5,523 (base fee), with two bedrooms or fewer proposed at \$4,277.

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

- The purchase and development of new municipal parkland will cost on average \$217,360 per parcel, which was updated based on the most recent revaluation of the Town. This cost factor is based on the estimated market value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the town-wide need for recreation land to be 10.50 acres per 1,000 persons.
- The average household size of an owner-occupied unit is 2.42 persons per unit. For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.87 persons per household (77% of the single household average).

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.

The maximum sales price of units intended for occupancy by households 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).



Future Use of Real Estate Conveyance Fee Income

In 1998, the Town Council established a policy to dedicate 77.3% of all local revenue generated (on the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2023, will be \$1,260,584.

Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (77.3% above the 1998 basis) will be evenly divided between the Open Space Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue on the 1998 basis. The second change was a reduction in the 22.7% of new funds previously committed to the undesignated fund balance each year and the establishment of a new fund – the Village Infrastructure Fund – to support matching grants for infrastructure projects proposed by citizens and civic organizations that otherwise meet the requirements of the Town Capital budget program. The Village Infrastructure Fund is proposed to be capitalized with \$10,000 annually from FY 2024-25 through FY 2029-30. An estimated \$225,000 in available funding is projected over the six-year term of the CIP for future use through the Town Open Space Acquisitions & Town Affordable Housing. Additionally, \$60,000 is estimated in available funding over the next six-year term of the CIP for Village Infrastructure.

With the adoption of the fiscal year 2024-2025 Capital Improvement Plan, a one-year change was implemented regarding the breakdown of the annual distribution of these funds. For FY2024-25, a contribution of the annual debt service expenses related to open space was contributed at \$208,088, the next was the annual contribution to the Town's General Fund as revenue supporting operations in the amount of \$166,000. The balance of revenue to be collected would be applied to the Affordable Housing Fund, which was budgeted at \$226,000.

With the adoption of the fiscal year 2025-2026 Capital Improvement Plan, the Town Council sought to continue the allocation practice implemented in the prior fiscal year, with the plan being to continue with this plan until altered by a future council. The Town Council has made affordable housing a primary focus and an initiative to be addressed by the Town of South Kingstown.

FY2026-27 Town Manager Proposed Real Estate Conveyance Income Allocation:

Within the Town Manager's Proposed Capital Improvement Program for Fiscal Year 2026-2027 is a continuation of the allocation, as adopted within the current fiscal year, FY2025-26.

A summary of the Open Space Acquisition, Affordable Housing, and Village Infrastructure programs income and expense projections over the six-year term of the FY 2026-2027 through 2031-2032 Capital Improvement Program is presented below:

Conveyance Fee Income, 5-Year Average

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	5-Year Average
Conveyance Fee Rev. Collected	744,847	745,122	543,348	601,147	840,040	694,901



Open Space, Affordable Housing & Village Infrastructure Programs

	FY2026 Budget	FY2027 Proposed	FY2028 Proposed	FY2029 Proposed	FY2030 Proposed	FY2031 Proposed	FY2032 Proposed	Total
Revenue Statement								
RE Conveyance Fee (General Fund)	166,000	166,000	166,000	166,000	166,000	166,000	166,000	996,000
Debt Service Fund	205,288	35,788	0	0	0	0	0	35,788
Open Space Fund	0	0	0	0	0	0	0	0
Village Infrastructure	0	0	0	0	0	0	0	0
Affordable Housing Fund	228,800	493,113	528,901	528,901	528,901	528,901	528,901	3,137,618
Total RE Conveyance Revenue (Projected)	600,088	694,901	694,901	694,901	694,901	694,901	694,901	4,169,406

Projected Fund Balance Statement — Open Space, Affordable Housing & Village Infrastructure

	FY2025-26 Budget	FY2026-27 Proposed	FY2027-28 Proposed	FY2028-29 Proposed	FY2029-30 Proposed	FY2030-31 Proposed	FY2031-32 Proposed
Open Space Fund							
Fund Balance-Opening	1,441,029	1,441,029	1,091,029	1,091,029	1,091,029	1,091,029	1,091,029
Revenues (Projected)	434,088	528,901	528,901	528,901	528,901	528,901	528,901
Expenses (Projected)	-784,088	-528,901	-528,901	-528,901	-528,901	-528,901	-528,901
Fund Balance (Projected)—Ending	1,091,029	1,091,029	1,091,029	1,091,029	1,091,029	1,091,029	1,091,029
Affordable Housing Fund							
Fund Balance-Opening	490,102	268,902	762,015	1,290,916	1,819,817	2,348,718	2,877,619
Revenues (Projected)	228,800	493,113	528,901	528,901	528,901	528,901	528,901
Expenses (Projected)	-450,000						
Fund Balance (Projected)—Ending	268,902	762,015	1,290,916	1,819,817	2,348,718	2,877,619	3,406,520
Village Infrastructure Fund							
Fund Balance-Opening	36,804	26,163	11,163	0	0	0	0
Revenues (Projected)	0	0	0	0	0	0	0
Expenses (Projected)	-10,641	-15,000	-11,163	0	0	0	0
Fund Balance (Projected)—Ending	26,163	11,163	0	0	0	0	0



General Fund Unassigned Fund Balance

General Fund Unassigned Fund Balance vs. General Fund Operating Revenues or Expenditures.

The General Fund closed fiscal year 2023-2024 with an audited unassigned fund balance of \$16,747,767 or 18.46% of the Adopted General Fund Budget for FY 2024-2025. The General Fund is projected to close FY 2024-2025 with an un-audited Unassigned Fund Balance of \$17,925,189 or 19.21% of the Adopted General Fund Budget for FY 2025-2026. Based on the Town's Adopted Operating Budget for FY2025-26, for the Town to maintain the same 18.46% of unassigned fund balance as percentage of operating revenues from the prior year, the unassigned fund balance amount necessary would have been \$17,218,555, which is less than the projected amount by -\$706,634.

To meet the GFOA best practice guideline, an unrestricted fund balance of \$15,553,144 would be necessary as of June 30, 2025, which would equate to 16.67% or 2 months of operating revenues. The Town has a fund balance policy dictating a range of 10% to 17% of general fund operating revenues. Based on this, and the Town's Operating Revenues in FY2025-26 of \$93,300,205, the range would be between \$9,330,021 and \$15,861,035, which the projected balance is greater than \$2,064,154.

The value of a municipality's unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community. Presented below is a table detailing the value of the General Fund's Unassigned Fund Balance (UFB) as of June 30, 2024, and a projected balance as of June 30, 2025.

Unassigned Fund Balance, June 30, 2024	\$16,747,767
Fund Balance as a % of FY2024-25 Budget	18.46%
Projected Unassigned Fund Balance, June 30, 2025	\$17,925,189
Breakdown of FY2025-26 Operating Revenues:	
Adopted General Fund Budget	\$34,023,636
GF — Contribution to the School Department	\$55,994,773
GF — Contribution to the Senior Services Fund	\$507,894
GF — Contribution to the Community Recreation Center Fund	\$438,893
GF — Contribution to the Debt Service Fund	\$2,331,009
GF — Contribution to the Wastewater Fund	\$4,000
Total — FY2025-26 Operating Revenues	\$93,300,205
Projected FY2024-25 Unassigned Fund Balance as a % of FY2025-26 Operating Revenues	19.21%



The Government Finance Officers Association (GFOA) Provides Fund Balance Guidelines for Municipal General Funds.

In the context of financial reporting, the term *fund balance* is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP).

Appropriate level. The adequacy of unrestricted fund balance in the general fund should take into account each government's own unique circumstances. For example, governments that may be vulnerable to natural disasters, more dependent on a volatile revenue source, or potentially subject to cuts in state aid and/or federal grants may need to maintain a higher level in the unrestricted fund balance. The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain an unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. The choice of revenues or expenditures as a basis of comparison may be dictated by what is more predictable in a government's particular circumstances.^[6] Furthermore, a government's particular situation often may require a level of unrestricted fund balance in the general fund significantly in excess of this recommended minimum level.

The GFOA recommends that governments should consider a variety of factors when establishing a fund balance policy:

1. The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
2. Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
3. The potential drain upon general fund resources from other funds, as well as, the availability of resources in other funds;
4. The potential impact on the entity's bond ratings and the corresponding increased cost of borrowed funds;
5. Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose). Governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance, rather than on unrestricted fund balance.

Use and Replenishment. The fund balance policy should define conditions warranting its use, and if a fund balance falls below the government's policy level, a solid plan to replenish it. In that context, the fund balance policy should:

1. Define the time period within which and contingencies for which fund balances will be used;
2. Describe how the government's expenditure and/or revenue levels will be adjusted to match any new economic realities that are behind the use of fund balance as a financing bridge;
3. Describe the time period over which the components of the fund balance will be replenished and the means by which they will be replenished.



Generally, governments should seek to replenish their fund balances within one to three years of use. Specifically, factors influencing the replenishment time horizon include:

1. The budgetary reasons behind the fund balance targets;
2. Recovering from an extreme event;
3. Political continuity;
4. Financial planning time horizons;
5. Long-term forecasts and economic conditions;
6. External financing expectations.

Revenue sources that would typically be looked to for replenishment of a fund balance include nonrecurring revenues, budget surpluses, and excess resources in other funds (if legally permissible and there is a defensible rationale). Year-end surpluses are an appropriate source for replenishing fund balance.

Unrestricted Fund Balance Above Formal Policy Requirement. In some cases, governments can find themselves in a position with an amount of unrestricted fund balance in the general fund above their formal policy reserve requirement even after taking into account potential financial risks in the foreseeable future. Amounts over the formal policy may reflect a structural trend, in which case governments should consider a policy as to how this would be addressed. Additionally, an education or communication strategy, or at a minimum, explanation of large changes in fund balance is encouraged. **In all cases, use of those funds should be prohibited as a funding source for ongoing recurring expenditures.**

Aa1 Bond Rating

The Town of South Kingstown is one of only five municipalities in the State of Rhode Island with an Aa1 bond rating.

Town Manager's Budget Message

To: The Honorable Town Council

From: James Manni, Town Manager

Re: Town Manager Proposed Capital Improvement Program Budget Message

Fiscal Period 2026-2027 through 2031-2032

Date: December 1, 2025

One of the primary obligations of local government is to provide and maintain the town's infrastructure, such as roads, public safety equipment, recreation facilities and school facilities. The Proposed Capital Budget and Capital Improvement Program for the Fiscal Period 2026-2027 through 2031-2032 is designed to meet the Town government's commitment to the residents and taxpayers of South Kingstown by balancing infrastructure needs with the Town's ability to pay. This year's CIP proposes a minimal increase in general fund projects during the 2026-2027 fiscal year and no increase in long-term debt over what was adopted by the Town Council last year. It should be noted that the Town's annual capital budget is funded in large part by the use of the Town's Unassigned Fund Balance.

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

Capital Improvement Program Overview

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

The CIP is a comprehensive six-year plan that proposes \$19,877,595 in direct-revenue spending from the General Fund. The total Capital Improvement Plan, excluding the high school project, with all funding sources totals \$59,698,057. There is \$95,000,000 in approved funding which remains available via bond anticipation notes or BANS associated with the approved referendum vote for a new high school and school facilities. Combined, the total costs of the comprehensive six-year plan total \$154,698,057. The majority of the proposed capital expenditures are associated with improving transportation infrastructure, including the repaving of roads, rehabilitation of recreational facilities, and school infrastructure improvements. The largest item included in this plan is the replacement of the Town of South Kingstown's High School.

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

Changes from Last Year's Plan

Capital Budget Increase



The first year of the CIP is referred to as the *Capital Budget* or the “*Pay As You Go*” portion of the *Capital Plan* because it represents that part of the plan that must be funded from the general fund operating budget under consideration for the next fiscal year. The proposed Pay-Go for FY 2026–2027 is \$2,077,796, which is \$94,496 (4.76%) greater than was approved for capital expenses in FY2025-2026. This is in line with recent history as annual increases are generally in the 5.00% range, through the Adopted Capital Budget for FY2025-26 actually resulted in a decrease when compared to the year prior of -\$60,635 (-2.87%). It is noted that the rate of inflation in the US was 6.5% in 2022, 3.4% in 2023, and 2.9% in 2024. The current rate of inflation in 2025 is 3%.

Strategic Public Borrowing

There is no new bonded debt proposed for the FY2026-2027 capital plan. The Town Council-appointed School Building Committee continues to oversee the design, budget, and construction of the new South Kingstown High School. The new High School and Curtis Corner Athletic Program remains within the \$150,000,000 allocated budget. In terms of future borrowing, South Kingstown will continue to protect its longstanding, strong credit rating. Community and market circumstances are carefully considered before making any recommendation. Interest rates remain favorable with municipalities successfully offering general obligation bonds at less than 4.00% per year on a term of a twenty-year amortization schedule. Interest rates associated with general obligation bond issuance have decreased in recent months. The Town will continue to monitor interest rates and the volatility of the market, leading up to the school bond issuance.

Allocation of Real Estate Conveyance Tax Revenues

Nearly one-third of South Kingstown's land area is deed-restricted open space, giving residents access to some of the best public lands in Southern New England. While this conservation effort protects natural resources, it also limits the amount of land available for housing and commercial development. As real estate has become scarcer and home prices have risen sharply over the past two years, the shortage of affordable housing has grown.

The Town established a municipal Affordable Housing Trust (AHT) Fund in 2008. Beginning in FY2020, a portion of real estate conveyance tax revenue was dedicated to the AHT Fund to support the creation and preservation of affordable housing. For several years, conveyance revenue was split between the AHT Fund, Open Space Fund, and Village Improvement Fund. In FY2024–2025 the Town Council implemented a one-year change to the distribution of conveyance tax revenue—first funding open space debt service, then contributing to the General Fund, with the remaining revenue directed to the Affordable Housing Trust Fund. The FY2025–2026 plan continued this approach, reflecting the Town Council's priority to expand affordable housing. AHT Funds are available for ongoing affordable housing projects in the upcoming fiscal year in accordance with the Town Council goals and priorities. A portion of AHT funds will be used to prepare the former Wakefield Elementary School site, the former South Road Elementary School site, and the Oliver Watson property for future affordable housing development. Work will include razing the existing buildings, surveying the properties, and planning for future infrastructure enhancements.

In addition to the Affordable Housing Trust Fund, the Town Council has traditionally set aside a small portion of surplus conveyance tax revenue since 2020 to support the Village Infrastructure Fund. This fund is used to provide matching grants to grassroots organizations that provide programming and enhancements in one of the Town's villages. In addition, funds are utilized for low-cost/ high impact capital improvements and ongoing maintenance of capital assets. We are proposing to begin funding this program again in the FY2026-2027 CIP to continue the Town Council's ongoing efforts to strengthen village centers, engage the SK community, and preserve open space.

In addition to supporting the Affordable Housing Trust Fund and Village Infrastructure Fund, conveyance tax revenues should continue to be used to support general operations and the annual debt service related to open space. The Town Council will also need to determine if a portion of conveyance revenue should be restored to the Open Space Fund, or continue to prioritize the AHT Fund.



Fair Share Development Fees

Fair Share Development Fees for school facilities were suspended on June 30, 2017. The recreation-related Fair Share Development Fund declined significantly in FY 2024–25 due to spending on the new concession stand and related improvements at Old Mountain Field. With the remaining unassigned balance now low, it is important to continue collecting recreation fair share fees. These fees help expand parks and recreation resources to meet the demands of new residential development, population growth, and evolving community needs. It is recommended that the Town continue collecting recreation fair share fees throughout the six-year CIP, with regular monitoring of the fund balance and debt service commitments.

Long Term Financial Program

This CIP planning program document includes 60 capital projects in the first year (FY2026-2027) and 287 capital projects throughout the full six-year capital plan. The estimated cost of completing the year-1 capital projects (FY2026-27) is \$71,411,798, of which \$65,000,000 is associated with the high school project; the total cost of completing all capital projects associated with the full 6-year capital improvement plan is \$154,698,057, which \$95,000,000 is related to the high school project.

Summary of Changes

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

- General Fund Pay-As-You-Go funding for FY 2026-2027 is proposed at \$2,077,796, an increase of \$94,496 or 4.76%, compared to the adopted amount of \$1,983,300 from FY2025-2026.
- The total requested Pay-Go amount for FY2026–27 from General Fund departments was \$5,112,596. The Town Manager's Proposed Pay-Go amount for General Fund departments is \$2,077,796, a reduction of -\$3,034,800 or -59.36%. This reduction was a result of the budget review process and the result of utilizing other funding sources and a redistribution of capital projects within the six-year capital plan.
- A proposed decrease in the total project costs of the six-year program of -\$51,508,421 or -24.98% compared to the prior year's adopted six-year capital project costs of \$206,206,478. The proposed total cost of the CIP over the next six years is \$154,698,057.
- A proposed increase in the general fund contribution of the six-year program of \$2,119,315 or 11.93% compared to the prior year's adopted six-year general fund contribution of \$17,758,280. The six-year general fund contribution for the upcoming CIP is proposed at \$19,877,595.
- A proposed decrease in total project costs for year 1 of the capital improvement program of -\$3,968,580 or -5.26% compared to the adopted plan for the current year, which was set at \$75,380,378. The proposed total costs for year 1 of the capital improvement program is \$71,411,798.
- The Proposed Special Revenue Funds 6-year total project costs decreased by -\$55,355,000 or -36.69%, from \$150,000,000 (prior year) to \$95,525,000 (current year). This is a result of year 1 of the construction process on the new high school project being funded in the prior fiscal year. The Proposed Pay-Go funding for FY2026-27 is increasing by \$4,139,180 or 6.79%, from \$60,960,820 (prior year) to \$65,100,000 for FY2026-27.
- The Proposed Enterprise Fund's 6-year total project costs decreased by -\$684,000 or -20.55%, from \$3,329,000 (prior year) to \$2,645,000 (current year). The Proposed Pay-Go funding for FY2026-27 is increasing by \$141,000 or 23.15%, from \$609,000 (prior year) to \$750,000 (current year).
- The Proposed School Department's 6-year total project costs increased by \$12,434,705 or 58.68%, from \$21,189,180 (prior year) to \$33,623,885 (current year). The Proposed Pay-Go funding for FY2026-27 is increasing by \$1,397,011 or 122.31%. In terms of the school department's capital requests, funding for FY2026-27 or the Pay-Go funding is proposed to be funded from the school department's capital fund, which is Fund-429. For the 6-year capital improvement program, the total proposed amount of \$33,623,885, \$6,537,082 or 19.44% is to be funded by the school department's capital fund (Fund-429). For the balance of the school department's 6-year capital funding plan, the school department is requesting funding from the Town, for an amount equal to \$27,086,803 or 80.56% of the total amount.



Summary of Short-term and Long-term Expenditure Elements

Annual Funding Element

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

General Fund Supported Programs

For FY 2026-2027, the General Fund’s Capital Budget funding is proposed at **\$2,077,796**, which is an **increase of \$94,496 (4.76%)** over the current year’s 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.

Enterprise Funds, Special Revenue Funds, and other Non-General Fund Supported Programs

Capital projects associated with the Senior Services Center are proposed in the amount of **\$50,000** for FY 2026–2027, which represents **level funding**, when compared to FY 2025-2026. The funding source for this capital project is the Senior Services Construction Fund (424).

Capital projects associated with the Community Recreation Center are proposed in the amount of **\$55,000** for FY 2026-2027, which represents a **decrease of -\$30,000**, when compared to FY 2025-2026. The funding source for this capital project is the Community Recreation Center Construction Fund (423).

Capital projects associated with the Neighborhood Guild are proposed in the amount of **\$100,000** for FY2026-2027. This represents a **decrease of -\$780,000**, when compared to FY 2025-2026. The funding source for this capital project is the Neighborhood Guild Fund (306).

The proposed FY 2026-2027 Water Enterprise Fund capital budget seeks financial support in the amount of **\$350,000**, representing an **increase of \$245,000** when compared to FY2025-2026. 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 **\$400,000** is proposed for the Wastewater Enterprise Fund’s FY 2026–2027 capital budget, representing a **decrease of \$599,000** when compared to FY2025-2026. Proceeds to fund 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 2026-2027 capital budget for the School Capital Fund is **\$2,539,226** representing an **increase of \$1,397,011** when compared to FY 2025-2026, which was adopted in the amount of \$1,142,215. It should be noted that capital requests of the school department do not have a corresponding town funded, funding source and are funded on a priority basis from the School Department Capital Improvement Fund (Fund 429).

A summary of the Town Manager’s Proposed FY 2026-2027 Capital Budget as detailed within the Annual Funding Element of the CIP is presented in summary form here:

Total Proposed Capital Budget Program (FY2026-2027), Pay-Go Funding

Capital Budget Program	2025-2026 Adopted	2026-2027 Proposed	Increase / (Decrease)	% Change
General Fund (101)	1,983,300	2,077,796	94,496	4.76%
Capital Reserve-General Fund (various)	163,000	465,704	302,705	185.71%



Capital Budget Program	2025-2026 Adopted	2026-2027 Proposed	Increase / (Decrease)	% Change
Senior Services Construction Fund (424)	50,000	50,000	0	0.00%
Recreation Center Construction Fund (423)	85,000	55,000	-30,000	-35.29%
Neighborhood Guild Fund (306)	880,000	100,000	-780,000	-88.64%
Debt Service Fund (400)	60,080,820	65,000,000	4,919,180	8.19%
2022 Bond Proceeds	0	304,072	304,072	100.00%
EMS Billing Fund (322)	0	70,000	70,000	100.00%
Grants (various)	4,493,043	0	-4,493,043	-100.00%
APRA Fund (494)	5,550,000	0	-5,550,000	-100.00%
Cemetery Care Fund (610)	109,000	0	-109,000	-100.00%
Water Enterprise Fund (702)	210,000	350,000	140,000	66.67%
Water Capital Reserve Fund	35,000	0	-35,000	-100.00%
Wastewater Enterprise Fund (704)	399,000	400,000	1,000	0.25%
Wastewater Capital Reserve Fund	200,000	0	-200,000	-100.00%
School Capital Reserve Fund (429)	1,142,215	2,539,226	1,397,011	122.31%
Total Pay-Go Funding (FY2026-27)	75,380,378	71,411,798	-3,968,580	-5.26%

Total Proposed Capital Budget Program—Funding (FY2026-27 through FY2031-32)

Capital Budget Program	2025-2026 Adopted 6-Year Plan	2026-2027 Proposed 6-Year Plan	Increase / (Decrease)	% Change
General Fund (101)	17,758,280	19,877,595	2,119,315	11.93%
Capital Reserve-General Fund (various)	1,708,897	1,004,105	-704,792	-41.24%
Senior Services Construction Fund (424)	275,000	50,000	-225,000	-81.82%
EMS Billing Fund (322)	0	1,205,000	1,205,000	100.00%
State Reimbursement	164,400	164,400	0	0.00%
ARPA Fund (494)	5,550,000	0	-5,550,000	-100.00%
Grants (various)	4,582,721	0	-4,582,721	-100.00%
Cemetery Care Fund (610)	109,000	0	-109,000	-100.00%
Recreation Center Construction Fund (423)	660,000	205,000	-455,000	-68.94%
Neighborhood Guild Fund (306)	880,000	525,000	-355,000	-40.34%
Debt Service Fund (400)	150,000,000	95,000,000	-55,000,000	-36.67%



Capital Budget Program	2025-2026 Adopted 6-Year Plan	2026-2027 Proposed 6-Year Plan	Increase / (Decrease)	% Change
2022 Bond Proceeds	0	304,072	304,072	100.00%
Water Enterprise Fund (702)	855,000	1,020,000	165,000	19.30%
Water Capital Reserve Fund	155,000	70,000	-85,000	-54.84%
Wastewater Enterprise Fund (704)	2,119,000	1,625,000	-494,000	-23.31%
Wastewater Capital Reserve Fund	200,000	44,000	-156,000	-78.00%
School Capital Fund (school-429)	21,189,180	6,537,082	-14,652,098	-69.15%
School Capital Fund (town-428)	0	27,086,803	27,086,803	100.00%
Total Capital Improvement Program—Funding (6-Year Plan)	206,206,478	154,698,057	-51,508,421	-24.98%

Summary of Major Capital Projects Proposed for Fiscal Year 2026-2027

Transportation Infrastructure Improvements

A total of \$6,440,000 is proposed for road and transportation improvements over the next six years. The transportation improvements proposed in the six-year period will come through the annual expenditure program. The total budget for dams, bridges and total maximum daily load (TMDL) over the six-year capital improvement program totaled \$350,000, down from the amount of \$370,000 adopted in the prior fiscal year.

Since the creation of the Town’s Transportation Improvement Plan (TIP) in April 2000, approximately 35 miles of the town's roads have been reconstructed, and 25 miles have received bituminous overlay. This represents approximately 37% of the 133 miles of municipally owned roads in town. In conjunction with the Capital Improvement Program (CIP), a list of municipal roadways proposed for pavement overlay and/or selective Full Depth Reclamation (FDR) was compiled based on the current roadway conditions and corresponding priority for pavement preservation and reconditioning. To better justify maintenance requirements of the town's roads, a Roadway Pavement Management Plan for the purpose of ranking roadways for future roadway improvements is underway. Following the completion of the plan, the Town will be well-equipped to make pavement management decisions that are based on empirical data with a statistically objective ranking of significance.

School Department Proposed Capital Program

All projects included in the school department's proposed Capital Improvement Program are based on Studio JAED’s facility assessment included within the Stage I application and additional needs based on prior facility assessments and are subject to change based on development of a Master Facility Plan. Presently, the school department funds all capital projects via the school department's School Capital Fund (429) and is actively working on various projects throughout the school district.

Updates on Ongoing Major Capital Projects in Town

Neighborhood Guild

The Neighborhood Guild is currently undergoing a significant phase of exterior rehabilitation, including roof replacement, window installation, chimney re-pointing, painting of trim, and reconstruction of the front entrance alcove. These efforts represent a major investment in the long-term preservation of this landmark building, which remains one of South Kingstown’s most iconic community facilities. The Recreation Department’s ongoing goal is to ensure that this vital



community resource continues to support the wide range of programs and services that take place within its walls. To achieve this, the Department has identified the following critical future capital improvements: Fire Alarm Panel Replacement, Electrical Service Upgrade, and Building-Wide Cooling System Installation. Together, these improvements represent the next essential step in preserving the Neighborhood Guild as a safe, efficient, and welcoming environment. Investing in these projects will protect the historic building's legacy while ensuring it continues to meet the evolving needs of South Kingstown residents for decades to come.

Old Mountain Field

This year the Town embarked on an ambitious effort to revitalize Old Mountain Field, ensuring that this historic and heavily used park remains a premier destination for residents and visitors well into the future. The first phase of the Old Mountain Field Master Plan, now underway, represents a \$4 million investment in modernizing and improving core amenities. This work includes construction of a new ADA-compliant restroom and concession facility, creation of an accessible seating area and plaza adjacent to the building, and enhancements to site landscaping and stormwater management. These improvements will significantly enhance accessibility and comfort for all park users while setting the tone for the comprehensive modernization effort to follow. The Master Plan for Old Mountain Field is structured in four phases, each designed to elevate the park's role as the signature community park in Wakefield. Future improvements will address both immediate infrastructure needs and a large-scale re-imagining of park circulation and facilities. The magnitude of the Plan recognizes Old Mountain Field's central role as the feature park of South Kingstown. However, the costs associated with its full implementation are not feasible through tax funding alone. As such, the Town will pursue a combination of alternative funding sources, including state and federal grants, partnerships, and private donations, to bring this vision to reality.

New High School Capital Project

On May 7, 2024, South Kingstown voters approved a \$150 million bond referendum to replace the aging 234,000-square-foot high school and to replace or upgrade the athletic fields near Curtis Corner Middle School (CCMS). The new 154,000-square-foot high school building is being constructed on the former Hazard Recreation Field adjacent to School Street. The existing high school building located along Columbia Street will remain in use until the new building is ready for occupancy.

In January 2026, the SBC will recommend awarding a demolition contract for a portion of the former CCMS building, retaining part of the structure as a future field house. Demolition is expected to begin in winter/spring 2026 and conclude by summer/fall 2026. During that period, the SBC will work with the design team to finalize plans for the new CCMS athletic complex, with the intent to construct those improvements alongside the new high school. Both the high school and athletic facilities are scheduled for completion and occupancy by fall 2027.

The South Kingstown School Building Committee (SBC), working with its consulting and design team, have completed a majority of the planning and review items required by the Rhode Island Department of Education (RIDE) School Building Authority (SBA) to secure reimbursement for a portion of the project costs. Initial project costs are being financed through bond anticipation notes (BANs). In June 2025, the Town issued \$55 million in BANs at a Net Interest Cost of 3.069% to fund the first phase of construction. Additional BANs are expected in spring 2026 to support the next phase. At project completion, the Town will issue a general obligation bond to fully fund all project-related debt, a portion of which will be reimbursed by RIDE.

Emergency Medical Services — Facilities

A new Emergency Medical Service Station began construction in the Spring of 2025 in Perryville near the intersection of Ministerial Road and Post Road. The project is being funded through a \$1 Million Municipal Public Safety Infrastructure Project Grant in addition to \$1.8 Million in funds allocated from the Town's Coronavirus State, Local Fiscal Recovery Funds (SLRS) and EMS Billing Funds. The station will include two vehicle garage bays, administrative offices, 4 bunk rooms, a fitness room, restrooms, a dining room, a day room, and a storage area. It is anticipated that the new station will be in



service in the spring of 2026. The new facility will significantly improve service and shorten response times to Green Hill, Perryville, and West Kingston.

Public Libraries

The Peace Dale Library Community Learning Center Services Expansion Project will convert underutilized areas of the library into dynamic community spaces. Funded with \$2,893,891 from the American Rescue Plan Act (ARPA) Community Projects Fund (CPF) Community Learning Center (CLC) municipal grant and \$700,000 in Congressional Directed Spending, the project will renovate the mezzanine to include two small meeting rooms and one large multipurpose room. A secondary balcony will be updated to add another meeting room and an administrative office. The library's second level will gain a new ADA-accessible bathroom, while the main level will feature a Community Paramedic office and a flexible meeting space suitable for telehealth.

The library's parking area will also be expanded and upgraded for improved accessibility. Substantial completion is targeted for September 2026, after which the South Kingstown Public Library will offer programs supporting workforce development, education, and health. The new Community Learning Center will provide community members with one-on-one assistance in telehealth, technology, job searching, and more.

Capital Improvement Program Issues of Concern

- While tariffs have remained in flux at the federal level, this can and will have an impact on the construction materials of applicable capital projects of the Town on a moving forward basis.
- The continued short and long-term impacts of inflation fluctuations will impact construction costs, supply chain issues and labor shortages. Projected budget estimates within this document are subject to increased fluctuations due to these uncertainties.
- Similarly, it is difficult to predict short-term interest rates which could impact the town's operating budget revenues and other special revenue funds of the town. Interest rate fluctuations could also impact the town in terms of the General Obligation school bond issuance, set for the fall of 2027.

In Closing

This proposed Capital Improvement Program for the Fiscal Period 2026-2027 through 2031-2032 is the result of extensive analysis conducted by the entire management team. It represents the administrative leadership team's best effort to identify and anticipate the community's needs over the next six years. Now, the Town Council must evaluate the program proposed for the fiscal year to determine whether all identified community needs have been addressed.

The CIP, as presented, will change as the needs of the Town evolve, and as major future projects go into construction. Like all Capital Improvement Programs, this is a dynamic document. This year's Capital Improvement Program represents the third year of use of the Town's new budget software, ClearGov. The goal is that the Town Council and town residents find the software easy to use and navigate the data as it is presented. ClearGov has released a new version of their budget report and this capital improvement program is the first time it is being utilized. It is the administration's intent to increase the usefulness of this product on an annual basis.

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

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

James Manni

Town Manager



Summary of Proposed Capital Improvement Plan - Resolution

Town Manager Proposed FY2026-27 Through FY2031-32 Capital Budget Resolution

Count	General Fund Summary	FY2026-27
1	Digital Document Retention	50,000
2	Network/Fiber Ring Equipment & Firewall Replacement	75,000
3	Property Revaluation Program FY26-27	95,000
4	Town Hall — Building Capital Reserve	140,000
5	Public Services — Building Capital Reserve	27,302
6	SKPD - Vehicle Reserve	56,000
7	Pistol Mounted Optics	73,500
8	DPS - Vehicles & Equipment Summary	406,994
9	DPS - Pavement Maintenance Summary	600,000
10	DPS - Dams, Bridges & TMDL Summary	70,000
11	DPS - Facility Improvements Summary	50,000
12	Park Maint. — Vehicles & Equipment Summary	157,000
13	Park Maint. — Park Improvements Summary	197,000
14	Shoreline Right of Way Monumentation and Survey	15,000
15	Town Farm/Marina Park - Master Plan	65,000
	Total General Fund	2,077,796
Count	Community Recreation Center Fund Summary	FY2026-27
1	Recreation Center — Building Capital Reserve	55,000
	Total Community Recreation Center Fund	55,000
Count	Senior Services Center Fund Summary	FY2026-27
1	Senior Services Center Building Capital Reserve	50,000
	Total Senior Services Center Fund	50,000
Count	Neighborhood Guild Fund Summary	FY2026-27
1	Neighborhood Guild Building Capital Reserve	100,000
	Total Neighborhood Guild Fund Summary	100,000



Count	General Fund Summary	FY2026-27
Count	Debt Service Fund Summary	FY2026-27
1	Construction of a new High School & Athletic Field Complex	65,000,000
	Total Debt Service Fund Summary	65,000,000
Count	EMS Billing Fund Summary	FY2026-27
1	Base Station Radios	20,000
2	Power Stretcher Paramedic 1	40,000
3	EMS Buildings Capital Reserve	10,000
	Total EMS Billing Fund Summary	70,000
Count	Water Enterprise Fund Summary	FY2026-27
1	Victoria Lane Water Tank Cleaning and Maint.	50,000
2	Mautucket Water Tank Cleaning and Maint.	50,000
3	Equipment Storage Building Replacement	50,000
4	Factory Pond Well Field Feasibility Study	200,000
	Total Water Enterprise Fund Summary	350,000
Count	Water Enterprise Fund Summary	FY2026-27
1	Wastewater Outfall Diffusers	30,000
2	Interceptor cleaning & repair and maint.—Silver Lake area	200,000
3	Aeration Panels Maintenance	70,000
4	Doors & Frames (Kingston Pump Station)	25,000
5	Doors & Frames (Silver Lake Pump Station)	25,000
6	A/C — Wastewater Facility—Break Room & Confer. Room	50,000
	Total Water Enterprise Fund Summary	400,000
Count	School Department Capital Fund Summary	FY2026-27
1	Building Project-11, 1228-FACIL-25-0013	50,133
2	Building Project-9, 1228-FACIL-25-0011	22,787
3	Building Project-12, 1228-FACIL-25-0014	62,666



Count	General Fund Summary	FY2026-27
4	Building Project-10, 1228-FACIL-25-0012	66,843
5	Computer Hardware Project-14, 0000-TECH-27-0008	45,000
6	Computer Hardware Project-6, 0000-TECH-25-0010	25,000
7	Computer Hardware Project-4, 0000-TECH-25-0008	25,000
8	Computer Hardware Project-3, 0000-TECH-27-0001	128,250
9	Computer Hardware Project-2, 0000-TECH-25-0006	40,000
10	Computer Hardware Project-1, 0000-TECH-25-0005	35,000
11	HVAC Project-4, 1228-FACIL-25-0043	81,043
12	HVAC Project-2, 1228-FACIL-25-0041	575,509
13	HVAC Project-1, 1228-FACIL-25-0040	1,304,459
14	HVAC Project-3, 1228-FACIL-25-0042	67,536
15	Computer Software Project, 0000-TECH-25-0002	10,000
	Total School Department Capital Fund Summary	2,539,226
	TOTAL — ALL FUNDS SUMMARY	70,642,022
	Previously Authorized Capital Funds - 2022 Bond Proceeds	304,072
	Previously Authorized Capital Funds — Use of Capital Reserve Funds	465,704
	FY2026-27 Total Capital Spending Plan	71,411,798



Long-Term Capital Projects:

Listed below are the program costs that would be required to complete the proposed major projects during the six-year period of FY2026-27 through FY2031-32.

Count	Six-Year Long Term Capital Improvement Program	Total
1	General Fund (101)	19,877,595
2	Community Recreation Center Construction Fund (423)	205,000
3	Senior Services Center Construction Fund (424)	50,000
4	Neighborhood Guild Fund (306)	525,000
5	EMS Billing Fund (322)	1,205,000
6	Debt Service Fund (400)	95,000,000
7	Water Enterprise Fund (702)	1,020,000
8	Wastewater Enterprise Fund (704)	1,625,000
9	School Capital Reserve (Schools) Fund (429)	6,537,082
10	School Capital Reserve (Town) Fund (428)	27,086,803
	Total 6-Year Capital Improvement Program	153,131,480
Count	Six-Year Long Term Funding Element	Total
1	Open Space Program (404)	0
2	Affordable Housing Program (332)	3,173,406
3	Village Infrastructure Program (430)	0
	Total 6-Year Long Term Funding Element	3,173,406

Fair Share Development Fees (Effective July 1, 2026)

Recreational Facilities	FY2026-27
Single Household Fee	\$5,523
Households with two bedrooms or fewer	\$4,277



One Year Plan

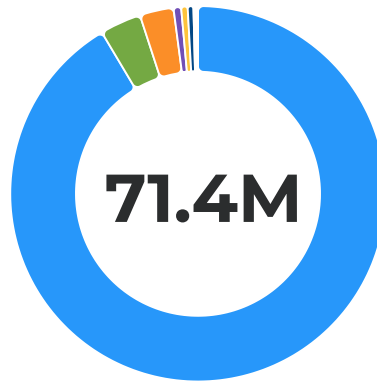
FY27 Total Capital Proposed

\$71,411,798

FY27 Total Funding Proposed

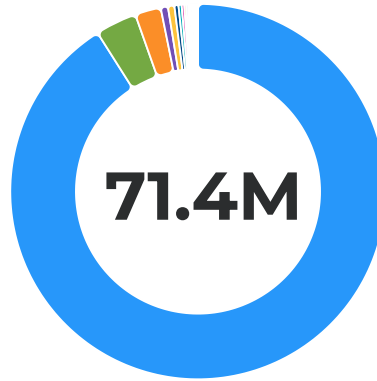
\$71,411,798

FY27 Total Funding Requested by Source



● General Obligation Bond	\$65,304,072	91.45%
● School Capital Reserve-429	\$2,539,226	3.56%
● General Fund	\$2,077,796	2.91%
● Capital Reserve Fund - GF	\$465,704	0.65%
● Wastewater Fund	\$400,000	0.56%
● Water Fund	\$350,000	0.49%
● Neighborhood Guild Fund	\$100,000	0.14%
● EMS Billing Fund	\$70,000	0.10%
● Recreation Center Fund	\$55,000	0.08%
● Senior Center Fund	\$50,000	0.07%

FY27 Total Funding Requested by Department



● Debt Service	\$65,000,000	91.02%
● School Department	\$2,539,226	3.56%
● Public Services Department	\$1,594,072	2.23%
● Park Maintenance	\$444,000	0.62%
● Wastewater	\$400,000	0.56%
● Facilities	\$245,000	0.34%
● Water	\$200,000	0.28%
● Water	\$150,000	0.21%
● Police Department	\$129,500	0.18%
● Information Technology	\$125,000	0.18%
● Neighborhood Guild	\$100,000	0.14%
● Planning Department	\$100,000	0.14%
● Tax Assessor	\$95,000	0.13%
● Natural Resources Officer	\$80,000	0.11%
● Community Rec Center	\$55,000	0.08%
● Emergency Medical Services	\$50,000	0.07%
● Senior Services Center	\$50,000	0.07%
● Police Department	\$35,000	0.05%
● Emergency Medical Services	\$20,000	0.03%

Information Technology

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Information Technology	595,000	10,000	125,000	125,000	115,000	1,150.0%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

In FY2026–2027, the Information Technology Department will prioritize enhancing technology infrastructure and digital retention to ensure staff have dependable access to IT resources and to improve public access to records. Key objectives include:

1. Network / Fiber Ring Equipment and Firewall Replacement — \$75,000

The network and fiber ring equipment connects most town buildings, creating a secure private network providing town departments access to the internet, software applications and email services. The redundant firewalls provide frontline security protection of the Town’s network and data.

2. Digital Document Retention — \$50,000

Historically, the Town stored all records on paper, resulting in tens of thousands of documents across departments and limited storage space. Many of these records are public and locating them can be time-consuming. Paper records stored in boxes are also at risk of deterioration. Digitizing these documents would improve access for staff and the public, preserve records, and streamline responses to requests. While the project is sizable, it aligns with the Town’s shift to online systems and can be phased in overtime.

Overall Goal for FY2027:

Focus on strengthening technology infrastructure and digital retention to provide reliable IT access for staff and enhance public access to records.

6-Year Plan - FY2026-27 through FY2031-32

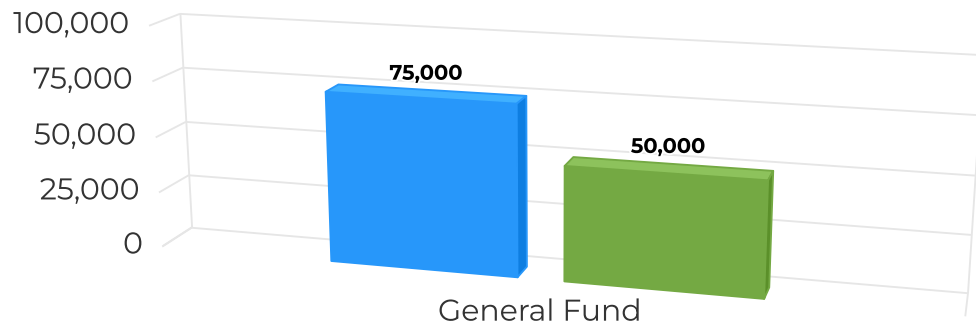
The Information Technology Department’s six-year (FY2026–FY2032) Capital Improvement Program aims to maintain the Town’s leadership in technology and cybersecurity. Key investments include \$150,000 for network and firewall replacements, \$65,000 for server upgrades, \$200,000 for enhanced digital records retention, and \$80,000 to improve public meeting broadcasts.



Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Audio Visual Replacement	80,000		
Digital Documents Retention	300,000		50,000
Town Server Replacement	65,000		
Network/Fiber Ring & Firewall Replacement	150,000		75,000
Department Total	595,000	10,000	125,000

FY2026-27 Information Technology CIP Funding



- Network/Fiber Ring & Firewall Replacement
- Digital Document Retention

Tax Assessor

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Tax Assessor	961,000	85,00	95,000	95,000	10,000	11.7%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The Town annually seeks to fund contributions to the Town's Property Revaluation Fund through the CIP, to ensure adequate funding is on hand and available for the state required property revaluations the Town must perform.

6-Year Plan - FY2026-27 through FY2031-32

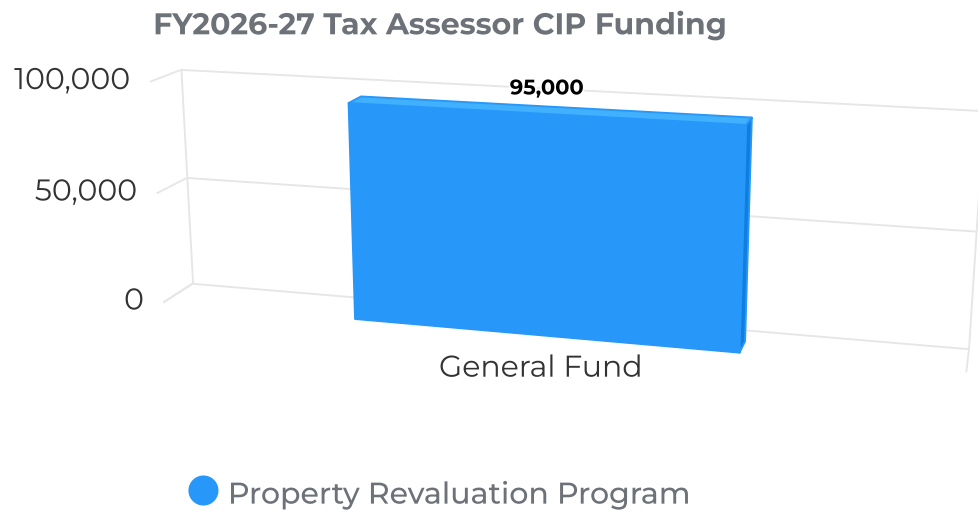
A property revaluation is a complete reexamination and reappraisal of all classes of property (i.e., real estate and tangible personal property), regardless of whether the class is taxable or tax-exempt. The process requires physical measurements and listing of all properties, with the goal of setting property values current to the date of value. A statistical update involves reviewing property sales, with emphasis placed on the year of the revaluation, to establish new values for all properties in the community. The revaluation for each city and town is dictated by State Law. The last statistical mass appraisal, or revaluation, was completed as of December 31, 2024, with one prior statistical revaluation completed as of 12/3/2018 and one full revaluation completed as of 12/31/2021. The next statistical revaluation is scheduled for December 31, 2027, and the next full revaluation is scheduled for December 31, 2030, with State Reimbursement anticipated in the amount of 60% of the cost for all statistical revaluations. The next full revaluation is mandated for completion on December 31, 2030; no State subsidy will be provided for this full revaluation project.

Per RI General Law 44-5-11.6, cities and towns are required to perform a statistical update every third and sixth year and a full property revaluation every nine years.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Property Revaluation Program	961,000		
Department Total	961,000	85,000	95,000





Planning Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Planning	350,000	75,000	100,000	0	-75,000	-100.0%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

Development of Design Guidelines & Comp. Review & Development updates to Land Use Regulations. Funding in FY2026-27 is proposed to be utilized from existing Planning Department Capital Reserve Funds, in the amount of \$100,000. NO additional funding is sought this year.

6-Year Plan - FY2026-27 through FY2031-32

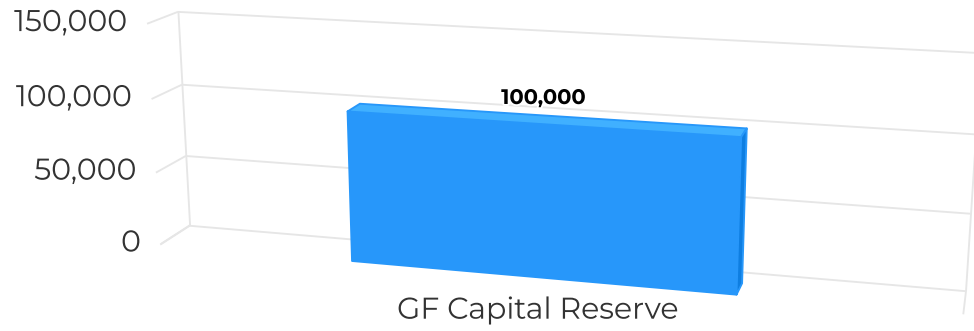
The Town’s land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town’s 2021 Comprehensive Community Plan is clearly articulated. The town is uniquely positioned to react to changes in the social, demographic and economic conditions that are occurring throughout the state and region if it stays at the forefront of the regulatory curve. Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded, well-thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town’s vision as it relates to development standards. As the town grows over time, the ability to clearly articulate a vision through the regulatory process is tantamount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the community. Funding allocated over the 6-year term of the CIP will allow for: Revised Subdivision Regulations and Land Development Regulations and Design Guidelines (i.e., Landscaping, Parking, Lighting and Architecture) for commercial, mixed use, office and multifamily residential developments. Development of documentation on policy creation for affordable housing initiatives.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Design Guidelines & Comp Review & Devel. Updates	350,000	75,000	0
Department Total	350,000	75,000	0



FY2026-27 Planning Department CIP Funding



- Design Guidelines & Comp. Review & Devel. Updates to Land Use Regs.

Facilities Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Facilities	902,500	155,000	167,302	167,302	12,302	7.9%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The primary focus for the Town Hall and other facilities in FY2026-2027 is addressing immediate facility needs and initiating key upgrades to enhance user experience, safety, and operational efficiency. Specific goals include:

1. Infrastructure Improvements

- 300 Columbia Street building upgrades. \$10,000
- Town Hall Bell Tower roof replacement. \$40,000
- Emergency Egress for Finance Department \$7,500
- Carpet replacement in the Town Clerk's office. \$35,000

Total FY2026-2027 Capital Investments: \$92,500 (focused on immediate projects with planning for multi-year improvements).

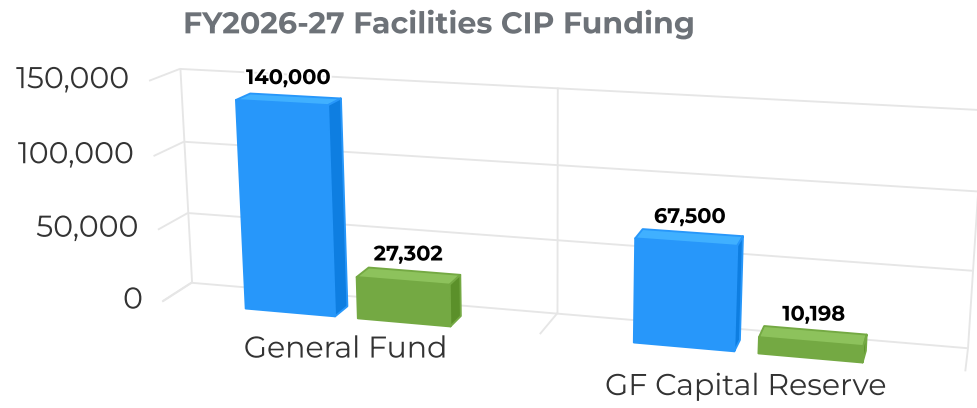
6-Year Plan - FY2026-27 through FY2031-32

Identify long-term needs for HVAC replacement — Building Official, Aluminum window replacement—Planning and Finance, Parking Lot Improvement, Electronic Access maintenance and upgrades, Emergency Egress in Tax Collectors office, and 300 Columbia Street upgrades. The six-year plan to phase out funding over multiple years. This approach ensures long-term facility, safety, functionality, and capacity to support town hall operational needs.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Town Hall/Facilities Building Capital Reserve	712,500		140,000
Public Services Building Capital Reserve	115,000		27,302
Library Building Capital Reserve	75,000		
Department Total	350,000	155,000	167,302





● Town Hall/Facilities Building Reserve ● Public Services Building Reserve

Police Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Police Department	663,500	153,300	239,300	129,500	-23,800	-15.5%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

Firearms Replacement:

Pistol Mounted Optics — Modern law enforcement agencies are increasingly transitioning to firearms equipped with integrated red-dot or laser-sighted optics to enhance target acquisition, accuracy, and officer safety. This technology has become a best practice standard nationwide, with many Rhode Island departments already adopting optics-ready platforms. Unfortunately, the department’s existing P320 pistols cannot be retrofitted to support these optics, making replacement the most practical and cost-effective option.

A full transition to new, optics-equipped duty pistols, including holsters, ancillary equipment, and associated accessories for 62 officers, is estimated at \$60,000. To ensure proper training and safety, an 8-hour practical range course will be required for each officer. Since the department’s current fall qualification allocates four hours per officer, an additional four hours of range time would be necessary, resulting in an estimated \$13,500 in overtime costs. The total project cost is estimated at \$73,500, encompassing all equipment and training expenses. It is recommended that this transition occur during the Fall 2026 qualification cycle to align with existing training schedules and minimize operational disruption.

SKPD Vehicle Reserve:

Police Motorcycles — The Police Department proposes expanding the motorcycle fleet from two leased motorcycles to three, enhancing visibility, traffic enforcement, and public event coverage. The requested funding during the CIP period will cover annual lease costs, along with initial upfitting and graphics for the additional motorcycle.

This structured reserve approach ensures the department maintains a safe, reliable, and mission-ready fleet while effectively planning for future replacement needs.

6-Year Plan - FY2026-27 through FY2031-32

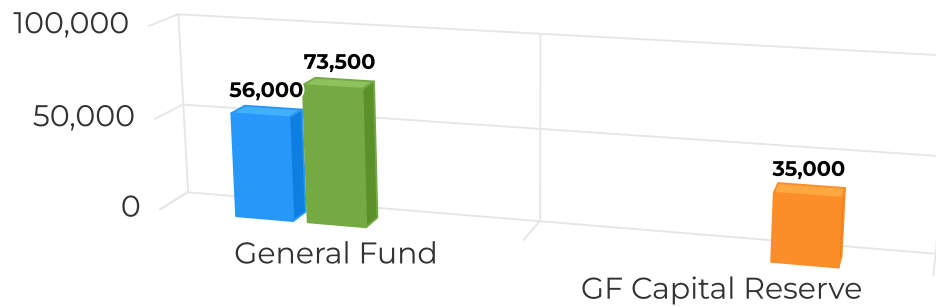
Public Safety Building Reserve – Capital improvements will include redesigning parking areas to clearly identify visitor, sworn, and civilian employee spaces, and installing new signage to improve visibility and navigation throughout the property. Landscaping and site enhancements will further improve the building’s exterior appearance, providing a more welcoming and professional environment for residents conducting business at the facility. These landscaping and parking improvements are projected for FY2028 and FY2029, with an estimated cost of \$105,000. Additionally, funding is proposed in the amount of \$10,000 annually between FY2030 through FY2032 to cover general maintenance and upkeep of the facility.



Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
SKPD Vehicle Reserve	210,000		56,000
Pistol Mounted Optics	73,500		73,500
Public Safety Building - Reserve	135,000		
Conducted Electrical Weapons—Replacement (Taser-10)	0		
Communications Equipment - Reserve	60,000		
Computer Systems Equipment - Reserve	185,000		
Department Total	663,500	239,300	129,500

FY2026-27 Police Department CIP Funding



- SKPD Vehicle Reserve
- Pistol Mounted Optics
- Communications Equipment Reserve

Communications Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Communications	100,000	50,000	20,000	0	-50,000	-100.0%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The town has 63 Municipal Gamwell boxes that need to be converted over to radio boxes on local businesses. To date, 214 have already been converted.

Update the fire alarm system at the Town Hall.

Continue to manage the radio system that serves all Town Departments.

Design and build a bucket truck replacement for future use.

6-Year Plan - FY2026-27 through FY2031-32

The Fire Alarm Division is working with business owners to help convert them over to radio boxes as soon as possible and help them save money.

Continue to decommission the 100 miles of cable plant and remove old cable from double poles.

Work with chosen vendors to update the Town Hall Fire Alarm system.

Keep all FCC licenses up to date and keep all radio equipment in 100% working condition.

Work with a vendor on the replacement of the town's bucket truck.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Town Hall Fire Alarm Upgrade	100,000		0
Department Total	100,000	50,000	0



Emergency Medical Services

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
EMS	1,205,000	20,000	220,000	0	-20,000	-100.0%

Capital Improvement Plan — Goals & Objectives
<p>Pay-Go Funding - FY2026-27</p> <p>FACILITY IMPROVEMENTS:</p> <p>Base Station Radios — The base station radios currently in use at the North and South stations are outdated and were initially provided on loan by the Town’s Communication Department. The stations did not have radio capability throughout the station, including the day room and bunk area. Crews are required to keep battery-operated portables on while in the station and sleeping at night in the bunk room. This situation routinely caused portables to have low batteries and set up the scenario to miss dispatch information such as call and vital communication.</p> <p>EMS Facility Reserve — This reserve is for the funding of needed improvements to both the current and future EMS facilities.</p> <p>MEDICAL EQUIPMENT REPLACEMENT:</p> <p>Stretchers — Funding is requested in FY2027 for the replacement cycle for the power load stretchers for Paramedic 1. In 2027, the stretchers will reach the seven-year recommended replacement mark. When the stretcher reaches the 6–7-year mark, an increase in maintenance and repairs are noted. The stretcher is utilized on every call. We respond to over 4,000 calls per year. It is estimated that one stretcher is raised up and down approximately 20,000 times a year based on the call volume for SK EMS.</p>
<p>6-Year Plan - FY2026-27 through FY2031-32</p>

Capital Improvement Plan — Goals & Objectives

MEDICAL EQUIPMENT REPLACEMENT:

Stretchers — Funding is requested in FY2027 for the replacement cycle for the power load stretchers for Paramedic 1 and Paramedic 3. In 2027, the stretchers will reach the seven-year recommended replacement mark. When the stretcher reaches the 6-7-year mark, an increase in maintenance and repairs are noted. The stretcher is utilized on every call. We respond to over 4,000 calls per year. It is estimated that one stretcher is raised up and down approximately 20,000 times a year based on the call volume for SK EMS. The estimated replacement cost for a power stretcher in FY2029 is \$40,000.

Cardia Monitor / Defibrillator — The department maintains three front-line cardiac monitors/defibrillators with a fourth device coming into service at the new EMS station in 2026. The units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2027-2028 through FY 2028-2029. Current cost of the cardiac monitor/defibrillator for replacement is \$50,000.

Lucas CPR Compression Device — This device provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. Replacement is scheduled for FY2028-2029. Total cost of \$19,000.

VEHICLE REPLACEMENT:

The EMS Department utilizes two ambulances and one supervisor vehicle on a 24/7 schedule. The department also maintains three reserve ambulances and one reserve supervisor vehicle. The department's vehicle replacement plan is structured to so that the primary vehicle scheduled for replacement is moved into reserve status.

EMS vehicle replacement through FY2022-2031 is as follows:

- EMS vehicle Paramedic 2: Replacement in FY 2027-2031 at a cost of \$360,000.
 - EMS vehicle Squad 1: Replacement in FY2026-2030 at a cost of \$100,000.
 - EMS vehicle Chief Admin: Replacement in FY2027-2029 at a cost of \$45,000.
 - EMS vehicle Community Paramedic: Replacement in FY2027-2029 at a cost of \$45,000.

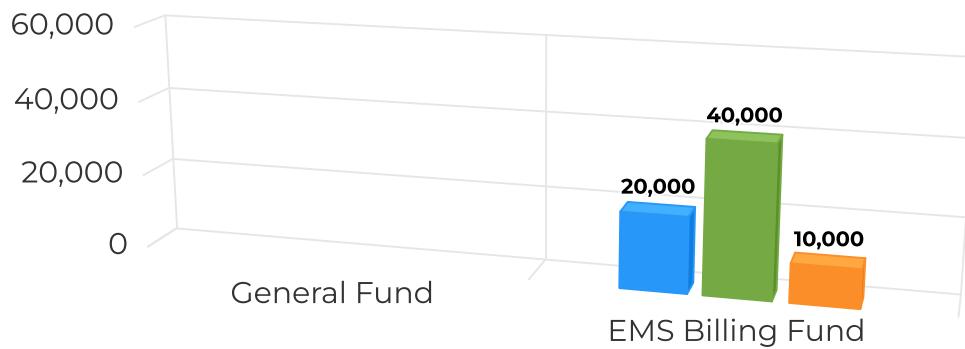
Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Base Station Radios	20,000		
P3 Transport Vehicle - Ambulance Paramedic 3	360,000		
Cardiac Monitor-Defibrillator	100,000		
Lucas CPR Device	20,000		
Power Stretcher Paramedic 3	40,000		
Power Stretcher Paramedic 1	40,000		
Non-Transport — Community Paramedic Program CP1	70,000		



Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Non-Transport — EMS Admin Vehicle	45,000		
Non-Transport — Supervisor Vehicle Squad 1 QRV	90,000		
P1 Transport Vehicle - Ambulance Paramedic 1	360,000		
EMS Facility — Upgrades	60,000		
Department Total	1,205,000	20,000	0

FY2026-27 EMS Department CIP Funding



- Base Station Rasio
- Power Stretcher Paramedic 1
- EMS Facility Upgrades

Public Services Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
DPS	11,314,072	1,110,000	3,181,994	1,126,994	16,994	1.5%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The Department of Public Service Administration/Engineering and Highway divisions will continue to maintain its roadways and related infrastructure as necessary to meet resident requirements. Specific capital projects for the upcoming year include the following:

Administration/Engineering

This work includes resurfacing of roads, protecting water impoundments, management of bridges, and the water quality of our most critical environmental resources.

- \$600,000 — Gravelly Hill Road (pavement improvements from Post Rd to pole 24 — approx. 4,000 LF).
- \$20,000 — Dams and Bridges (General management and improvement capital reserve fund).
- \$50,000 — Total Maximum Daily Load (TMDL, General management and improvement reserve fund for water quality improvements).
- \$304,072 - Roadway Safety Enhancement (Funding for low-cost safety improvements to address speed management and pedestrian/ bicyclist safety).

Highway

The proposed Capital Improvements are related to equipment for the management and maintenance of our roadways.

- \$265,000 — Medium Dump Truck (Second year of 2-year funding, \$100,000 approved in FY 2025-26).
- \$110,000 - Mini Excavator.
- \$85,000 - Roadside Mower (First of a 3-year funding program).
- \$75,000 - One-ton Pick-up.
- \$50,000 — Salt Barn Maintenance.
- \$35,000 - Superintendent Vehicle.

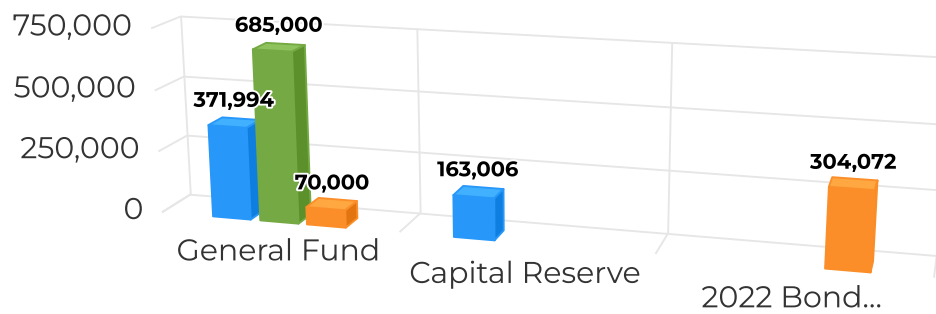
6-Year Plan - FY2026-27 through FY2031-32

The Department of Public Services, Administration/Engineering is presently under contract for a roadway pavement management plan. The office will utilize the data received in the study and allocate funding to roadways with the highest need in accordance with the results. The Highway Division will continue to improve and maintain its maintenance equipment with pointed and careful allocation of approved dollars.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Total — Vehicle & Equipment Projects	3,955,000		371,994
Total - Pavement Maintenance Projects	5,659,072		685,000
Total — Dams/Bridges & TMDL Projects	1,700,000		70,000
Department Total	11,314,072	1,110,000	1,126,994

FY2026-27 Public Services Department CIP Funding



- Total Vehicle & Equipment Projects
- Total Pavement Maintenance
- Total Dams / Bridges & TMDL

Leisure Services Department Park Maintenance - Division

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Leisure Services	5,109,100	219,000	559,000	354,000	135,000	61.6%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

Goals & Objectives – Year 1

The first year of the six-year CIP focuses on maintaining essential infrastructure, improving safety, and enhancing service delivery across the Town's parks and recreation system. Key objectives include:

- **Protecting and maintaining core assets** such as the Town Beach, park playgrounds, fencing at Old Mountain Field, and court surfaces to ensure safe, accessible, and well-kept facilities.
- **Modernizing equipment** by replacing aging maintenance vehicles and machinery—including a ¾-ton pickup with liftgate and plow, skid steer loader, and front-mount mower—to support efficient year-round operations.
- **Strengthening community amenities** through continued playground improvements and the addition of a portable stage to expand programming and event capacity.

Overall, the FY2026–2027 plan prioritizes safety, operational reliability, and the long-term care of park facilities, setting a strong foundation for future investments in the remaining five years of the CIP.

6-Year Plan - FY2026-27 through FY2031-32

Over the six-year planning horizon, the Parks and Recreation CIP aims to **preserve key assets, expand recreational opportunities, and improve operational resilience** across the entire parks' system. The long-term plan includes:

- **Ongoing replacement of aging equipment and vehicles** to ensure reliable maintenance operations and reduce lifecycle costs with a focus on technological efficiencies.
- **System-wide facility improvements**, such as playground renewals, court resurfacing, trail and park infrastructure upgrades, and continued investment in heavily used areas like the Town Beach, Old Mountain Field, Saugatucket Park, Marina Park and Town Farm Park.
- **Enhancements to recreational amenities**, including amenities that support community programming, special events, and year-round park use.
- **Strategic reinvestment in high-demand parks and athletic facilities** to maintain safety, accessibility, and compliance with evolving standards.

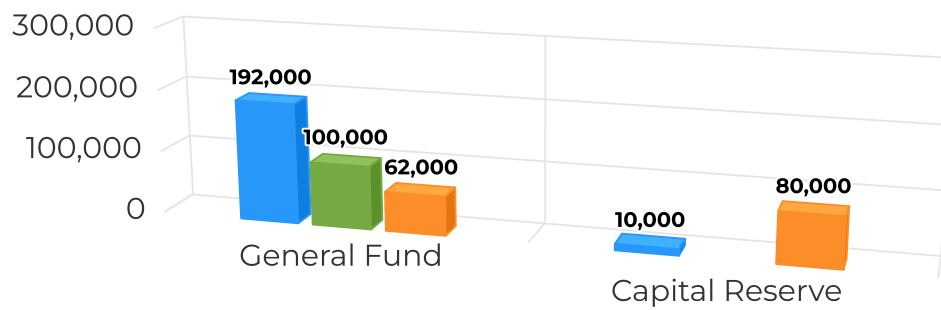
Overall, the six-year CIP provides a structured plan for sustaining and improving the Town's parks, ensuring that facilities, equipment, and public spaces remain safe, modern, and responsive to community needs.



Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Total — Vehicle & Equipment Projects	297,000		192,000
Total — Facility Improvements	1,177,100		100,000
Total — Park Maintenance & Improvements	3,635,000		62,000
Department Total	11,314,072	219,000	354,000

FY2026-27 Leisure Services Department CIP Funding



- Total Vehicle & Equipment Projects
- Total Facility Improvements
- Total Parks Maintenance

Leisure Services Department Natural Resources Officer - Division

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Natural Resources Officer	565,000	76,000	405,000	80,000	4,000	5.2%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

In FY2026–2027, the Natural Resource Office/Harbormaster will focus on foundational planning, shoreline protection, and long-term waterfront management. Key objectives include:

- 1. Initiate Master Planning for Town Farm Park & Marina Park – \$65,000**
Launch a comprehensive master planning effort to guide future improvements, address park and waterfront connectivity, support recreational and boating access, and integrate environmental stewardship.
- 2. Advance Shoreline Right-of-Way Monumentation & Survey – \$15,000**
Continue identifying, surveying, and marking shoreline rights-of-way to ensure public access, maintain accurate records, and support coastal management responsibilities.
- 3. Strengthen Waterfront Infrastructure Planning**
Begin preparation for future upgrades to municipal docks and harbor facilities through assessment and preliminary scoping work embedded within master planning and shoreline survey efforts.

Overall Goal for FY2027:
Establish the planning, surveying, and regulatory groundwork necessary to guide strategic investments in waterfront access, public safety, and coastal resource management over the coming years.

6-Year Plan - FY2026-27 through FY2031-32

The Natural Resource Office/Harbormaster’s capital improvement program for FY2026–2032 focuses on planning, shoreline protection, and waterfront infrastructure. In FY2026–2027, the department will initiate the Town Farm and Marina Park master plan (\$65,000) and continue shoreline right-of-way surveying and monumentation (\$15,000) to guide future improvements and protect public access. Over the six-year period, the program will implement the master plan (\$200,000), continue phased shoreline surveys (\$95,000), integrate public marina docks (\$200,000), and replace key fleet and equipment including the Harbormaster truck (FY31) and Patrol Boat 2 outboard motor (FY29), ensuring safe, resilient, and accessible waterfront and harbor operations for the community.

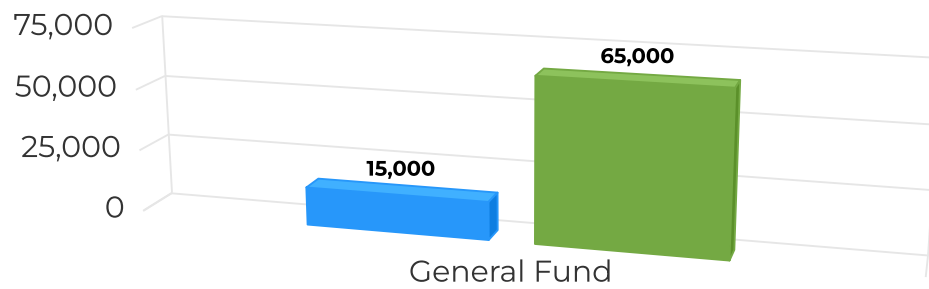
Overall Six-Year Goal:
Create a modern, resilient, and well-planned waterfront system that supports safe harbor operations, protects public coastal access, and ensures high-quality recreational and environmental assets for the community.



Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Ford F150 Harbor Master/NRO Replacement	55,000		
Outboard Motor Replacement—Patrol Boat 2	15,000		
Marina Park Municipal Docks	200,000		
Shoreline Right of Way Monumentation & Survey	95,000		15,000
Town Farm/Marina Park - Master Plan	200,000		65,000
Department Total	565,000	76,000	80,000

FY2026-27 Natural Resources Officer CIP Funding



- Shoreline Right of Way Monumentation & Survey
- Town Farm / Marina Park - Master Plan



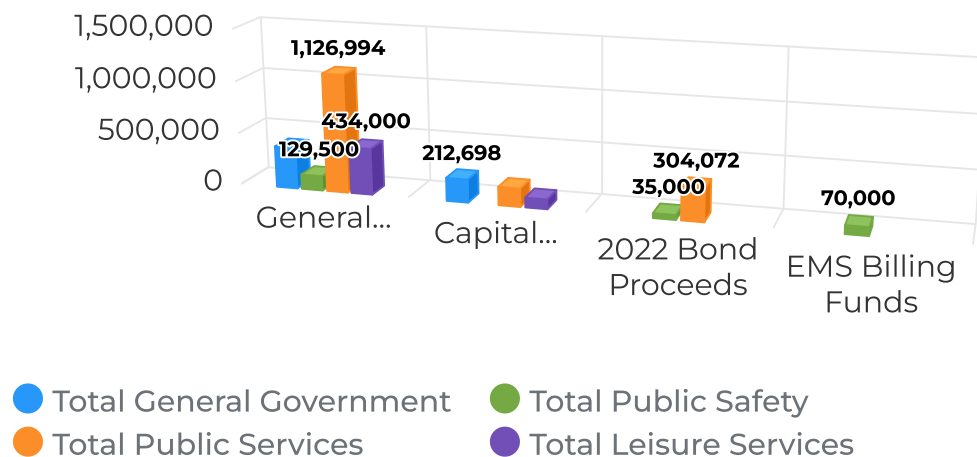
Total - General Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Total - General Fund	21,765,172	1,983,300	5,112,596	2,077,796	94,496	4.7%

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Subtotal — General Government	2,808,500	355,000	387,302
Subtotal — Public Safety	1,968,500	223,300	129,500
Subtotal - Public Services	11,314,072	1,110,000	1,126,994
Subtotal — Leisure Services	5,674,100	295,000	434,000
Department Total	21,765,172	1,983,300	2,077,796

FY2026-27 General Fund-Total CIP Funding



Senior Center Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Senior Center	50,000	310,000	50,000	50,000	0	0.0%

Capital Improvement Plan — Goals & Objectives

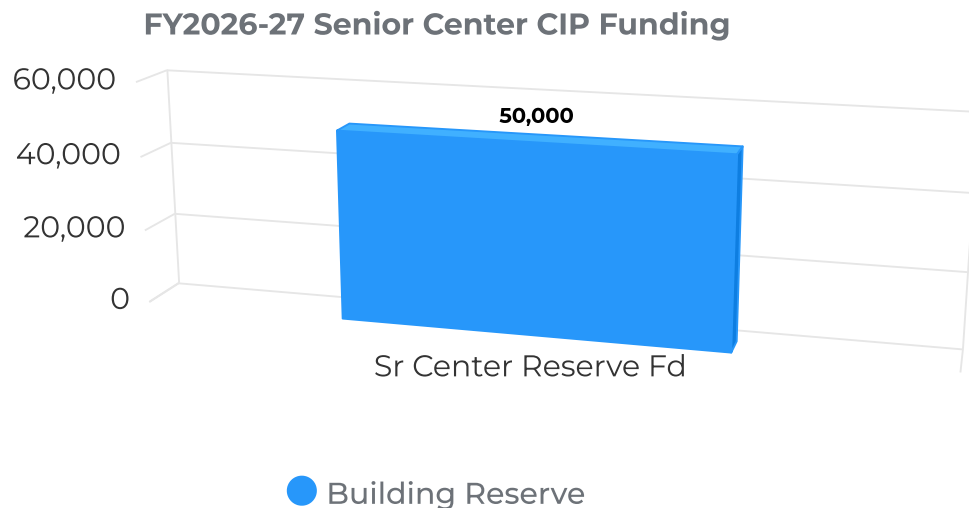
Pay-Go Funding - FY2026-27

FY2026-2027: First Year Goals and Objectives
 The primary focus for the Senior Center in FY2026-2027 is addressing immediate facility needs and initiating key upgrades to enhance user experience, safety, and operational efficiency. There are no immediate needs for this budget cycle.

6-Year Plan - FY2026-27 through FY2031-32
 Over six years, the Senior Center will modernize and expand through phased investments in HVAC replacement reserve, shingle roof replacement, flooring replacement, and kitchen equipment replacement. Additional priorities include planning for a senior center building expansion. This approach ensures long-term facility safety, functionality, and capacity to support our senior citizen's needs.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Senior Center - Building Capital Reserve	310,000		50,000
Department Total	310,000	50,000	50,000



Recreation Center Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Recreation Center	85,000	715,000	55,000	55,000	-30,000	-35.3%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The primary focus for the Recreation Center in FY2026-2027 is addressing immediate facility needs and initiating key upgrades to enhance user experience, safety, and operational efficiency. Specific goals include:

- 1. Infrastructure Improvements**
 - Complete major plumbing upgrades to ensure safe and reliable water systems. \$5,000
 - Begin installation of ceiling-mounted projectors to support programming and events. \$15,000
- 2. Gymnasium Enhancements**
 - Upgrade gymnasium equipment control panels to improve functionality and safety. \$5,000
- 3. Planning for Future Projects**
 - Identify long-term needs for basketball hoop motors, bleachers, divider curtains, HVAC, flooring, and parking lot repairs to phase funding over multiple years.

Total FY2026-2027 Capital Investments: \$25,000 (focused on immediate projects with planning for multi-year improvements).

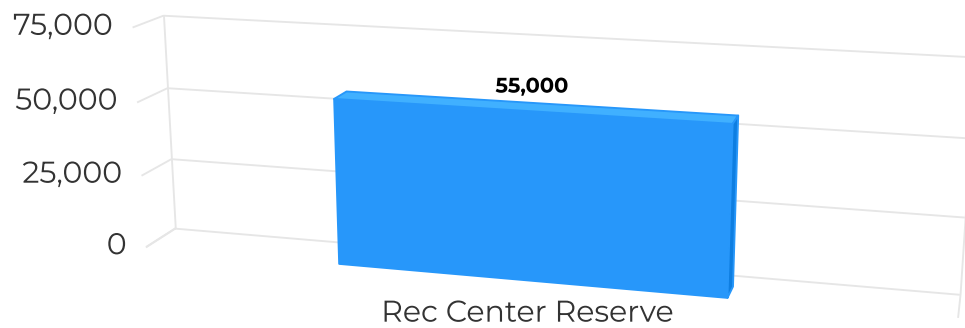
6-Year Plan - FY2026-27 through FY2031-32

Over six years, the Recreation Center will modernize and expand through phased investments in basketball hoop motors, bleachers, divider curtains, HVAC, flooring, parking lot repairs, and scoreboards. Additional priorities include outdoor furniture and planning for a 3rd court expansion. This approach ensures long-term facility safety, functionality, and capacity to support growing recreational needs.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Recreation Center — Building Capital Reserve	715,000		55,000
Department Total	715,000	85,000	55,000

FY2026-27 Recreation Center CIP Funding



● Building Reserve

Debt Service Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Debt Services Fund	95,000,000	60,080,820	65,000,000	65,000,000	4,919,180	8.2%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The basis of funding the projected capital expense of the Debt Service Fund in fiscal year 2026-2027, (\$65,000,000), is the funding of year 2 of a projected three-year term of construction of a new (replacement) South Kingstown High School & Athletic Facilities. Initially, this work will be funded through the Town's issuance of a Bond Anticipation Note (BANS) in the spring of 2026. BANS act as a short-term interest-bearing security issued in advance of a larger, future bond issuance. The Bond Anticipation Note is used as a cash flow mechanism to cover the cost of construction, until the project is completed and the actual general obligation bond is issued.

6-Year Plan - FY2026-27 through FY2031-32

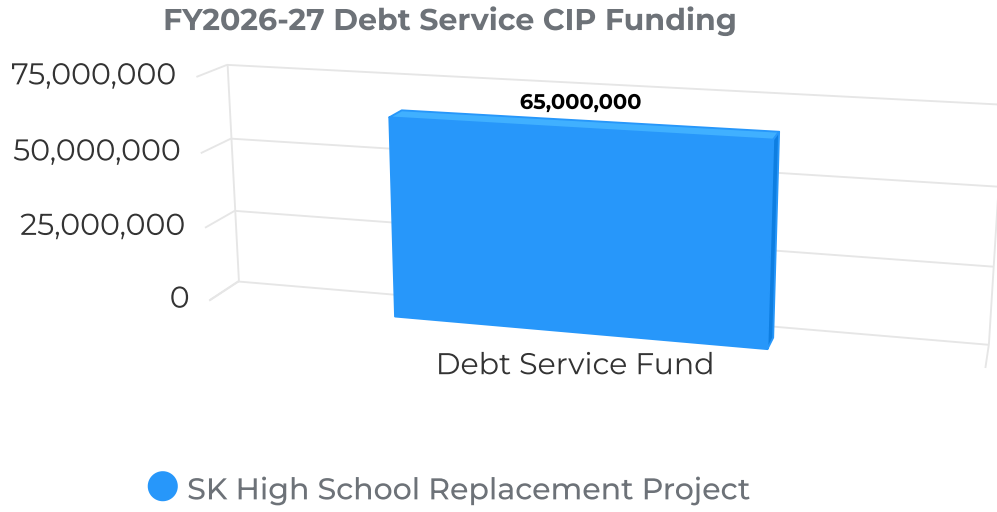
The Town is projecting the funding of a new (replacement) South Kingstown High School & Athletic facilities over the following timeline:

- FY2025-26, the issuance of \$60,080,820 in Bond Anticipation Notes to cover any startup costs on the project as well as year-1 of construction.
- FY2026-27, the issuance of \$65,000,000 in Bond Anticipation Notes to cover the costs' of construction of year 2 of the project.
- FY2027-28, the issuance of \$24,919,180 in Bond Anticipation Notes to cover the costs of construction of year-3 of the project.
- It is then projected, in FY2027-28, the Town will issue the Full \$150,000,000 General Obligation Bond, to replenish the prior Bond Anticipation Notes. The General Obligation Bond will be funded over the next 20 fiscal years, by a combination of local tax revenue and state construction aid.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
SK High School Replacement Project	95,000,000		
Fund Total	95,000,000	60,080,820	65,000,000





Neighborhood Guild Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Neighborhood Guild Fund	525,000	880,000	100,000	100,000	-780,000	-88.6%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

In the first year of the six-year plan, the Department’s primary capital objective for the Neighborhood Guild is to advance the long-term preservation and safe operation of this historic and heavily used community facility. With major exterior rehabilitation already underway, the FY2026–2027 Capital Improvement Program focuses on interior life-safety upgrades needed to support ongoing programming. The key project for this year is the **replacement of the outdated 1996-era fire alarm panel** with a modern, fully compliant system. This upgrade—budgeted at **\$100,000**—will improve reporting accuracy to the dispatch center, enhance response times, and ensure the Guild meets current safety standards.

This first-year investment reinforces the Town’s commitment to preserving the Guild’s historic character while ensuring it remains a safe and functional hub for recreation, education, and community life.

6-Year Plan - FY2026-27 through FY2031-32

Over the six-year planning horizon, the capital improvement program for the Neighborhood Guild prioritizes critical infrastructure upgrades needed to sustain the long-term use, efficiency, and safety of this iconic municipal building. Following the current exterior restoration work, the Town will address essential internal systems that support modern operations and year-round programming. Planned investments include:

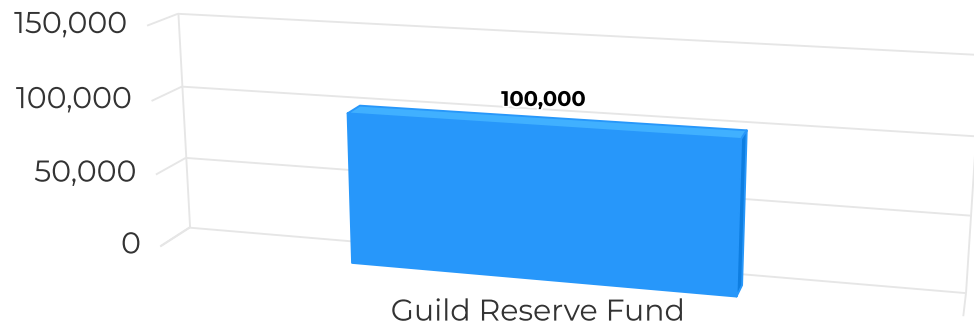
- **Fire Alarm Panel Replacement (FY26-27 – \$100,000):** Upgrades the obsolete life-safety system to today’s standards and improves emergency communication.
- **Electrical Service Upgrade (FY28-29 – \$50,000):** Installs a new 1200-amp, 3-phase service to meet increased energy demand and support future cooling and ventilation systems.
- **Building-Wide Cooling System Installation (FY28 & FY30 – \$375,000):** Adds an energy-efficient VRF cooling system to enhance comfort, operational reliability, and year-round usability.

Collectively, these improvements ensure that the Neighborhood Guild remains structurally sound, technologically up-to-date, and capable of supporting the diverse programs and services it delivers to residents of all ages. This strategic capital investment plan protects the building’s historic legacy while equipping it to meet the needs of the community well into the future.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Guild Capital Reserve	525,000		
Fund Total	525,000	880,000	100,000

FY2026-27 Neighborhood Guild CIP Funding



● Building Reserve



Water Enterprise Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Water Enterprise Fund	1,090,000	245,000	350,000	350,000	105,000	42.8%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The Water division is responsible for the management of our South Shore and Middlebridge water districts. Although the Town is a wholesale purchaser of water from Veolia Rhode Island, careful management of the system, including more than 75 miles of conveyance, two spherical water storage tanks, and 3,400 service connections, is critical to supplying clean potable water to its coastal residents. Many of our capital improvements are related to permitting requirements by the State and Federal Governments, while other requests are related to physical infrastructure improvements.

Specific capital projects for the upcoming year include the following:

1. \$200,000 — Factory Pond Well Field Feasibility Study.
2. \$50,000 — Victoria Lane Water Tank – Cleaning and Maintenance.
3. \$50,000 — Mautucket Road Tank – Cleaning and Maintenance.
4. \$50,000 — Equipment Storage Building Replacement.

6-Year Plan - FY2026-27 through FY2031-32

The Department of Public Services, Water Division will continue to address permitting requirements and make improvements as necessary to supply safe and clean potable water to its residents in our most critical coastal zones. Future projects will include system-wide leak detection and general maintenance of the water tanks.

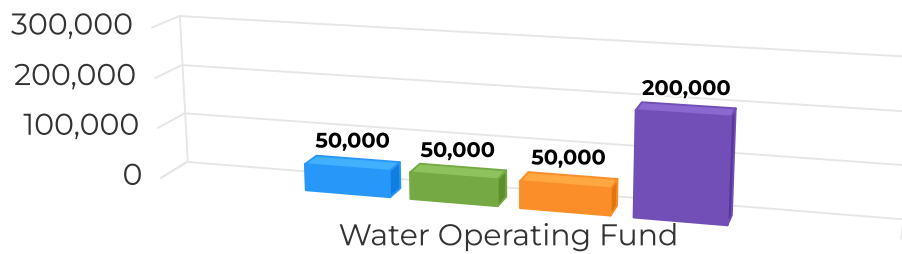
Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Water Treatment Reserve	90,000		
RIDOH - Clean Water Infrastructure Plan	45,000		
Water Main Replacement Reserve	125,000		
Victoria Lane Water Tank Cleaning & Maint.	150,000		50,000



Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
RIDOH Water Supply System Management Plan	90,000		
RIHOD Vulnerability Assessment Plans	25,000		
Leak Detection Reserves	50,000		
Mautucket Water Tank Cleaning & Maint.	150,000		50,000
Equipment Storage Building Replacement	125,000		50,000
GIS Upgrade & Maintenance	40,000		
Factory Pond Well Field Feasibility Study	200,000		200,000
Department Total	1,205,000	245,000	350,000

FY2026-27 Water Enterprise Fund CIP Funding



- Victoria Lane Water Tank Cleaning & Maint.
 - Mautucket Water Tank Cleaning & Maint.
- ▲ 1/3 ▼

Wastewater Enterprise Fund

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
Water Enterprise Fund	1,669,000	599,000	400,000	400,000	-199,000	-33.2%

Capital Improvement Plan — Goals & Objectives

Pay-Go Funding - FY2026-27

The Wastewater division is responsible for the management of our regional plant, accepting wastewater flows from South Kingstown, Narragansett, and URI. Proposed capital improvements are related to both the treatment plant and the pumps and conveyance systems leading to the plant. Costs assumed by capital projects are allocated to each partner based on actual use and flows to the treatment plant.

Specific capital projects for the upcoming year include the following:

1. \$200,000 — Interceptor cleaning, repair and maintenance.
2. \$70,000 — Aeration Panel Maintenance.
3. \$50,000 — A/C for Wastewater Facility, 2nd Level.
4. \$30,000 - Outfall Diffusers.
5. \$25,000 — Doors and Frames (Silver Lake Pump Station).
6. \$25,000 — Doors and Frames (Kingston Pump Station).

6-Year Plan - FY2026-27 through FY2031-32

The Department of Public Services, Wastewater Division will continue to make improvements as necessary to meet the requirements of our residents and permitting agencies. Future capital projects will include pump station upgrades and activated sludge valve and piping improvements.

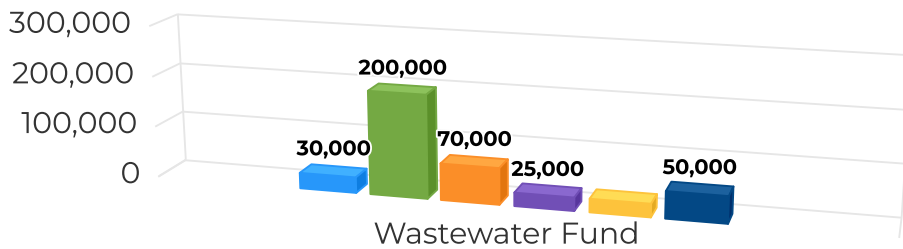
Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Wastewater Treatment Plant & Pump Station—Repair & Upgrade	375,000		
Wastewater Outfall Diffusers	30,000		30,000
Vehicle Reserve — Wastewater	130,000		



Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Sludge / Septic Mix Tanks	200,000		
Return Activated Sludge & Waste Activated Sludge Valves & Piping	400,000		
Interceptor Cleaning & Repair Maintenance — Silver Lake Area	200,000		200,000
Kingston Pump Station — Muffin Monsters	47,000		
Silver Lake Pump Station — Muffin Monsters	47,000		
Aeration Panels Maintenance	140,000		70,000
Doors & Frames for wet side & dry side (Kingston Pump Station)	25,000		25,000
Doors & Frames on wet & dry side (Silver Lake Pump Station)	25,000		25,000
A/C Wastewater Facility 2nd Level Break Room & Conference Room	50,000		50,000
Department Total	1,669,000	599,000	400,000

FY2026-27 Wastewater Enterprise Fund CIP Funding



- Wastewater Outfall Diffusers
- Interceptor Cleaning, Repair & Maint-Silver Lake
- ▲ 1/5 ▼



School Department

Department	Proposed Total Project Costs	FY2025-26 Adopted Pay-Go Funding	FY2026-27 DPT Requested Pay-Go Funding	FY2026-27 TM Proposed Pay-Go Funding	Net Change (FY25-26 vs FY26-27)	% Change (FY25-26 vs FY26-27)
School Department	33,623,885	1,142,215	2,539,226	2,539,226	1,397,011	122.3%

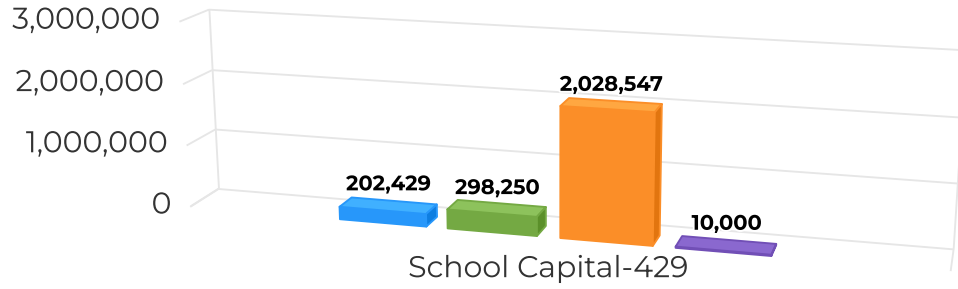
Capital Improvement Plan — Goals & Objectives
Pay-Go Funding - FY2026-27
The School Department is focusing on the HVAC for WKES / BRMS, along with smaller projects such as fencing and generator replacement at PDES.
6-Year Plan - FY2026-27 through FY2031-32
The School Department is focusing on various projects for our schools, including updating fire alarm services for PDES/BRM, carpeting at BRMS/PDES, and updating the roof at BRMS.

Summary of Pay-Go Funding

Project Name	Total Project Costs	FY2025-26 Pay-Go Adopted	FY2026-27 Pay-Go Proposed
Total — School Buildings Projects	19,354,378		202,429
Total - Security Projects	3,688,270		
Total — Roof Projects	3,889,324		
Total — Computer Hardware Projects	2,098,075		298,250
Total - Contingency Projects	1,443,750		
Total - Equipment Projects	214,872		
Total — HVAC Projects	2,845,216		2,028,547
Total — Computer Software Projects	35,000		10,000
Total — New / Replacement Vehicle Projects	55,000		
Department Total	33,623,885	1,142,215	2,539,226



FY2026-27 School Department CIP Funding



- Building Projects
- HVAC Projects

- Computer Hardware Projects
- Computer Software Projects



Town Manager Proposed CIP Pay-Go Funding (FY2026-2027)

Count	Project #	General Fund - Proposed Pay-Go Contributions	FY2026-27
		Information Technology	
1	2027-IT-01	Digital Documentation Retention	50,000
2	2026-IT-02	Network / Fiber Ring Equipment & Firewall Replacement	75,000
		Total Information Technology	125,000
		Tax Assessor	
1	2026-TAX-01	Property Revaluation Program	95,000
		Total Tax Assessor	95,000
		Facilities Department	
1	2026-TH-01	Town Hall/Facilities — Building Capital Reserve	140,000
2	2026-DPS-01	Public Services — Building Capital Reserve	27,302
		Total Facilities	167,302
		Police Department	
1	2027-SKPD-01	FY2026-27 SKPD Vehicle Reserve	56,000
2	2026-SKPD-04	Pistol Mounted Optics	73,500
		Total Police Department	129,500
		Public Services Department	
1	2026-DPS-03	Superintendent Vehicle (Replacement)	35,000
2	2026-TMDL-01	TMDL Reserve Fund	50,000
3	2026-DPS-08	Salt Barn Maintenance	50,000
4	2026-DPS-09	Roadside Mower, Boom & Head	85,000
5	2025-DPS-10	One Ton Pickup - 220	66,994
6	2026-DPS-16	Medium Dump Truck - 221	165,000
7	2026-DPS-12	Mini Excavator	55,000



8	2026-ROADS-10	Gravelly Hill Road—Pavement Maintenance	600,000
9	2026-DAMS-04	Dams / Bridges Capital Reserve	20,000
		Total Public Services	1,126,994
		Leisure Services Department	
		Park Maintenance Division	
1	2026-REC-71	Old Mountain Field — Chain Link Fence Replacement	30,000
2	2026-REC-01	Portable Stage	35,000
3	2027-REC-11	Court Resurfacing in Parks	12,000
4	2026-REC-15	Town Beach Maintenance	20,000
5	2027-REC-08	Playground Improvements — Park System	100,000
6	2027-REC-06	Front-Mount Mower with Bagger	37,000
7	2027-REC-05	Skid Steer Loader	55,000
8	2027-REC-04	Pickup Truck 3/4 Ton with Liftgate & Plow	65,000
		Total Park Maintenance	354,000
		Natural Resources Officer	
1	2026-NRO-03	Shoreline Right of Way Monumentation & Survey	15,000
2	2026-NRO-02	Town Farm / Marina Park - Master Plan	65,000
		Total Natural Resources Officer	125,000
10		Total Leisure Services	434,000
26		Total General Fund	2,077,796
Count	Project #	Senior Center Construction Fund	FY2026-27
1	2026-SENIOR-01	Senior Center - Building Capital Reserve	50,000
		Total Senior Center Construction Fund	50,000
Count	Project #	Community Recreation Center Construction Fund	FY2026-27
1	2026-REC CNTR-11	Recreation Center — Building Capital Reserve	55,000
		Total Community Recreation Center Construction Fund	55,000



Count	Project #	Emergency Medical Services Billing Fund	FY2026-27
1	2026-EMS-14	Base Station Radios	20,000
2	2026-EMS-05	Power Stretcher Paramedic 1	40,000
3	2026-EMS-14	EMS Facilities Building Capital Reserve	10,000
		Total Emergency Medical Services Billing Fund	70,000
Count		Neighborhood Guild Fund	FY2026-27
1	2027-GUILD-01	Neighborhood Guild Building Capital Reserve	100,000
		Total Neighborhood Guild Fund	100,000
Count	Proejct #	Debt Service Fund-2026 BANS	FY2026-27
1	2026-HS-01	Construction of a new High School & Athletic Field Complex	65,000,000
		Total Debt Service Fund-2026 BANS	65,000,000
Count	Project #	Debt Service Fund-2022 Bond Proceeds	FY2026-27
1	2027-DPS-01	Roadway Safety Enhancements	304,072
		Total Debt Service Fund-2022 Bond Proceeds	304,072
Count	Project #	Water Enterprise Fund	FY2026-27
1	2026-WATER-04	Victoria Lane Water Tank Cleaning & Maintenance	50,000
2	2026-WATER-07	Mautucket Water Tank Cleaning & Maintenance	50,000
3	2026-WATER-10	Equipment Storage Building Replacement	50,000
4	2027-WATER-01	Factory Pond Well Field Feasibility Study	200,000
		Total Water Enterprise Fund	350,000
Count	Project #	Wastewater Enterprise Fund	FY2026-27
1	2026-WASTE-03	Wastewater Outfall Diffusers	30,000
2	2026-WASTE-11	Interceptor Cleaning, Repair & Maintenance—Silver Lake	200,000
3	2026-WASTE-14	Aeration Panels Maintenance	70,000
4	2026-WASTE-13	Doors & Frames — Kingston Pump Station	25,000
5	2026-WASTE-12	Doors & Frames — Silver Lake Pump Station	25,000
6	2027-WASTE-01	A/C - Wastewater Facility, 2nd Level Break Room & Conference Room	50,000
		Total Wastewater Enterprise Fund	400,000

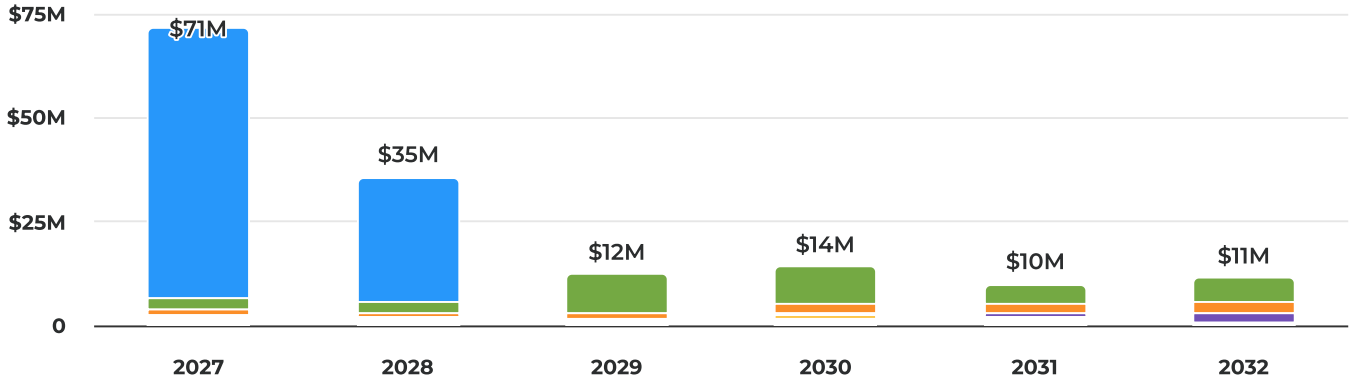


Count	Project #	School Department Capital Fund	FY2026-27
1	1228-FACIL-25-0013	Building Project #11	50,133
2	1228-FACIL-25-0011	Building Project #9	22,787
3	1228-FACIL-25-0014	Building Project #12	62,666
4	1228-FACIL-25-0012	Building Project #10	66,843
5	0000-TECH-27-0008	Computer Hardware Project #14	45,000
6	0000-TECH-25-0010	Computer Hardware Project #6	25,000
7	0000-TECH-25-0008	Computer Hardware Project #4	25,000
8	0000-TECH-27-0001	Computer Hardware Project #3	128,250
9	0000-TECH-25-0006	Computer Hardware Project #2	40,000
10	0000-TECH-25-0005	Computer Hardware Project #1	35,000
11	1228-FACIL-25-0043	HVAC Project #4	81,043
12	1228-FACIL-25-0041	HVAC Project #2	575,509
13	1228-FACIL-25-0040	HVAC Project #1	1,304,459
14	1228-FACIL-25-0002	HVAC Project #3	67,536
15	0000-TECH-25-0002	Computer Software Project #1	10,000
		Total School Department Capital Fund (429)	2,539,226
59		GRAND TOTAL — ALL FUNDS	70,946,094
		Proposed Use of Previously Allocated Capital Reserve Funds on Pay-Go Projects	465,704
		FY2026-27 TOTAL CAPITAL PROJECT COSTING SUMMARY	71,411,798



Capital Improvement - Proposed Multi-Year Plan

FY27 - FY32 Total Funding Proposed by Department

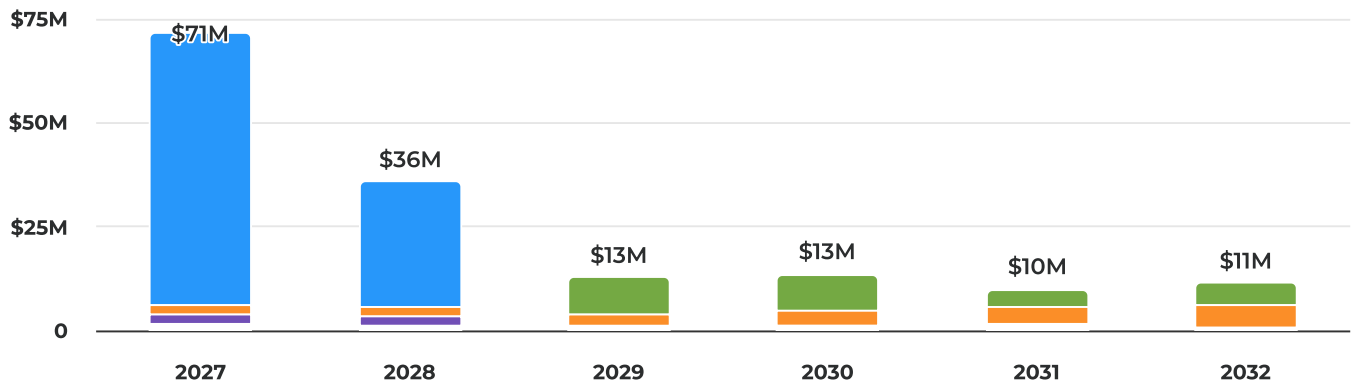


Funding by Department Totals (all years)

Debt Service	\$95,000,000	61.41%
School Department	\$33,623,885	21.74%
Public Services Department	\$11,314,072	7.31%
Park Maintenance	\$5,109,100	3.30%
Wastewater	\$1,669,000	1.08%
Emergency Medical Services	\$1,185,000	0.77%
Tax Assessor	\$961,000	0.62%
Facilities	\$902,500	0.58%
Water	\$890,000	0.58%
Community Rec Center	\$715,000	0.46%
Information Technology	\$595,000	0.38%
Natural Resources Officer	\$565,000	0.37%
Neighborhood Guild	\$525,000	0.34%
Police Department	\$418,500	0.27%
Planning Department	\$350,000	0.23%
Senior Services Center	\$310,000	0.20%
Police Department	\$245,000	0.16%
Water	\$200,000	0.13%
Communications Department	\$100,000	0.06%
Emergency Medical Services	\$20,000	0.01%



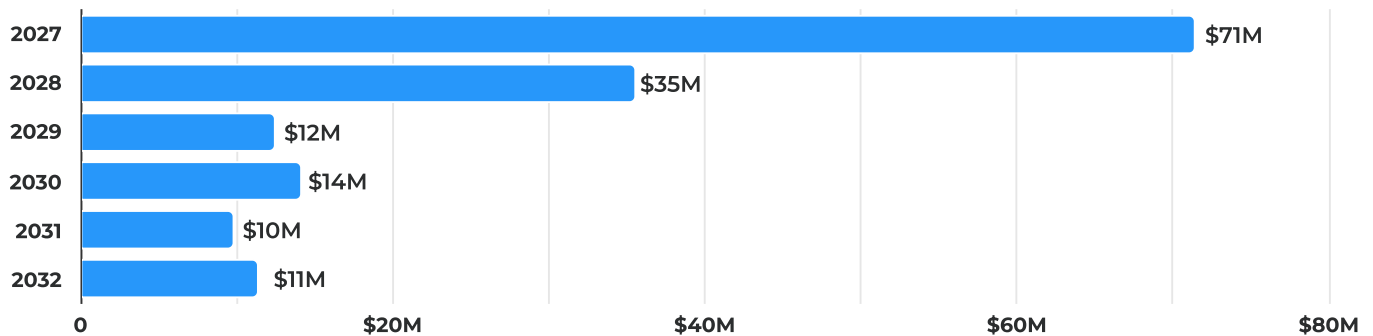
FY27 - FY32 Total Funding Proposed by Source



Funding by Source Totals (all years)

General Obligation Bond	\$95,304,072	61.61%
Capital Reserve Fund-428	\$27,086,803	17.51%
General Fund	\$19,867,595	12.84%
School Capital Reserve-429	\$6,537,082	4.23%
Wastewater Fund	\$1,625,000	1.05%
EMS Billing Fund	\$1,205,000	0.78%
Water Fund	\$1,020,000	0.66%
Capital Reserve Fund - GF	\$944,105	0.61%
Neighborhood Guild Fund	\$525,000	0.34%
Recreation Center Fund	\$205,000	0.13%
State Reimbursement	\$164,400	0.11%
Capital Reserve - Water	\$70,000	0.05%
Library Improvement Fund	\$50,000	0.03%
Senior Center Fund	\$50,000	0.03%
Capital Reserve - Waste	\$44,000	0.03%

FY27 - FY32 Capital Cost Breakdown



Capital Cost Totals (all years)

Capital Costs	\$154,698,057	100.00%
Operational Costs	\$0	0.00%



6-Year Capital Project Costs - General Fund Summary

General Fund (101)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Information Technology							
Network / Fiber Ring Equipment and Firewall Replacement	75,000	75,000					150,000
Server Replacement — Town			65,000				65,000
Digital Document Retention	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Audio Visual Replacement					80,000		80,000
Total Information Technology	125,000	125,000	115,000	50,000	130,000	50,000	595,000
Tax Assessor							
Property Revaluation Program FY26-27	95,000	259,400	95,000	95,000	326,600	90,000	961,000
Total Tax Assessor	95,000	259,400	95,000	95,000	326,600	90,000	961,000
Planning Department							
Development of Design Guidelines & Comp. Review & Devel.	100,000	75,000	50,000	75,000	50,000		350,000
Total Planning Department	100,000	75,000	50,000	75,000	50,000	0	350,000
Facilities Department							
TOWN HALL/FACILITIES BUILDING CAPITAL RESERVE (MULTI YR FUND)	207,500	80,000	160,000	255,000	10,000		712,500
PUBLIC SERVICES BUILDING CAPITAL RESERVE (MULTI YR FUND)	37,500	37,500	10,000	10,000	10,000	10,000	115,000
LIBRARY DEPARTMENT BUILDING CAPITAL RESERVE		75,000					75,000
Total Facilities Department	245,000	192,500	170,000	265,000	20,000	10,000	902,500
Police Department							
Communication Equipment—Reserve	35,000	5,000	5,000	5,000	5,000	5,000	60,000
Public Safety Computer System Maint. & Technology Upgrade		120,000	65,000				185,000
Police Department Vehicle Reserve and Replacement Program	56,000	32,000	32,000	40,000	15,000	35,000	210,000
Firearm Replacement and Optic Upgrade Project	73,500						73,500
Public Safety Building — General Reserve		45,000	60,000	10,000	10,000	10,000	135,000
Total Police Department	164,500	202,000	162,000	55,000	30,000	50,000	663,500



General Fund (101)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Communications Department							
Town Hall fire alarm upgrade		100,000					100,000
Total Communications Department	0	100,000	0	0	0	0	100,000
Emergency Medical Services							
Base Station Radios	20,000						20,000
P3 Transport Vehicle - Ambulance Paramedic 3						360,000	360,000
Cardiac Monitor-Defibrillator			50,000	50,000			100,000
Lucas CPR Device		20,000					20,000
Power Stretcher Paramedic 3		20,000	20,000				40,000
Power Stretcher Paramedic 1	40,000						40,000
Non-Transport — Community Paramedic Program CPI					70,000		70,000
Non Transport — EMS Admin Vehicle					45,000		45,000
Non-Transport Supervisor Vehicle - Squad 1 QRV Replacement				90,000			90,000
P1 Transport Vehicle - Ambulance Paramedic 1					360,000		360,000
EMERGENCY MEDICAL SERVICES FACILITY	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Total Emergency Medical Services	70,000	50,000	80,000	150,000	485,000	370,000	1,205,000
Public Services Department							
Roadway Safety Enhancements	304,072						304,072
Medium Dump Truck - 221	265,000						265,000
Medium Dump Truck - 4286						295,000	295,000
Mini Excavator	110,000						110,000
Street Sweeper - 5075			330,000				330,000
Truck & Equipment Structural Canopy Protection				150,000	150,000	150,000	450,000
Woodmans Trail — Pavement Maintenance					140,000		140,000
Saugatucket Culvert Replacement						1,350,000	1,350,000
Sign Shop Utility Body Truck					95,000		95,000
Vehicle Lifts				20,000	20,000		40,000
Superintendent Vehicle	35,000						35,000
Shop Utility Truck		90,000					90,000



General Fund (101)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
TMDL Implementation Reserve Fund	50,000		100,000		100,000		250,000
Salt Barn Maintenance	50,000	50,000	50,000				150,000
Roadside Mower Boom And Head	85,000	85,000	95,000				265,000
One Ton Pick Up 220	75,000						75,000
One Ton Pick Up 775				80,000			80,000
Oakwoods Drive — Pavement Maintenance				650,000			650,000
Medium Dump Truck 224		270,000					270,000
Medium Dump Truck 647					290,000		290,000
Medium Dump Truck 219				280,000			280,000
Oak Hill Road — Pavement Maintenance				250,000			250,000
Kersey Road Sidewalk Improvements					700,000		700,000
Large Dump Truck 1479						165,000	165,000
Kenyon Avenue — Pavement Maintenance						900,000	900,000
Highway Fuel Farm				605,000			605,000
Ice House Road — Pavement Maintenance					80,000		80,000
Grey Birch Court — Pavement Maintenance					70,000		70,000
Gravelly Hill Road — Pavement Maint. (from Post Road to pole 24)	600,000						600,000
Equipment Trailer 2				15,000	15,000		30,000
Gravelly Hill Road - Pavement Maint. (from pole 24 to Shannock Road)		560,000					560,000
Eagles Nest Terrace — Pavement Maintenance					40,000		40,000
Dendron Road — Pavement Maintenance					240,000		240,000
Brush Chipper 2				30,000	30,000	30,000	90,000
Columbia Street — Pavement Maintenance			650,000				650,000
Dams/Bridges Reserve Funds	20,000	20,000	20,000	20,000	20,000		100,000
Beech Hill Road — Pavement Maintenance					100,000		100,000
Backhoe					110,000	100,000	210,000
Arbor Way — Pavement Maintenance					110,000		110,000
Total Public Services Department	1,594,072	1,075,000	1,245,000	2,100,000	2,310,000	2,990,000	11,314,072
Leisure Services Department							
Park Maintenance Division							



General Fund (101)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Tilt Trailer (2007) Plate 4953		10,000					10,000
Main Street Comfort Station — Exterior Painting/Repairs				20,000			20,000
Saugatucket Park Phase II Improvements		50,000				220,000	270,000
Splash Pad					65,000	50,000	115,000
Pickleball Courts - NEW				125,000	125,000		250,000
Brousseau Park - New Restroom			75,000				75,000
Saugatucket Park - Bike Path Connector			60,000				60,000
Broad Rock Playfields - Baseball Field Sports Lighting				250,000	250,000	0	500,000
Park Maintenance Garage — Outdoor Materials Storage Area				20,000			20,000
Old Mountain Field - Master Plan Phase II Implementation						1,800,000	1,800,000
Tri Pond Park - Parking Lot/Landscape Improvements		7,000					7,000
Old Mountain Field — Sports Lighting Upgrades to LED	0	0	0	0	330,000		330,000
Park Irrigation Systems — Maintenance/Upgrades				30,000			30,000
Broad Rock - Composting Restroom @ Tennis & Multipurpose Field			75,000				75,000
12FT Mower - JCM HR 600					85,000		85,000
Curtis Corner Multi Purpose Fields - Shade Structure						20,000	20,000
Tri Pond Park - Wayfinding System Enhancements			8,000				8,000
Noyes Farm - Trail System Expansion/Development			20,000				20,000
Green Hill Park Composting Restroom					75,000		75,000
Village Green Landscape & Hardscape Improvements						30,000	30,000
West Kingston Park — Restroom Facility Upgrade			20,000				20,000
Broad Rock to OMF Bike Path Connector						50,000	50,000
Curtis Corner Restroom Building - Exterior Rehab		20,000					20,000
Park & Bike Path Tree Management		10,000	10,000	10,000	20,000		50,000
Old Mountain Field - Chain Link Fence Replacement	30,000	50,000					80,000
Portable Stage	35,000						35,000
Court Resurfacing in Parks	12,000			110,000		35,000	157,000
Town Beach Maintenance	100,000	15,000	10,000	15,000	15,000		155,000
Playground Improvements — Park System	100,000	110,100	180,000	120,000	65,000		575,100
Front-Mount Mower with Bagger	47,000						47,000
Skid Steer Loader	55,000						55,000



General Fund (101)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Pickup Truck 3/4 Ton with Liftgate, Plow	65,000						65,000
Total Park Maintenance Division	444,000	272,100	458,000	700,000	1,030,000	2,205,000	5,109,100
Natural Resources Officer							
2021 Ford F150 (5049) Harbormaster/NRO					55,000		55,000
Outboard Motor Replacement — Patrol Boat 2			15,000				15,000
Marina Park Municipal Docks		40,000	40,000	40,000	40,000	40,000	200,000
Shoreline Right of Way Monumentation and Survey	15,000	15,000	15,000	20,000	20,000	10,000	95,000
Town Farm/Marina Park - Master Plan	65,000	65,000	70,000				200,000
Total Natural Resources Officer	80,000	120,000	140,000	60,000	115,000	50,000	565,000
Total Leisure Services Department	524,000	392,100	598,000	760,000	1,145,000	2,255,000	5,674,100
Total General Fund	2,917,572	2,471,000	2,515,000	3,550,000	4,496,600	5,815,000	21,765,172



6-Year Capital Project Costs - Special Revenue Funds

Senior Services Center	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Senior Center Building Capital Reserve (Multi yr funding)	50,000	35,000	85,000	75,000	65,000		310,000
Total — Senior Services Center	50,000	35,000	85,000	75,000	65,000	0	310,000

Community Recreation Center	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Recreation Center Building Capital Reserve (Multi yr funding)	55,000	50,000	100,000	315,000	140,000	55,000	715,000
Total — Community Recreation Center	55,000	50,000	100,000	315,000	140,000	55,000	715,000

Neighborhood Guild	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Neighborhood Guild Building Capital Reserve (Multi yr funding)	100,000	150,000	150,000	125,000			525,000
Total — Neighborhood Guild	100,000	150,000	150,000	125,000	0	0	525,000

Debt Service Fund	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Construction of a new High School & Athletic Field Complex	65,000,000	30,000,000					95,000,000
Total — Debt Service Fund	65,000,000	30,000,000	0	0	0	0	95,000,000



6-Year Capital Project Costs - Enterprise Funds Summary

Water Enterprise Fund (702)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Water Treatment Reserves				90,000			90,000
RIDOH - Clean Water Infrastructure Plan		45,000					45,000
Water Main Replacement—Reserve				125,000			125,000
Victoria Lane Water Tank Cleaning and Maintenance	50,000		50,000		50,000		150,000
RIDOH Water Supply System Management Plan		45,000			45,000		90,000
RIDOH Vulnerability Assessment Plans		25,000					25,000
Leak Detection Reserves		50,000					50,000
Mautucket Water Tank Cleaning and Maintenance	50,000		50,000		50,000		150,000
Equipment Storage Building Replacement	50,000	75,000					125,000
GIS Upgrade and Maintenance				40,000			40,000
Factory Pond Well Field Feasibility Study	200,000						200,000
Total — Water Enterprise Fund (702)	350,000	240,000	100,000	255,000	145,000	0	1,090,000

Wastewater Enterprise Fund (704)	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Wastewater Treatment Plant Pump Station — Repair and Upgrade				375,000			375,000
Wastewater Outfall Diffusers	30,000						30,000
Vehicle Reserve—Wastewater		50,000	80,000				130,000
Sludge/Septage Mix Tanks					200,000		200,000
Return Activated Sludge & Waste Activated Sludge valves & piping				400,000			400,000
Interceptor cleaning and repair and maintenance — Silver Lake area	200,000						200,000
Kingston Pump Station—Muffin Monsters					47,000		47,000
Silver Lake Pump Station—Muffin Monsters					47,000		47,000
Aeration Panels Maintenance	70,000				70,000		140,000
Doors and Frames (Kingston Pump Station)	25,000						25,000
Doors and Frames (Silver Lake Pump Station)	25,000						25,000
A/C for Wastewater Facility 2nd Level Break Room & Conference Room	50,000						50,000
Total — Wastewater Enterprise Fund (704)	400,000	50,000	80,000	775,000	364,000	0	1,669,000



6-Year Capital Project Costs - School Department Summary

Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-27-0047	BUILDING-106B						997,500	997,500
1228-FACIL-27-0045	BUILDING-104B					472,500		472,500
1228-FACIL-27-0044	BUILDING-103B					657,841		657,841
1228-FACIL-27-0040	BUILDING-99B				23,455			23,455
1228-FACIL-27-0038	BUILDING-97B						345,000	345,000
1228-FACIL-27-0030	BUILDING-92B						295,407	295,407
1228-FACIL-27-0037	BUILDING-96B						345,000	345,000
1228-FACIL-27-0034	BUILDING-93B			384,217				384,217
1228-FACIL-27-0027	BUILDING-91B						346,937	346,937
1228-FACIL-27-0021	BUILDING-85B				35,668			35,668
1228-FACIL-27-0025	BUILDING-89B					40,695		40,695
1228-FACIL-27-0022	BUILDING-86B			8,689				8,689
1228-FACIL-27-0020	BUILDING-84B					8,419		8,419
1228-FACIL-27-0015	BUILDING-79B						37,161	37,161
1228-FACIL-27-0009	BUILDING-75B					376,222		376,222
1228-FACIL-27-0019	BUILDING-83B				206,894			206,894
1228-FACIL-27-0006	BUILDING-73B				238,750			238,750
1228-FACIL-27-0005	BUILDING-72B				1,236,416			1,236,416
1228-FACIL-25-0090	BUILDING-68B				60,052			60,052
1228-FACIL-25-0089	BUILDING-67B				60,052			60,052
1228-FACIL-25-0086	BUILDING-64B				609,295			609,295
1228-FACIL-25-0085	BUILDING-63B				548,722			548,722
1228-FACIL-25-0087	BUILDING-65B				320,681			320,681
1228-FACIL-25-0083	BUILDING-61B			25,064				25,064
1228-FACIL-25-0081	BUILDING-59B			31,328				31,328
1228-FACIL-25-0082	BUILDING-60B			25,064				25,064
1228-FACIL-25-0079	BUILDING-57B			9,552				9,552
1228-FACIL-25-0078	BUILDING-56B			41,918				41,918
1228-FACIL-25-0077	BUILDING-55B				59,883			59,883



Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-25-0074	BUILDING-53B				196,909			196,909
1228-FACIL-25-0072	BUILDING-51B			184,309				184,309
1228-FACIL-27-0046	BUILDING-105B						1,029,000	1,029,000
1228-FACIL-27-0043	BUILDING-102B						122,341	122,341
1228-FACIL-25-0073	BUILDING-52B				196,909			196,909
1228-FACIL-27-0039	BUILDING-98B				28,145			28,145
1228-FACIL-25-0069	BUILDING-48B			66,374				66,374
1228-FACIL-27-0041	BUILDING-100B					251,660		251,660
1228-FACIL-25-0068	BUILDING-47B			99,561				99,561
1228-FACIL-27-0042	BUILDING-101B						1,258,304	1,258,304
1228-FACIL-27-0023	BUILDING-87B					23,921		23,921
1228-FACIL-27-0036	BUILDING-95B					345,000		345,000
1228-FACIL-27-0035	BUILDING-94B				345,000			345,000
1228-FACIL-25-0067	BUILDING-46B				56,071			56,071
1228-FACIL-25-0066	BUILDING-45B				56,071			56,071
1228-FACIL-27-0026	BUILDING-90B				86,219			86,219
1228-FACIL-27-0018	BUILDING-82B				60,792			60,792
1228-FACIL-27-0024	BUILDING-88B					32,778		32,778
1228-FACIL-25-0061	BUILDING-40B			14,253				14,253
1228-FACIL-25-0063	BUILDING-42B				22,780			22,780
1228-FACIL-27-0017	BUILDING-81B				75,286			75,286
1228-FACIL-27-0016	BUILDING-80B					969,048		969,048
1228-FACIL-27-0011	BUILDING-77B				27,390			27,390
1228-FACIL-25-0060	BUILDING-39B			3,563				3,563
1228-FACIL-27-0012	BUILDING-78B					143,644		143,644
1228-FACIL-27-0003	BUILDING-71B			40,723				40,723
1228-FACIL-27-0010	BUILDING-76B					316,637		316,637
1228-FACIL-25-0059	BUILDING-38B			9,584				9,584
1228-FACIL-25-0058	BUILDING-37B			9,584				9,584
1228-FACIL-27-0007	BUILDING-74B				940,892			940,892
1228-FACIL-25-0057	BUILDING-36B				6,119			6,119
1228-FACIL-27-0002	BUILDING-70B			43,314				43,314



Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-25-0056	BUILDING-35B				8,941			8,941
1228-FACIL-25-0052	BUILDING-32B				549,637			549,637
1228-FACIL-25-0053	BUILDING-33B			10,291				10,291
1228-FACIL-25-0051	BUILDING-31B				442,411			442,411
0000-FACIL-25-0091	BUILDING-69B			300,000				300,000
1228-FACIL-25-0088	BUILDING-66B				313,555			313,555
1228-FACIL-25-0047	BUILDING-29B			16,275				16,275
1228-FACIL-25-0084	BUILDING-62B				41,312			41,312
1228-FACIL-25-0080	BUILDING-58B				25,033			25,033
1228-FACIL-25-0039	BUILDING-28B			551,336				551,336
1228-FACIL-25-0033	BUILDING-26B						43,314	43,314
1228-FACIL-25-0076	BUILDING-54B			187,262				187,262
1228-FACIL-25-0070	BUILDING-49B			66,374				66,374
1228-FACIL-25-0071	BUILDING-50B			184,309				184,309
1228-FACIL-25-0065	BUILDING-44B				34,170			34,170
1228-FACIL-25-0064	BUILDING-43B				34,170			34,170
1228-FACIL-25-0062	BUILDING-41B			14,253				14,253
1228-FACIL-25-0027	BUILDING-24B			47,683				47,683
1228-FACIL-25-0055	BUILDING-34B				6,022			6,022
1228-FACIL-25-0037	BUILDING-27B			79,807				79,807
1228-FACIL-25-0032	BUILDING-25B						43,314	43,314
1228-FACIL-25-0026	BUILDING-23B				47,683			47,683
1228-FACIL-25-0025	BUILDING-22B			48,258				48,258
1228-FACIL-25-0024	BUILDING-21B				143,048			143,048
1228-FACIL-25-0023	BUILDING-20B			39,084				39,084
1228-FACIL-25-0048	BUILDING-30B			16,275				16,275
1228-FACIL-25-0021	BUILDING-18B			99,014				99,014
1228-FACIL-25-0017	BUILDING-15B			215,115				215,115
1228-FACIL-25-0022	BUILDING-19B			39,084				39,084
1228-FACIL-25-0018	BUILDING-16B			215,115				215,115
1228-FACIL-25-0013	BUILDING-11B	50,133						50,133
1228-FACIL-25-0020	BUILDING-17B				130,281			130,281



Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-25-0015	BUILDING-13B			107,558				107,558
1228-FACIL-25-0011	BUILDING-9B	22,787						22,787
1228-FACIL-25-0016	BUILDING-14B			5,378				5,378
1228-FACIL-25-0014	BUILDING-12B	62,666						62,666
1228-FACIL-25-0010	BUILDING-8B					25,398		25,398
1228-FACIL-25-0009	BUILDING-7B					25,398		25,398
1228-FACIL-25-0012	BUILDING-10B	66,843						66,843
1228-FACIL-25-0008	BUILDING-6B				48,954			48,954
1228-FACIL-25-0007	BUILDING-5B					6,350		6,350
1228-FACIL-25-0006	BUILDING-4B			5,785				5,785
1228-FACIL-25-0004	BUILDING-2B			12,569				12,569
1228-FACIL-25-0005	BUILDING-3B			5,785				5,785
1228-FACIL-25-0003	BUILDING-1B			5,785				5,785
Total Building Projects		202,429	0	3,269,492	7,323,668	3,695,511	4,863,278	19,354,378

Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-27-0008	SECURITY-8A			103,398				103,398
1228-FACIL-25-0031	SECURITY-6A			439,860				439,860
1228-FACIL-27-0004	SECURITY-7A			201,293				201,293
1228-FACIL-25-0030	SECURITY-5A			447,737				447,737
1228-FACIL-25-0029	SECURITY-4A			76,925				76,925
1228-FACIL-25-0028	SECURITY-3A			785,561				785,561
1228-FACIL-25-0002	SECURITY-2A				852,776			852,776
1228-FACIL-25-0001	SECURITY-1A			780,720				780,720
Total Security Projects		0	0	2,835,494	852,776	0	0	3,688,270
1228-FACIL-27-0029	ROOFS-6			278,084				278,084
1228-FACIL-25-0036	ROOFS-3			241,394				241,394
1228-FACIL-25-0075	ROOFS-5			731,806				731,806
1228-FACIL-25-0038	ROOFS-4			284,615				284,615
1228-FACIL-25-0034	ROOFS-1		2,112,031					2,112,031
1228-FACIL-25-0035	ROOFS-2			241,394				241,394



Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Roof Projects		0	2,112,031	1,777,293	0	0	0	3,889,324
0000-TECH-27-0009	COMPUTER-HDWE-15						75,000	75,000
0000-TECH-27-0006	COMPUTER-HDWE-12					50,000		50,000
0000-TECH-27-0008	COMPUTER-HDWE-14	45,000	45,000	45,000				135,000
0000-TECH-27-0007	COMPUTER-HDWE-13						30,000	30,000
0000-TECH-27-0004	COMPUTER-HDWE-10				75,000			75,000
0000-TECH-27-0005	COMPUTER-HDWE-11					50,000		50,000
0000-TECH-27-0003	COMPUTER-HDWE-9			100,000				100,000
0000-TECH-27-0002	COMPUTER-HDWE-8					55,000		55,000
0000-TECH-25-0011	COMPUTER-HDWE-7		60,000					60,000
0000-TECH-25-0010	COMPUTER-HDWE-6	25,000	40,000		25,000			90,000
0000-TECH-25-0009	COMPUTER-HDWE-5		8,575					8,575
0000-TECH-25-0008	COMPUTER-HDWE-4	25,000	25,000	25,000	25,000	25,000	25,000	150,000
0000-TECH-27-0001	COMPUTER-HDWE-3	128,250	128,250	128,250	128,250	128,250	128,250	769,500
0000-TECH-25-0006	COMPUTER-HDWE-2	40,000	40,000	40,000	40,000	40,000	40,000	240,000
0000-TECH-25-0005	COMPUTER-HDWE-1	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Total Computer Hardware Projects		298,250	381,825	373,250	328,250	383,250	333,250	2,098,075
1228-FACIL-27-0001	CONTINGENCY-5			31,185	137,445	88,646	31,474	288,750
0000-CFO-25-0004	CONTINGENCY-4			72,188	72,188	72,188	72,188	288,750
0000-CFO-25-0003	CONTINGENCY-3			72,188	72,188	72,188	72,188	288,750
0000-CFO-25-0002	CONTINGENCY-2			72,188	72,188	72,188	72,188	288,750
0000-CFO-25-0001	CONTINGENCY-1			72,188	72,188	72,188	72,188	288,750
Total Contingency Projects		0	0	319,935	426,195	377,396	320,224	1,443,750
1228-FACIL-27-0032	EQUIPMENT-4					88,563		88,563
1228-FACIL-27-0031	EQUIPMENT-3					88,563		88,563
1228-FACIL-27-0028	EQUIPMENT-2				31,746			31,746
0000-FACIL-25-0093	EQUIPMENT-1			6,000				6,000
Total Equipment Projects		0	0	6,000	31,746	177,126	0	214,872



Project #	Description	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
1228-FACIL-25-0050	HVAC-9			12,847				12,847
1228-FACIL-25-0054	HVAC-10			130,379				130,379
1228-FACIL-25-0045	HVAC-6			122,890				122,890
1228-FACIL-25-0044	HVAC-5			231,531				231,531
1228-FACIL-25-0043	HVAC-4	81,043						81,043
1228-FACIL-25-0041	HVAC-2	575,509						575,509
1228-FACIL-25-0040	HVAC-1	1,304,459						1,304,459
1228-FACIL-27-0033	HVAC-13			200,268				200,268
1228-FACIL-27-0013	HVAC-11				15,644			15,644
1228-FACIL-27-0014	HVAC-12				5,669			5,669
1228-FACIL-25-0049	HVAC-8			42,823				42,823
1228-FACIL-25-0046	HVAC-7			54,618				54,618
1228-FACIL-25-0042	HVAC-3	67,536						67,536
Total HVAC Projects		2,028,547	0	795,356	21,313	0	0	2,845,216
0000-TECH-25-0002	COMPUTER-SOFTWARE	10,000		15,000		10,000		35,000
Total Software Projects		10,000	0	15,000	0	10,000	0	35,000
0000-FACIL-25-0092	VEHICLES				55,000			55,000
Total Vehicle Projects		0	0	0	55,000	0	0	55,000
Total School Department		2,539,226	2,493,856	9,391,820	9,038,948	4,643,283	5,516,752	33,623,885



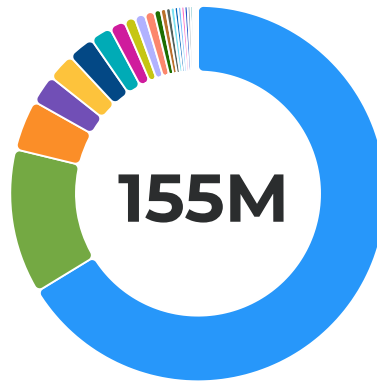
6-Year Capital Project Costs - All Funds Summary

CIP — All Funds Summary	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total - General Fund	2,917,572	2,471,000	2,515,000	3,550,000	4,496,600	5,815,000	21,765,172
Total — Senior Services Center	50,000	35,000	85,000	75,000	65,000	0	310,000
Total — Neighborhood Guild	100,000	150,000	150,000	125,000	0	0	525,000
Total — Recreation Center	55,000	50,000	100,000	315,000	140,000	55,000	715,000
Total - Debt Service Fund	65,000,000	30,000,000	0	0	0	0	95,000,000
Total — Water Enterprise Fund	350,000	240,000	100,000	255,000	145,000	0	1,090,000
Total — Wastewater Enterprise Fund	400,000	50,000	80,000	775,000	364,000	0	1,669,000
Total — School Department	2,539,226	2,493,856	9,391,820	9,038,948	4,643,283	5,516,752	33,623,885
Total Capital Improvement Program	71,411,798	35,489,856	12,421,820	14,133,948	9,853,883	11,386,752	154,698,057



Capital Improvement Plan - Project Types

FY27 - FY32 Capital Costs By Project Type



● General Fund - Buildings & Facilities	\$102,534,600	66.28%
● School Department - Buildings	\$19,354,378	12.51%
● General Fund - Roadways	\$6,744,072	4.36%
● School Department - Roofs	\$3,889,324	2.51%
● School Department - Security	\$3,688,270	2.38%
● General Fund - New Vehicles	\$3,570,000	2.31%
● School Department - HVAC	\$2,845,216	1.84%
● School Department - Computer HDWE	\$2,098,075	1.36%
● School Department - Contingency	\$1,443,750	0.93%
● General Fund - Other Capital Requests	\$1,406,000	0.91%
● General Fund - Capital Equipment	\$1,285,500	0.83%
● Wastewater Fund - Buildings & Facilities	\$875,000	0.57%
● Rec Center - Buildings & Facilities	\$715,000	0.46%
● Water Fund - Buildings & Facilities	\$625,000	0.40%
● Guild - Capital Equipment	\$525,000	0.34%
● General Fund - Computer Hardware	\$460,000	0.30%
● Wastewater Fund - Capital Equipment	\$434,000	0.28%
● Senior Center - Buildings & Facilities	\$425,000	0.27%
● Water Fund - Other Capital Requests	\$425,000	0.27%
● General Fund - Dams, Bridges & TMDL	\$350,000	0.23%
● General Fund - Computer Software	\$300,000	0.19%
● Wastewater Fund - Other Capital Requests	\$230,000	0.15%



● School Department - Equipment	\$214,872	0.14%
● Wastewater Fund - New Vehicles	\$130,000	0.08%
● School Department - Vehicles	\$55,000	0.04%
● Water Fund - Computer Software	\$40,000	0.03%
● School Department - Computer Software	\$35,000	0.02%

General Fund - Buildings & Facilities

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Buildings & Facilities	\$65,609,500	\$30,727,100	\$848,000	\$1,770,000	\$1,165,000	\$2,415,000	\$102,534,600

School Department - Buildings

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Buildings	\$202,429	\$0	\$3,269,492	\$7,323,668	\$3,695,511	\$4,863,278	\$19,354,378

General Fund - Roadways

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Roadways	\$904,072	\$560,000	\$650,000	\$900,000	\$1,480,000	\$2,250,000	\$6,744,072

School Department - Roofs

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Roofs	\$0	\$2,112,031	\$1,777,293	\$0	\$0	\$0	\$3,889,324

School Department - Security

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Security	\$0	\$0	\$2,835,494	\$852,776	\$0	\$0	\$3,688,270

General Fund - New Vehicles

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - New Vehicles	\$541,000	\$392,000	\$362,000	\$490,000	\$930,000	\$855,000	\$3,570,000

School Department - HVAC

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - HVAC	\$2,028,547	\$0	\$795,356	\$21,313	\$0	\$0	\$2,845,216



School Department - Computer HDWE

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Computer HDWE	\$298,250	\$381,825	\$373,250	\$328,250	\$383,250	\$333,250	\$2,098,075

School Department - Contingency

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Contingency	\$0	\$0	\$319,935	\$426,195	\$377,396	\$320,224	\$1,443,750

General Fund - Other Capital Requests

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Other Capital Requests	\$210,000	\$349,400	\$160,000	\$190,000	\$396,600	\$100,000	\$1,406,000

General Fund - Capital Equipment

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Capital Equipment	\$385,500	\$135,000	\$180,000	\$115,000	\$340,000	\$130,000	\$1,285,500

Wastewater Fund - Buildings & Facilities

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Wastewater Fund - Buildings & Facilities	\$100,000	\$0	\$0	\$775,000	\$0	\$0	\$875,000

Rec Center - Buildings & Facilities

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Rec Center - Buildings & Facilities	\$55,000	\$50,000	\$100,000	\$315,000	\$140,000	\$55,000	\$715,000

Water Fund - Buildings & Facilities

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Water Fund - Buildings & Facilities	\$350,000	\$75,000	\$100,000	\$0	\$100,000	\$0	\$625,000

Guild - Capital Equipment

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Guild - Capital Equipment	\$100,000	\$150,000	\$150,000	\$125,000	\$0	\$0	\$525,000

General Fund - Computer Hardware

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Computer Hardware	\$110,000	\$200,000	\$135,000	\$5,000	\$5,000	\$5,000	\$460,000



Wastewater Fund - Capital Equipment

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Wastewater Fund - Capital Equipment	\$70,000	\$0	\$0	\$0	\$364,000	\$0	\$434,000

Senior Center - Buildings & Facilities

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Senior Center - Buildings & Facilities	\$87,500	\$72,500	\$95,000	\$85,000	\$75,000	\$10,000	\$425,000

Water Fund - Other Capital Requests

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Water Fund - Other Capital Requests	\$0	\$165,000	\$0	\$215,000	\$45,000	\$0	\$425,000

General Fund - Dams, Bridges & TMDL

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Dams, Bridges & TMDL	\$70,000	\$20,000	\$120,000	\$20,000	\$120,000	\$0	\$350,000

General Fund - Computer Software

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total General Fund - Computer Software	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000

Wastewater Fund - Other Capital Requests

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Wastewater Fund - Other Capital Requests	\$230,000	\$0	\$0	\$0	\$0	\$0	\$230,000

School Department - Equipment

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Equipment	\$0	\$0	\$6,000	\$31,746	\$177,126	\$0	\$214,872

Wastewater Fund - New Vehicles

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Wastewater Fund - New Vehicles	\$0	\$50,000	\$80,000	\$0	\$0	\$0	\$130,000

School Department - Vehicles

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Vehicles	\$0	\$0	\$0	\$55,000	\$0	\$0	\$55,000



Water Fund - Computer Software

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Water Fund - Computer Software	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000

School Department - Computer Software

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total School Department - Computer Software	\$10,000	\$0	\$15,000	\$0	\$10,000	\$0	\$35,000

Grand Total

	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Grand Total	\$71,411,798	\$35,489,856	\$12,421,820	\$14,133,948	\$9,853,883	\$11,386,752	\$154,698,057



Town Manager Proposed 6-Year Capital Plan - Funding Summary

The prepared table below details a breakdown of proposed funding sources by department for the 6-year CIP.

Department / Funding	Funding Source	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Information Technology								
	General Fund	125,000	125,000	115,000	50,000	130,000	50,000	595,000
Total Information Technology		125,000	125,000	115,000	50,000	130,000	50,000	595,000
Tax Assessor								
	General Fund	95,000	95,000	95,000	95,000	93,762	90,000	563,762
	State Reimbursement		164,400					164,400
	Capital Reserve-General Fund					232,838		232,838
Total Tax Assessor		95,000	259,400	95,000	95,000	326,600	90,000	961,000
Planning Department								
	General Fund		75,000	50,000	75,000	50,000		250,000
	Capital Reserve-General Fund	100,000						
Total Planning Department		100,000	75,000	50,000	75,000	50,000	0	350,000
Facilities Department								
	General Fund	167,302	107,500	170,000	245,937	20,000	10,000	720,739
	Capital Reserve—Library		50,000					50,000
	Capital Reserve-General Fund	77,698	35,000		19,063			131,761
Total Facilities Department		245,000	192,500	170,000	265,000	20,000	10,000	902,500
Police Department								
	General Fund	129,500	132,000	147,000	50,000	25,000	45,000	528,500
	Capital Reserve-General Fund	35,000	70,000	15,000	5,000	5,000	5,000	135,000



Department / Funding	Funding Source	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
Total Police Department		164,500	202,000	162,000	55,000	30,000	50,000	663,500
Communications								
	General Fund		30,000					30,000
	Capital Reserve-General Fund		70,000					70,000
Total Communications		0	100,000	0	0	0	0	100,000
Emergency Medical Services								
	EMS Billing Fund	70,000	50,000	125,000	150,000	440,000	370,000	1,205,000
Total EMS		70,000	50,000	125,000	150,000	440,000	370,000	1,205,000
Public Services Department								
	General Fund	1,126,994	1,300,000	1,370,000	1,800,000	2,260,000	2,990,000	10,846,994
	2022 Bond Proceeds	304,072						304,072
	Capital Reserve-General Fund	163,006						163,006
Total Public Services Department		1,594,072	1,300,000	1,370,000	1,800,000	2,260,000	2,990,000	11,314,072
Park Maintenance								
	General Fund	354,000	272,100	458,000	688,500	1,030,000	2,205,000	5,007,600
	Capital Reserve-General Fund	90,000			11,500			101,500
Total Park Maintenance		444,000	272,100	458,000	700,000	1,030,000	2,205,000	5,109,100
Natural Resources Officer								
	General Fund	80,000	120,000	140,000	60,000	115,000	50,000	565,000
Total Natural Resources Officer		80,000	120,000	140,000	60,000	115,000	50,000	565,000
Senior Services Center								



Department / Funding	Funding Source	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
	General Fund		35,000	85,000	75,000	65,000		260,000
	Sr Center Construction Fund	50,000						50,000
Total Senior Services Center		50,000	35,000	85,000	75,000	65,000	0	310,000
Recreation Center								
	General Fund				315,000	140,000	55,000	510,000
	Rec Center Construction Fund	55,000	50,000	100,000				205,000
Total Recreation Center		55,000	50,000	100,000	315,000	140,000	55,000	715,000
Neighborhood Guild								
	Neighborhood Guild Fund	100,000	150,000	150,000	125,000			525,000
Total Neighborhood Guild		100,000	150,000	150,000	125,000	0	0	525,000
Debt Service								
	Debt Service Fund	65,000,000	30,000,000					95,000,000
Total Debt Service		65,000,000	30,000,000	0	0	0	0	95,000,000
Water Division								
	Water Enterprise Fund	350,000	190,000	100,000	235,000	145,000		1,020,000
	Capital Reserve-Water Fund		50,000		20,000			70,000
Total Water Division		350,000	240,000	100,000	255,000	145,000	0	1,090,000
Wastewater Division								
	Wastewater Enterprise Fund	400,000	200,000	355,000	350,000	320,000		1,625,000
	Capital Reserve-Wastewater Fund					44,000		44,000
Total Wastewater Division		400,000	200,000	355,000	350,000	364,000	0	1,669,000



Department / Funding	Funding Source	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total
School Department								
	Capital Reserve-Schools (429)	2,539,226	2,493,856	394,250	383,250	393,250	333,250	6,537,082
	Capital Reserve-Schools (428)			8,997,570	8,655,698	4,250,033	5,183,502	27,086,803
Total School Department		2,539,226	2,493,856	9,391,820	9,038,948	4,643,283	5,516,752	33,623,885
Total - All Funds Summary		71,411,798	35,864,856	12,866,820	13,408,948	9,748,883	11,386,752	154,698,057

The table below details a breakdown of the proposed funding plan for the 6-Year CIP, by fiscal year and funding source.

Funding Source	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	TOTAL
General Fund	2,077,796	2,291,600	2,630,000	3,454,437	3,928,762	5,495,000	19,877,595
State Reimbursement	0	164,400	0	0	0	0	164,400
EMS Billing Fund	70,000	50,000	125,000	150,000	440,000	370,000	1,205,000
2022 Bond Proceeds	304,072	0	0	0	0	0	304,072
Senior Center Construction Fund	50,000	0	0	0	0	0	50,000
Rec Center Construction Fund	55,000	50,000	100,000	0	0	0	205,000
Neighborhood Guild Fund	100,000	150,000	150,000	125,000	0	0	525,000
Debt Service Fund-2026 BANS	65,000,000	30,000,000	0	0	0	0	95,000,000
Water Enterprise Fund	350,000	190,000	100,000	235,000	145,000	0	1,020,000
Wastewater Enterprise Fund	400,000	200,000	355,000	350,000	320,000	0	1,625,000
Capital Reserve - General Fund	465,704	175,000	15,000	35,563	237,838	5,000	934,105
Capital Reserve — Library	0	50,000	0	0	0	0	50,000
Capital Reserve - Water	0	50,000	0	20,000	0	0	70,000
Capital Reserve — Wastewater	0	0	0	0	44,000	0	44,000
Capital Reserve - Schools (Fund 429)	2,539,226	2,493,856	394,250	383,250	393,250	333,250	6,537,082
Capital Reserve - Schools (Fund 428)	0	0	8,997,570	8,655,698	4,250,033	5,183,502	27,086,803
Total - All Funds Summary	71,411,798	35,864,856	12,866,820	13,408,948	9,758,883	11,386,752	154,698,057



Demographics

Population



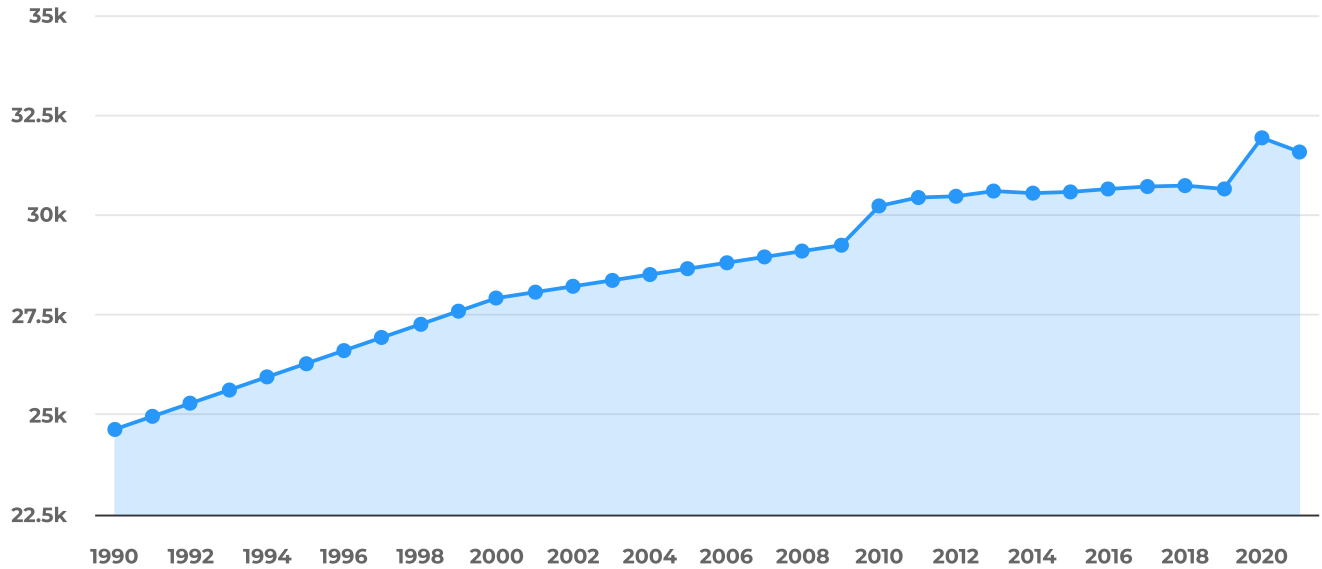
TOTAL POPULATION

31,576

-1.11%
vs. 2020

GROWTH RANK

35 out of **39** Municipalities in Rhode Island



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



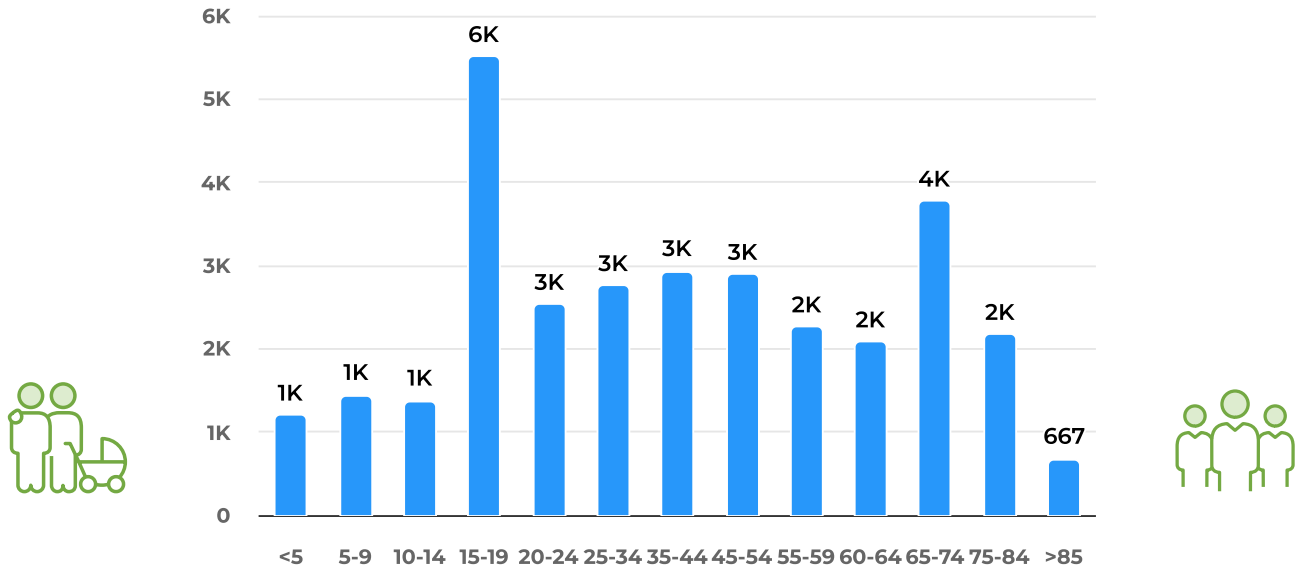
DAYTIME POPULATION

34,975

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

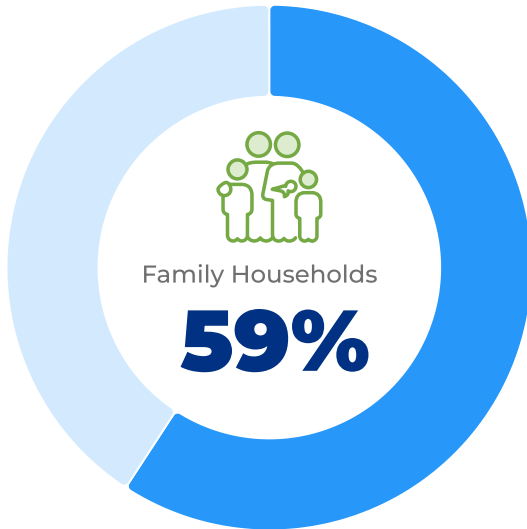
** Data Source: American Community Survey 5-year estimates*

Household

TOTAL HOUSEHOLDS

10,790

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.

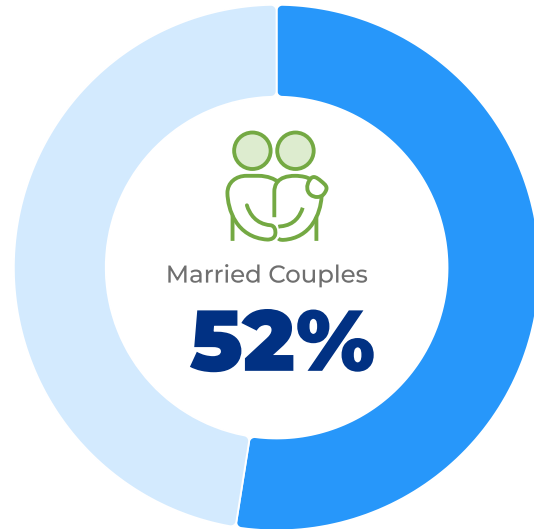


Family Households

59%

33%

higher than state average

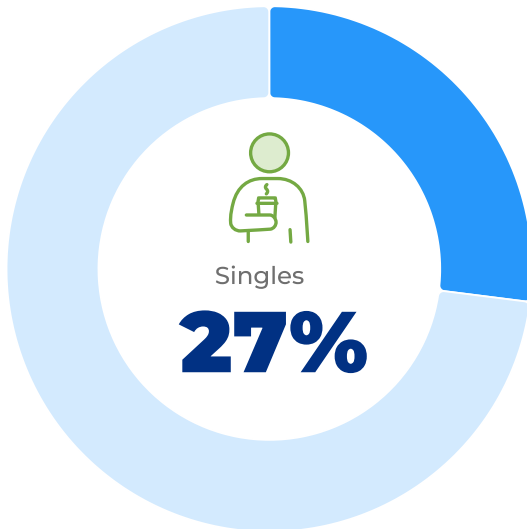


Married Couples

52%

18%

higher than state average

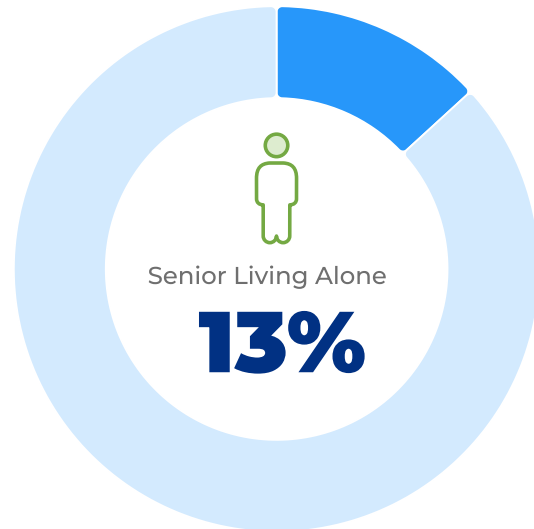


Singles

27%

-12%

lower than state average



Senior Living Alone

13%

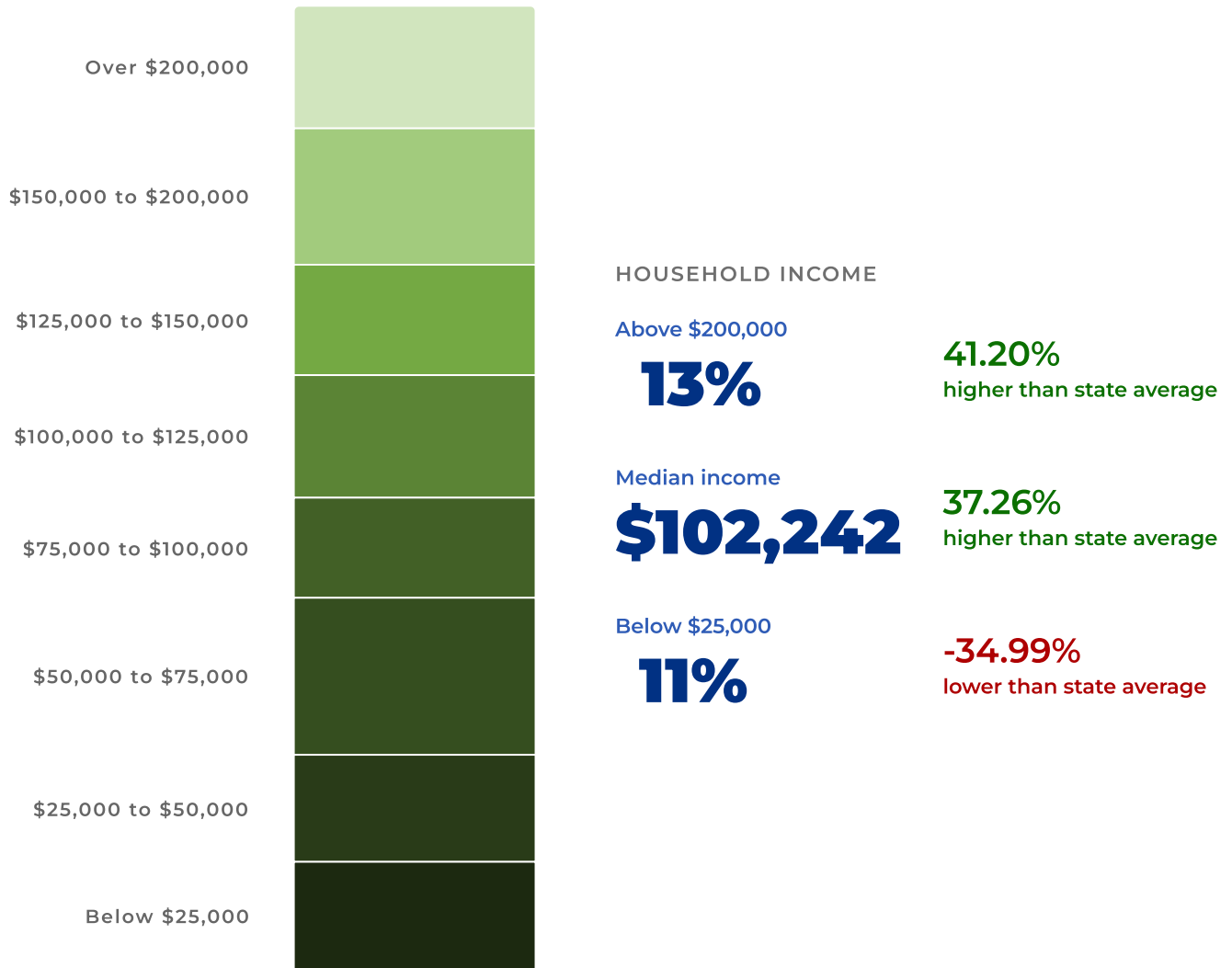
-22%

lower than state average

* Data Source: American Community Survey 5-year estimates

Economic

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



* Data Source: American Community Survey 5-year estimates

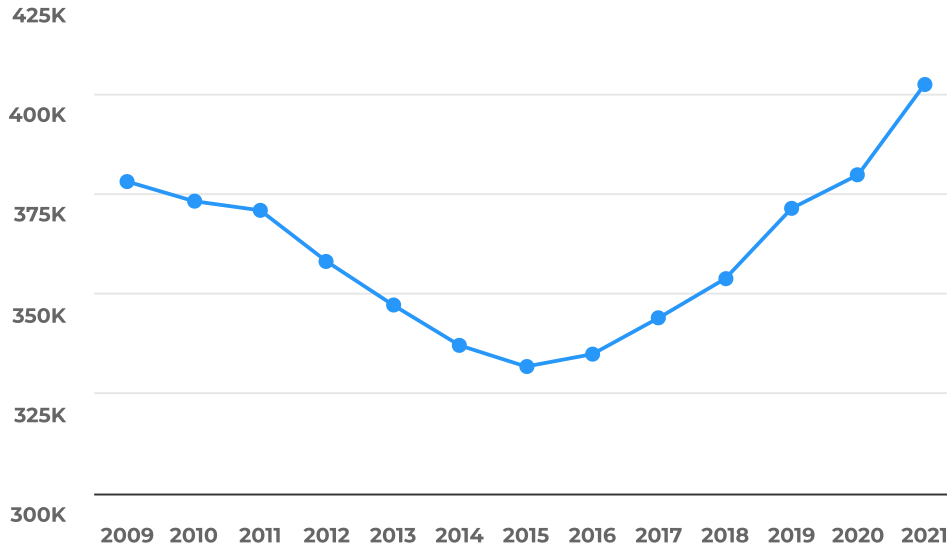


Housing



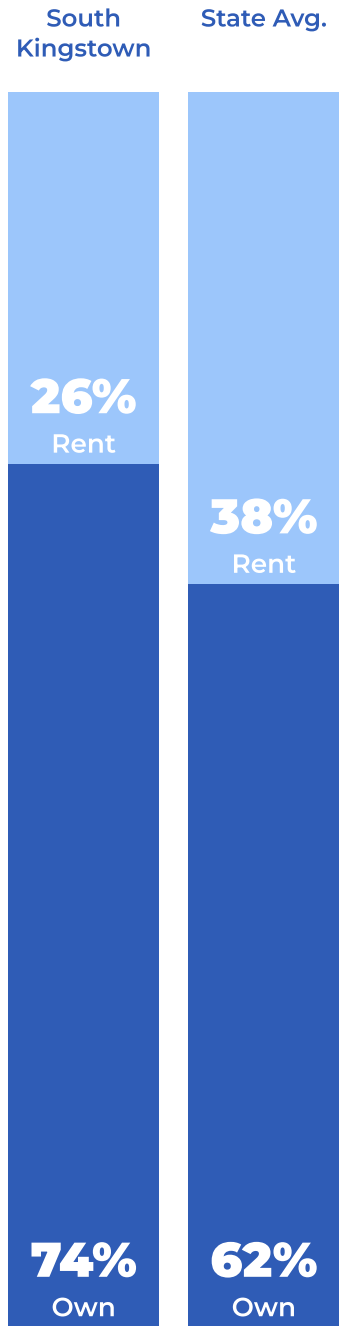
2021 MEDIAN HOME VALUE

\$402,400



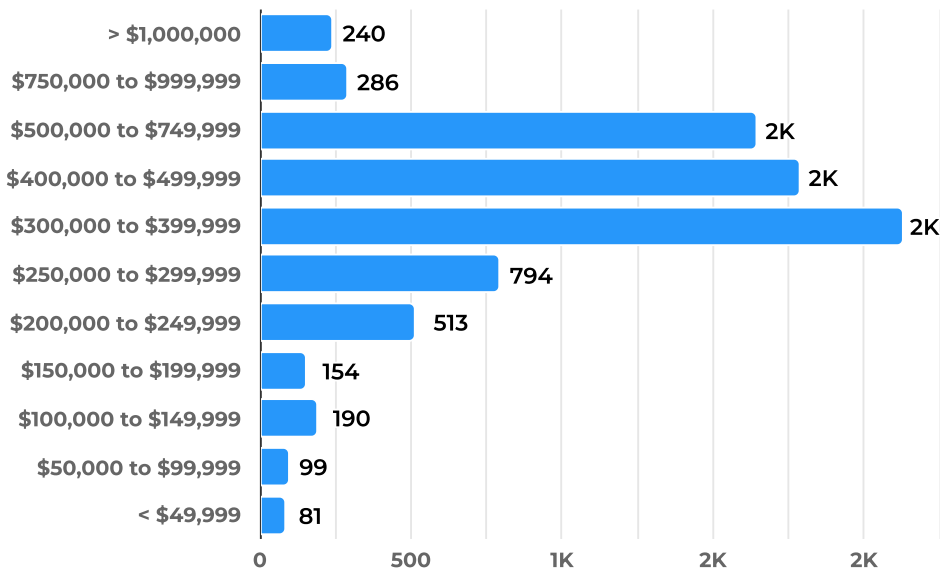
* Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS



* Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.



Capital Projects

Capital Projects

Project No. / Project Name	Years	Departments	Type	Total
2026-DPS-12 Mini Excavator	2027	Public Services Department	General Fund - New Vehicles	\$110,000
2026-RECREAT ION-71 Old Mountain Field - Chain Link Fence Replacement	2027 - 2028	Park Maintenance	General Fund - Buildings & Facilities	\$80,000
2026-RECREAT ION-69 Village Green Landscape & Hardscape Improvements	2032	Park Maintenance	General Fund - Buildings & Facilities	\$30,000
2026-RECREAT ION-68 12FT Mower - JCM HR 600	2031	Park Maintenance	General Fund - Capital Equipment	\$85,000
2026-NRO-05 2021 Ford F150 (5049) Harbormaster/NRO	2031	Natural Resources Officer	General Fund - New Vehicles	\$55,000
2027-Wastewater A/C for Wastewater Facility 2nd Level Break Room and Conference Room	2027	Wastewater	Wastewater Fund - Buildings & Facilities	\$50,000
2026-WASTE-14 Aeration Panels Maintenance	2027 - 2031	Wastewater	Wastewater Fund - Capital Equipment	\$140,000
2026-DPS_ROA DS-16 Arbor Way - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$110,000
2026-IT-01 Audio Visual Replacement	2031	Information Technology	General Fund - Capital Equipment	\$80,000
2026-DPS-13 Backhoe	2031 - 2032	Public Services Department	General Fund - Capital Equipment	\$210,000
2026 EMS-14 Base Station Radios	2027	Emergency Medical Services	General Fund - Capital Equipment	\$20,000
2026-DPS_ROA DS-15 Beech Hill Road - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$100,000
2027-REC-6 Broad Rock - Composting Restroom @ Tennis & Multipurpose Field	2029	Park Maintenance	General Fund - Buildings & Facilities	\$75,000
2026-RECREAT ION-56 Broad Rock Playfields - Baseball Field Sports Lighting	2030 - 2031	Park Maintenance	General Fund - Buildings & Facilities	\$500,000
2027-REC-7 Broad Rock to OMF Bike Path Connector	2032	Park Maintenance	General Fund - Buildings & Facilities	\$50,000
2026-RECREAT ION-55 Brousseau Park - New Restroom	2029	Park Maintenance	General Fund - Buildings & Facilities	\$75,000
2026-DPS-25 Brush Chipper 2	2030 - 2032	Public Services Department	General Fund - Capital Equipment	\$90,000
1228-FACIL-27-0041 BUILDING-100B	2031	School Department	School Department - Buildings	\$251,660
1228-FACIL-27-0042 BUILDING-101B	2032	School Department	School Department - Buildings	\$1,258,304
1228-FACIL-27-0043 BUILDING-102B	2032	School Department	School Department - Buildings	\$122,341
1228-FACIL-27-0044 BUILDING-103B	2031	School Department	School Department - Buildings	\$657,841
1228-FACIL-27-0045 BUILDING-104B	2031	School Department	School Department - Buildings	\$472,500



Project No. / Project Name	Years	Departments	Type	Total
1228-FACIL-27-0046 BUILDING-105B	2032	School Department	School Department - Buildings	\$1,029,000
1228-FACIL-27-0047 BUILDING-106B	2032	School Department	School Department - Buildings	\$997,500
1228-FACIL-25-0012 BUILDING-10B	2027	School Department	School Department - Buildings	\$66,843
1228-FACIL-25-0013 BUILDING-11B	2027	School Department	School Department - Buildings	\$50,133
1228-FACIL-25-0014 BUILDING-12B	2027	School Department	School Department - Buildings	\$62,666
1228-FACIL-25-0015 BUILDING-13B	2029	School Department	School Department - Buildings	\$107,558
1228-FACIL-25-0016 BUILDING-14B	2029	School Department	School Department - Buildings	\$5,378
1228-FACIL-25-0017 BUILDING-15B	2029	School Department	School Department - Buildings	\$215,115
1228-FACIL-25-0018 BUILDING-16B	2029	School Department	School Department - Buildings	\$215,115
1228-FACIL-25-0020 BUILDING-17B	2030	School Department	School Department - Buildings	\$130,281
1228-FACIL-25-0021 BUILDING-18B	2029	School Department	School Department - Buildings	\$99,014
1228-FACIL-25-0022 BUILDING-19B	2029	School Department	School Department - Buildings	\$39,084
1228-FACIL-25-0003 BUILDING-1B	2029	School Department	School Department - Buildings	\$5,785
1228-FACIL-25-0023 BUILDING-20B	2029	School Department	School Department - Buildings	\$39,084
1228-FACIL-25-0024 BUILDING-21B	2030	School Department	School Department - Buildings	\$143,048
1228-FACIL-25-0025 BUILDING-22B	2029	School Department	School Department - Buildings	\$48,258
1228-FACIL-25-0026 BUILDING-23B	2030	School Department	School Department - Buildings	\$47,683
1228-FACIL-25-0027 BUILDING-24B	2029	School Department	School Department - Buildings	\$47,683
1228-FACIL-25-0032 BUILDING-25B	2032	School Department	School Department - Buildings	\$43,314
1228-FACIL-25-0033 BUILDING-26B	2032	School Department	School Department - Buildings	\$43,314
1228-FACIL-25-0037 BUILDING-27B	2029	School Department	School Department - Buildings	\$79,807
1228-FACIL-25-0039 BUILDING-28B	2029	School Department	School Department - Buildings	\$551,336
1228-FACIL-25-0047 BUILDING-29B	2029	School Department	School Department - Buildings	\$16,275
1228-FACIL-25-0004 BUILDING-2B	2029	School Department	School Department - Buildings	\$12,569
1228-FACIL-25-0048 BUILDING-30B	2029	School Department	School Department - Buildings	\$16,275
1228-FACIL-25-0051 BUILDING-31B	2030	School Department	School Department - Buildings	\$442,411
1228-FACIL-25-0052 BUILDING-32B	2030	School Department	School Department - Buildings	\$549,637
1228-FACIL-25-0053 BUILDING-33B	2029	School Department	School Department - Buildings	\$10,291



Project No. / Project Name	Years	Departments	Type	Total
1228-FACIL-25-0055 BUILDING-34B	2030	School Department	School Department - Buildings	\$6,022
1228-FACIL-25-0056 BUILDING-35B	2030	School Department	School Department - Buildings	\$8,941
1228-FACIL-25-0057 BUILDING-36B	2030	School Department	School Department - Buildings	\$6,119
1228-FACIL-25-0058 BUILDING-37B	2029	School Department	School Department - Buildings	\$9,584
1228-FACIL-25-0059 BUILDING-38B	2029	School Department	School Department - Buildings	\$9,584
1228-FACIL-25-0060 BUILDING-39B	2029	School Department	School Department - Buildings	\$3,563
1228-FACIL-25-0005 BUILDING-3B	2029	School Department	School Department - Buildings	\$5,785
1228-FACIL-25-0061 BUILDING-40B	2029	School Department	School Department - Buildings	\$14,253
1228-FACIL-25-0062 BUILDING-41B	2029	School Department	School Department - Buildings	\$14,253
1228-FACIL-25-0063 BUILDING-42B	2030	School Department	School Department - Buildings	\$22,780
1228-FACIL-25-0064 BUILDING-43B	2030	School Department	School Department - Buildings	\$34,170
1228-FACIL-25-0065 BUILDING-44B	2030	School Department	School Department - Buildings	\$34,170
1228-FACIL-25-0066 BUILDING-45B	2030	School Department	School Department - Buildings	\$56,071
1228-FACIL-25-0067 BUILDING-46B	2030	School Department	School Department - Buildings	\$56,071
1228-FACIL-25-0068 BUILDING-47B	2029	School Department	School Department - Buildings	\$99,561
1228-FACIL-25-0069 BUILDING-48B	2029	School Department	School Department - Buildings	\$66,374
1228-FACIL-25-0070 BUILDING-49B	2029	School Department	School Department - Buildings	\$66,374
1228-FACIL-25-0006 BUILDING-4B	2029	School Department	School Department - Buildings	\$5,785
1228-FACIL-25-0071 BUILDING-50B	2029	School Department	School Department - Buildings	\$184,309
1228-FACIL-25-0072 BUILDING-51B	2029	School Department	School Department - Buildings	\$184,309
1228-FACIL-25-0073 BUILDING-52B	2030	School Department	School Department - Buildings	\$196,909
1228-FACIL-25-0074 BUILDING-53B	2030	School Department	School Department - Buildings	\$196,909
1228-FACIL-25-0076 BUILDING-54B	2029	School Department	School Department - Buildings	\$187,262
1228-FACIL-25-0077 BUILDING-55B	2030	School Department	School Department - Buildings	\$59,883
1228-FACIL-25-0078 BUILDING-56B	2029	School Department	School Department - Buildings	\$41,918
1228-FACIL-25-0079 BUILDING-57B	2029	School Department	School Department - Buildings	\$9,552
1228-FACIL-25-0080 BUILDING-58B	2030	School Department	School Department - Buildings	\$25,033
1228-FACIL-25-0081 BUILDING-59B	2029	School Department	School Department - Buildings	\$31,328



Project No. / Project Name	Years	Departments	Type	Total
1228-FACIL-25-0007 BUILDING-5B	2031	School Department	School Department - Buildings	\$6,350
1228-FACIL-25-0082 BUILDING-60B	2029	School Department	School Department - Buildings	\$25,064
1228-FACIL-25-0083 BUILDING-61B	2029	School Department	School Department - Buildings	\$25,064
1228-FACIL-25-0084 BUILDING-62B	2030	School Department	School Department - Buildings	\$41,312
1228-FACIL-25-0085 BUILDING-63B	2030	School Department	School Department - Buildings	\$548,722
1228-FACIL-25-0086 BUILDING-64B	2030	School Department	School Department - Buildings	\$609,295
1228-FACIL-25-0087 BUILDING-65B	2030	School Department	School Department - Buildings	\$320,681
1228-FACIL-25-0088 BUILDING-66B	2030	School Department	School Department - Buildings	\$313,555
1228-FACIL-25-0089 BUILDING-67B	2030	School Department	School Department - Buildings	\$60,052
1228-FACIL-25-0090 BUILDING-68B	2030	School Department	School Department - Buildings	\$60,052
0000-FACIL-25-0091 BUILDING-69B	2029	School Department	School Department - Buildings	\$300,000
1228-FACIL-25-0008 BUILDING-6B	2030	School Department	School Department - Buildings	\$48,954
1228-FACIL-27-0002 BUILDING-70B	2029	School Department	School Department - Buildings	\$43,314
1228-FACIL-27-0003 BUILDING-71B	2029	School Department	School Department - Buildings	\$40,723
1228-FACIL-27-0005 BUILDING-72B	2030	School Department	School Department - Buildings	\$1,236,416
1228-FACIL-27-0006 BUILDING-73B	2030	School Department	School Department - Buildings	\$238,750
1228-FACIL-27-0007 BUILDING-74B	2030	School Department	School Department - Buildings	\$940,892
1228-FACIL-27-0009 BUILDING-75B	2031	School Department	School Department - Buildings	\$376,222
1228-FACIL-27-0010 BUILDING-76B	2031	School Department	School Department - Buildings	\$316,637
1228-FACIL-27-0011 BUILDING-77B	2030	School Department	School Department - Buildings	\$27,390
1228-FACIL-27-0012 BUILDING-78B	2031	School Department	School Department - Buildings	\$143,644
1228-FACIL-27-0015 BUILDING-79B	2032	School Department	School Department - Buildings	\$37,161
1228-FACIL-25-0009 BUILDING-7B	2031	School Department	School Department - Buildings	\$25,398
1228-FACIL-27-0016 BUILDING-80B	2031	School Department	School Department - Buildings	\$969,048
1228-FACIL-27-0017 BUILDING-81B	2030	School Department	School Department - Buildings	\$75,286
1228-FACIL-27-0018 BUILDING-82B	2030	School Department	School Department - Buildings	\$60,792
1228-FACIL-27-0019 BUILDING-83B	2030	School Department	School Department - Buildings	\$206,894
1228-FACIL-27-0020 BUILDING-84B	2031	School Department	School Department - Buildings	\$8,419



Project No. / Project Name	Years	Departments	Type	Total
1228-FACIL-27-0021 BUILDING-85B	2030	School Department	School Department - Buildings	\$35,668
1228-FACIL-27-0022 BUILDING-86B	2029	School Department	School Department - Buildings	\$8,689
1228-FACIL-27-0023 BUILDING-87B	2031	School Department	School Department - Buildings	\$23,921
1228-FACIL-27-0024 BUILDING-88B	2031	School Department	School Department - Buildings	\$32,778
1228-FACIL-27-0025 BUILDING-89B	2031	School Department	School Department - Buildings	\$40,695
1228-FACIL-25-0010 BUILDING-8B	2031	School Department	School Department - Buildings	\$25,398
1228-FACIL-27-0026 BUILDING-90B	2030	School Department	School Department - Buildings	\$86,219
1228-FACIL-27-0027 BUILDING-91B	2032	School Department	School Department - Buildings	\$346,937
1228-FACIL-27-0030 BUILDING-92B	2032	School Department	School Department - Buildings	\$295,407
1228-FACIL-27-0034 BUILDING-93B	2029	School Department	School Department - Buildings	\$384,217
1228-FACIL-27-0035 BUILDING-94B	2030	School Department	School Department - Buildings	\$345,000
1228-FACIL-27-0036 BUILDING-95B	2031	School Department	School Department - Buildings	\$345,000
1228-FACIL-27-0037 BUILDING-96B	2032	School Department	School Department - Buildings	\$345,000
1228-FACIL-27-0038 BUILDING-97B	2032	School Department	School Department - Buildings	\$345,000
1228-FACIL-27-0039 BUILDING-98B	2030	School Department	School Department - Buildings	\$28,145
1228-FACIL-27-0040 BUILDING-99B	2030	School Department	School Department - Buildings	\$23,455
1228-FACIL-25-0011 BUILDING-9B	2027	School Department	School Department - Buildings	\$22,787
2026-EMS-12 Cardiac Monitor-Defibrillator	2029 - 2030	Emergency Medical Services	General Fund - Capital Equipment	\$100,000
2026-DPS_ROA DS-13 Columbia Street - Pavement Maintenance	2029	Public Services Department	General Fund - Roadways	\$650,000
2026-SKPD-08 Communication Equipment-Reserve	2027 - 2032	Police Department	General Fund - Computer Hardware	\$60,000
0000-TECH-25-0005 COMPUTER-HDWE-1	2027 - 2032	School Department	School Department - Computer HDWE	\$210,000
0000-TECH-27-0004 COMPUTER-HDWE-10	2030	School Department	School Department - Computer HDWE	\$75,000
0000-TECH-27-0005 COMPUTER-HDWE-11	2031	School Department	School Department - Computer HDWE	\$50,000
0000-TECH-27-0006 COMPUTER-HDWE-12	2031	School Department	School Department - Computer HDWE	\$50,000
0000-TECH-27-0007 COMPUTER-HDWE-13	2032	School Department	School Department - Computer HDWE	\$30,000
0000-TECH-27-0008 COMPUTER-HDWE-14	2027 - 2029	School Department	School Department - Computer HDWE	\$135,000
0000-TECH-27-0009 COMPUTER-HDWE-15	2032	School Department	School Department - Computer HDWE	\$75,000
0000-TECH-25-0006 COMPUTER-HDWE-2	2027 - 2032	School Department	School Department - Computer HDWE	\$240,000



Project No. / Project Name	Years	Departments	Type	Total
0000-TECH-27-0001 COMPUTER-HDWE-3	2027 - 2032	School Department	School Department - Computer HDWE	\$769,500
0000-TECH-25-0008 COMPUTER-HDWE-4	2027 - 2032	School Department	School Department - Computer HDWE	\$150,000
0000-TECH-25-0009 COMPUTER-HDWE-5	2028	School Department	School Department - Computer HDWE	\$8,575
0000-TECH-25-0010 COMPUTER-HDWE-6	2027 - 2030	School Department	School Department - Computer HDWE	\$90,000
0000-TECH-25-0011 COMPUTER-HDWE-7	2028	School Department	School Department - Computer HDWE	\$60,000
0000-TECH-27-0002 COMPUTER-HDWE-8	2031	School Department	School Department - Computer HDWE	\$55,000
0000-TECH-27-0003 COMPUTER-HDWE-9	2029	School Department	School Department - Computer HDWE	\$100,000
0000-TECH-25-0002 COMPUTER-SOFTWARE	2027 - 2031	School Department	School Department - Computer Software	\$35,000
2026-NEW_HS-01 Construction of a new High School & Athletic Field Complex	2027 - 2028	Debt Service	General Fund - Buildings & Facilities	\$95,000,000
0000-CFO-25-0001 CONTINGENCY-1	2029 - 2032	School Department	School Department - Contingency	\$288,750
0000-CFO-25-0002 CONTINGENCY-2	2029 - 2032	School Department	School Department - Contingency	\$288,750
0000-CFO-25-0003 CONTINGENCY-3	2029 - 2032	School Department	School Department - Contingency	\$288,750
0000-CFO-25-0004 CONTINGENCY-4	2029 - 2032	School Department	School Department - Contingency	\$288,750
1228-FACIL-27-0001 CONTINGENCY-5	2029 - 2032	School Department	School Department - Contingency	\$288,750
2027-REC-11 Court Resurfacing in Parks	2027 - 2032	Park Maintenance	General Fund - Buildings & Facilities	\$157,000
2027-REC-10 Curtis Corner Multi Purpose Fields - Shade Structure	2032	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2027-REC-9 Curtis Corner Restroom Building - Exterior Rehab	2028	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2026-DPS_OTH-ER-04 Dams/Bridges Reserve Funds	2027 - 2031	Public Services Department	General Fund - Dams, Bridges & TMDL	\$100,000
2026-DPS_ROA-DS-12 Dendron Road - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$240,000
2026-PLAN-01 Development of Design Guidelines & Comp. Review & Devel. Updates to Land Use Regs.	2027 - 2031	Planning Department	General Fund - Other Capital Requests	\$350,000
2027-IT-01 Digital Document Retention	2027 - 2032	Information Technology	General Fund - Computer Software	\$300,000
2026-WASTE-13 Doors and Frames for the wet side and dry side (Kingston Pump Station)	2027	Wastewater	Wastewater Fund - Buildings & Facilities	\$25,000
2026-WASTE-12 Doors and Frames on the wet side and the dry side (Silver Lake Pump Station)	2027	Wastewater	Wastewater Fund - Buildings & Facilities	\$25,000
2026-DPS_ROA-DS-11 Eagles Nest Terrace - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$40,000
2026-EMS-14 EMERGENCY MEDICAL SERVICES FACILITY	2027 - 2032	Emergency Medical Services	General Fund - Buildings & Facilities	\$60,000
2026-WATER-10 Equipment Storage Building Replacement	2027 - 2028	Water	Water Fund - Buildings & Facilities	\$125,000



Project No. / Project Name	Years	Departments	Type	Total
2026-DPS-21 Equipment Trailer 2	2030 - 2031	Public Services Department	General Fund - Capital Equipment	\$30,000
0000-FACIL-25-EQUIPMENT-1-0093	2029	School Department	School Department - Equipment	\$6,000
1228-FACIL-27-EQUIPMENT-2-0028	2030	School Department	School Department - Equipment	\$31,746
1228-FACIL-27-EQUIPMENT-3-0031	2031	School Department	School Department - Equipment	\$88,563
1228-FACIL-27-EQUIPMENT-4-0032	2031	School Department	School Department - Equipment	\$88,563
Water-01 Factory Pond Well Field Feasibility Study	2027	Water	Water Fund - Buildings & Facilities	\$200,000
2026-SKPD-04 Firearm Replacement and Optic Upgrade Project	2027	Police Department	General Fund - Capital Equipment	\$73,500
2027-REC-6 Front-Mount Mower with Bagger	2027	Park Maintenance	General Fund - Capital Equipment	\$47,000
2026-WATER-09 GIS Upgrade and Maintenance	2030	Water	Water Fund - Computer Software	\$40,000
2026-DPS_ROA_DS-10 Gravelly Hill Road - Pavement Maintenance (from pole 24 to Shannock Road, 3800 lf)	2028	Public Services Department	General Fund - Roadways	\$560,000
2026-DPS_ROA_DS-10B Gravelly Hill Road - Pavement Maintenance (from Post Road to pole 24, 4000 lf)	2027	Public Services Department	General Fund - Roadways	\$600,000
2027-REC-12 Green Hill Park Composting Restroom	2031	Park Maintenance	General Fund - Buildings & Facilities	\$75,000
2026-DPS_ROA_DS-09 Grey Birch Court - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$70,000
2026-DPS-19 Highway Fuel Farm	2028 - 2030	Public Services Department	General Fund - Buildings & Facilities	\$605,000
1228-FACIL-25-HVAC-1-0040	2027	School Department	School Department - HVAC	\$1,304,459
1228-FACIL-25-HVAC-10-0054	2029	School Department	School Department - HVAC	\$130,379
1228-FACIL-27-HVAC-11-0013	2030	School Department	School Department - HVAC	\$15,644
1228-FACIL-27-HVAC-12-0014	2030	School Department	School Department - HVAC	\$5,669
1228-FACIL-27-HVAC-13-0033	2029	School Department	School Department - HVAC	\$200,268
1228-FACIL-25-HVAC-2-0041	2027	School Department	School Department - HVAC	\$575,509
1228-FACIL-25-HVAC-3-0042	2027	School Department	School Department - HVAC	\$67,536
1228-FACIL-25-HVAC-4-0043	2027	School Department	School Department - HVAC	\$81,043
1228-FACIL-25-HVAC-5-0044	2029	School Department	School Department - HVAC	\$231,531
1228-FACIL-25-HVAC-6-0045	2029	School Department	School Department - HVAC	\$122,890
1228-FACIL-25-HVAC-7-0046	2029	School Department	School Department - HVAC	\$54,618
1228-FACIL-25-HVAC-8-0049	2029	School Department	School Department - HVAC	\$42,823
1228-FACIL-25-HVAC-9-0050	2029	School Department	School Department - HVAC	\$12,847



Project No. / Project Name	Years	Departments	Type	Total	
2026-DPS_ROA DS-08	Ice House Road - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$80,000
2026-WASTE-11	Interceptor cleaning and repair and maintenance - Silver Lake area	2027	Wastewater	Wastewater Fund - Other Capital Requests	\$200,000
2026-DPS_ROA DS-07	Kenyon Avenue - Pavement Maintenance	2032	Public Services Department	General Fund - Roadways	\$900,000
418B	Kersey Road Sidewalk Improvements	2031	Public Services Department	General Fund - Roadways	\$700,000
2026-WASTE-10	Kingston Pump Station-Muffin Monsters	2031	Wastewater	Wastewater Fund - Capital Equipment	\$47,000
2026-DPS-14	Large Dump Truck 1479	2032	Public Services Department	General Fund - New Vehicles	\$165,000
2026-WATER-08	Leak Detection Reserves	2028	Water	Water Fund - Other Capital Requests	\$50,000
2026-LIBR-02	LIBRARY DEPARTMENT BUILDING CAPITAL RESERVE	2028	Facilities	General Fund - Buildings & Facilities	\$75,000
2026-EMS-10	Lucas CPR Device	2028	Emergency Medical Services	General Fund - Capital Equipment	\$20,000
2026-RECREATION-31	Main Street Comfort Station - Exterior Painting/Repairs	2030	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2027-NRO-01	Marina Park Municipal Docks	2028 - 2032	Natural Resources Officer	General Fund - Buildings & Facilities	\$200,000
2026-WATER-07	Mautucket Water Tank Cleaning and Maintenance	2027 - 2031	Water	Water Fund - Buildings & Facilities	\$150,000
2026-DPS-17	Medium Dump Truck 219	2030	Public Services Department	General Fund - New Vehicles	\$280,000
2026-DPS-15	Medium Dump Truck 224	2028	Public Services Department	General Fund - New Vehicles	\$270,000
2026-DPS-14B	Medium Dump Truck 647	2031	Public Services Department	General Fund - New Vehicles	\$290,000
2026-DPS-16	Medium Dump Truck - 221	2027	Public Services Department	General Fund - New Vehicles	\$265,000
2026-DPS-13B	Medium Dump Truck - 4286	2032	Public Services Department	General Fund - New Vehicles	\$295,000
2027-GUILD-01	NEIGHBORHOOD GUILD BUILDING CAPITAL	2027 - 2030	Neighborhood Guild	Guild - Capital Equipment	\$525,000
2026-IT-03	Network / Fiber Ring Equipment and Firewall Replacement	2027 - 2028	Information Technology	General Fund - Computer Hardware	\$150,000
2026-EMS-08	Non Transport - Community Paramedic Program CPI	2031	Emergency Medical Services	General Fund - New Vehicles	\$70,000
2026-EMS-07	Non Transport - EMS Admin Vehicle	2029	Emergency Medical Services	General Fund - New Vehicles	\$45,000
2026-EMS-06	Non Transport Supervisor Vehicle - Squad 1 QRV Replacement	2030	Emergency Medical Services	General Fund - New Vehicles	\$90,000
2026-RECREATION-28	Noyes Farm - Trail System Expansion/Development	2029	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2026-DPS_ROA DS-06	Oak Hill Road - Pavement Maintenance	2030	Public Services Department	General Fund - Roadways	\$250,000
2026-DPS_ROA DS-05	Oakwoods Drive - Pavement Maintenance	2030	Public Services Department	General Fund - Roadways	\$650,000
2027-REC-13	Old Mountain Field - Master Plan Phase II Implementation	2032	Park Maintenance	General Fund - Buildings & Facilities	\$1,800,000
2026-RECREATION-27	Old Mountain Field - Sports Lighting Upgrades to LED -	2031	Park Maintenance	General Fund - Buildings & Facilities	\$330,000



Project No. / Project Name	Years	Departments	Type	Total	
2025-DPS-10	Tennis, Baseball, Softball, Basketball, Skate Park One Ton Pick Up 220	2027	Public Services Department	General Fund - New Vehicles	\$75,000
2026-DPS-11	One Ton Pick Up 775	2030	Public Services Department	General Fund - New Vehicles	\$80,000
2026-NRO-01	Outboard Motor Replacement - Patrol Boat 2	2029	Natural Resources Officer	General Fund - Capital Equipment	\$15,000
2026-EMS-03	P1 Transport Vehicle - Ambulance Paramedic 1	2031	Emergency Medical Services	General Fund - New Vehicles	\$360,000
2026-EMS-03	P3 Transport Vehicle - Ambulance Paramedic 3	2032	Emergency Medical Services	General Fund - New Vehicles	\$360,000
2026-RECREATION-24	Park & Bike Path Tree Management	2028 - 2031	Park Maintenance	General Fund - Buildings & Facilities	\$50,000
2026-RECREATION-23	Park Irrigation Systems - Maintenance/Upgrades	2030	Park Maintenance	General Fund - Buildings & Facilities	\$30,000
2027-REC-14	Park Maintenance Garage - Outdoor Materials Storage Area	2030	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2027-REC-4	Pick up Truck 3/4 Ton with Liftgate, Plow	2027	Park Maintenance	General Fund - Capital Equipment	\$65,000
2026-RECREATION-22	Pickleball Courts - NEW	2030 - 2031	Park Maintenance	General Fund - Buildings & Facilities	\$250,000
2027-REC-8	Playground Improvements - Park System	2027 - 2031	Park Maintenance	General Fund - Buildings & Facilities	\$575,100
2027-SKPD-01	Police Department Vehicle Reserve and Replacement Program	2027 - 2032	Police Department	General Fund - New Vehicles	\$210,000
2026-RECREATION -1	Portable Stage	2027	Park Maintenance	General Fund - Buildings & Facilities	\$35,000
2026-EMS-05	Power Stretcher Paramedic 1	2027	Emergency Medical Services	General Fund - Capital Equipment	\$40,000
2026-EMS-04	Power Stretcher Paramedic 3	2028 - 2029	Emergency Medical Services	General Fund - Capital Equipment	\$40,000
2026-TAX-01	Property Revaluation Program FY26-27	2027 - 2032	Tax Assessor	General Fund - Other Capital Requests	\$961,000
2026-SKPD-03	Public Safety Building - General Reserve	2028 - 2032	Police Department	General Fund - Buildings & Facilities	\$135,000
2026-SKPD-07	Public Safety Computer System Maintenance and Technology Upgrade Program	2028 - 2029	Police Department	General Fund - Computer Hardware	\$185,000
2026-PUB SERVICE BUILDING-01	PUBLIC SERVICES BUILDING CAPITAL RESERVE (MULTI YR FUND)	2027 - 2032	Facilities	Senior Center - Buildings & Facilities	\$115,000
2026-Rec Center-11	REC CENTER BUILDING CAPITAL RESERVE (MULTI YR FUND)	2027 - 2032	Community Rec Center	Rec Center - Buildings & Facilities	\$715,000
2026-WASTE-07	Return Activated Sludge & Waste Activated Sludge valves & piping (multi-year project)	2029 - 2030	Wastewater	Wastewater Fund - Buildings & Facilities	\$400,000
2026-WATER-02	RIDOH - Clean Water Infrastructure Plan	2028	Water	Water Fund - Other Capital Requests	\$45,000
2026-WATER-05	RIDOH Vulnerability Assessment Plans	2028	Water	Water Fund - Other Capital Requests	\$25,000
2026-WATER-06	RIDOH Water Supply System Management Plan	2028 - 2031	Water	Water Fund - Other Capital Requests	\$90,000
2026-DPS-09	Roadside Mower Boom And Head	2027 - 2029	Public Services Department	General Fund - Capital Equipment	\$265,000



Project No. / Project Name	Years	Departments	Type	Total
2027-DPS-01 Roadway Safety Enhancements	2027	Public Services Department	General Fund - Roadways	\$304,072
1228-FACIL-25-0034 ROOFS-1	2028	School Department	School Department - Roofs	\$2,112,031
1228-FACIL-25-0035 ROOFS-2	2029	School Department	School Department - Roofs	\$241,394
1228-FACIL-25-0036 ROOFS-3	2029	School Department	School Department - Roofs	\$241,394
1228-FACIL-25-0038 ROOFS-4	2029	School Department	School Department - Roofs	\$284,615
1228-FACIL-25-0075 ROOFS-5	2029	School Department	School Department - Roofs	\$731,806
1228-FACIL-27-0029 ROOFS-6	2029	School Department	School Department - Roofs	\$278,084
2026-DPS-08 Salt Barn Maintenance	2027 - 2029	Public Services Department	General Fund - Buildings & Facilities	\$150,000
418 Saugatucket Culvert Replacement	2032	Public Services Department	General Fund - Roadways	\$1,350,000
2026-RECREATION-20 Saugatucket Park - Bike Path Connector	2028 - 2029	Park Maintenance	General Fund - Buildings & Facilities	\$60,000
2027-REC-15 Saugatucket Park Phase II Improvments	2028 - 2032	Park Maintenance	General Fund - Buildings & Facilities	\$270,000
1228-FACIL-25-0001 SECURITY-1A	2029	School Department	School Department - Security	\$780,720
1228-FACIL-25-0002 SECURITY-2A	2030	School Department	School Department - Security	\$852,776
1228-FACIL-25-0028 SECURITY-3A	2029	School Department	School Department - Security	\$785,561
1228-FACIL-25-0029 SECURITY-4A	2029	School Department	School Department - Security	\$76,925
1228-FACIL-25-0030 SECURITY-5A	2029	School Department	School Department - Security	\$447,737
1228-FACIL-25-0031 SECURITY-6A	2029	School Department	School Department - Security	\$439,860
1228-FACIL-27-0004 SECURITY-7A	2029	School Department	School Department - Security	\$201,293
1228-FACIL-27-0008 SECURITY-8A	2029	School Department	School Department - Security	\$103,398
2026-SENIOR CENTER-01 SENIOR CTR BUILDING CAPITAL RESERVE (MULTI YR FUND)	2027 - 2031	Senior Services Center	Senior Center - Buildings & Facilities	\$310,000
2026-IT-02 Server Replacement - Town	2029	Information Technology	General Fund - Computer Hardware	\$65,000
2026-DPS-07 Shop Utility Truck	2028	Public Services Department	General Fund - New Vehicles	\$90,000
2026-NRO-03 Shoreline Right of Way Monumentation and Survey	2027 - 2032	Natural Resources Officer	General Fund - Other Capital Requests	\$95,000
2026-DPS-06 Sign Shop Utility Body Truck	2031	Public Services Department	General Fund - New Vehicles	\$95,000
2026-WASTE-06 Silver Lake Pump Station-Muffin Monsters	2031	Wastewater	Wastewater Fund - Capital Equipment	\$47,000
2027-REC-5 Skid Steer Loader	2027	Park Maintenance	General Fund - Capital Equipment	\$55,000
2026-WASTE-05 Sludge/Septage Mix Tanks	2031	Wastewater	Wastewater Fund - Capital Equipment	\$200,000
2027-RECREATION-2 Splash Pad	2031 - 2032	Park Maintenance	General Fund - Buildings & Facilities	\$115,000



Project No. / Project Name	Years	Departments	Type	Total
2026-DPS-04 Street Sweeper - 5075	2029	Public Services Department	General Fund - New Vehicles	\$330,000
2026-DPS-03 Superintendent Vehicle	2027	Public Services Department	General Fund - New Vehicles	\$35,000
2026-RECREAT ION-17 Tilt Trailer (2007) Plate 4953	2028	Park Maintenance	General Fund - Capital Equipment	\$10,000
2026-DPS_OTH ER-01 TMDL Implementation Reserve Fund	2027 - 2031	Public Services Department	General Fund - Dams, Bridges & TMDL	\$250,000
2026-RECREAT ION-15 Town Beach Maintenance	2027 - 2031	Park Maintenance	General Fund - Buildings & Facilities	\$155,000
2026-NRO-02 Town Farm/Marina Park - Master Plan	2027 - 2029	Natural Resources Officer	General Fund - Buildings & Facilities	\$200,000
2026-COMM-0 2 Town Hall fire alarm upgrade	2028	Communications Department	General Fund - Buildings & Facilities	\$100,000
2026-FACILITIE S-01 TOWN HALL/FACILITIES BUILDING CAPITAL RESERVE (MULTI YR FUND)	2027 - 2031	Facilities	General Fund - Buildings & Facilities	\$712,500
2026-RECREAT ION-08 Tri Pond Park - Parking Lot/Landscape Improvements	2028	Park Maintenance	General Fund - Buildings & Facilities	\$7,000
2026-RECREAT ION-07 Tri Pond Park - Wayfinding System Enhancements	2029	Park Maintenance	General Fund - Buildings & Facilities	\$8,000
2026-DPS-02 Truck & Equipment Structural Canopy Protection	2030 - 2032	Public Services Department	General Fund - Buildings & Facilities	\$450,000
2026-DPS-01 Vehicle Lifts	2030 - 2031	Public Services Department	General Fund - Capital Equipment	\$40,000
2026-WASTE-15 Vehicle Reserve-Wastewater	2028 - 2029	Wastewater	Wastewater Fund - New Vehicles	\$130,000
0000-FACIL-25 -0092 VEHICLES	2030	School Department	School Department - Vehicles	\$55,000
2026-WATER-0 4 Victoria Lane Water Tank Cleaning and Maintenance	2027 - 2031	Water	Water Fund - Buildings & Facilities	\$150,000
2026-WASTE-0 3 Wastewater Outfall Diffusers	2027	Wastewater	Wastewater Fund - Other Capital Requests	\$30,000
2026-WASTE-0 1 Wastewater Treatment Plant Pump Station - Repair and Upgrade	2028 - 2030	Wastewater	Wastewater Fund - Buildings & Facilities	\$375,000
2026-WATER-0 3 Water Main Replacement- Reserve	2030	Water	Water Fund - Other Capital Requests	\$125,000
2026-WATER-0 1 Water Treatment Reserves	2030	Water	Water Fund - Other Capital Requests	\$90,000
2026-RECREAT ION-01 West Kingston Park - Restroom Facility Upgrade	2029	Park Maintenance	General Fund - Buildings & Facilities	\$20,000
2026-DPS_ROA DS-02 Woodmans Trail - Pavement Maintenance	2031	Public Services Department	General Fund - Roadways	\$140,000



Types of Municipal Debt & Their Purpose

This section provides an overview of the various types of debt and borrowing available to local governments, including general obligation (G.O.) bonds, revenue bonds, special assessment debt, and short-term debt options.

Overview

Local governments can borrow money in a number of different ways. These various mechanisms for borrowing are either long-term or short-term, and they can be repaid through tax revenues, user fees, or special assessments.

Long-term debt is a commonly used means of financing large capital assets such as infrastructure, buildings, and large pieces of equipment. Issuing debt increases the total cost of the asset through the payment of interest, but it also allows local governments to acquire or build capital assets sooner by borrowing up front for assets that they could not otherwise fund from existing cash resources. By spreading out the debt payments over many years, local governments can also smooth out their expenses and create a more predictable cash flow.

Short-term debt can be used to cover a temporary cash flow deficit or provide for an interim method of financing until long-term borrowing has been secured.

Debt Types

There are three distinct types of debt that can be issued by local governments:

- **General obligation (GO) debt** is secured by the full faith and credit of the local government issuing the debt. The municipality pledges its tax revenues unconditionally to pay the interest and principal on the debt as it matures. If the debt is in the form of a bond, the bond owners have a legal claim on all the general income of the jurisdiction if a default occurs.
- **Revenue debt** is different from GO debt in its method of repayment. Unlike GO debt, which relies on taxation, revenue debt is guaranteed by the specific revenues generated by the issuer. For example, water districts can issue revenue debt with the revenues from customer water bills guaranteeing the repayment of the debt.

General Obligation Bonds

General obligation bonds issued by local governments are secured by a pledge of the taxing district's property tax authority. General obligation bonds have been the traditional form of financing for capital projects such as land acquisition, park development, and transportation projects that are owned and operated by governments.

Revenue Bonds

Revenue bonds may be issued to finance projects for any enterprise that is self-supporting. Revenue bonds are generally used to finance water and wastewater projects, airports, and stormwater systems. Payment for debt service on revenue bonds comes from user fees generated by the capital facility that is being built. The local entity is then responsible for establishing and collecting sufficient revenue (through rates) to retire the debt.

Revenue bonds are not backed by the full faith and credit of the city, and therefore investors consider them somewhat less secure than general obligation bonds. As a result, the interest rate that bond buyers demand may be higher than those on general obligation bonds.



Revenue bonds are not subject to either statutory or constitutional debt limits. However, the bond market does provide an effective limit to the amount of bonds and/or debt issued. If investors do not believe that the project will generate enough revenue to make the bond payments, they will not purchase the bonds, or they may require bond covenants to meet lending requirements. A covenant is a local government's promise to do or refrain from doing something that would jeopardize the entity's ability to repay the loan.

Lease-Purchase Agreements

Lease-purchase agreements are another way in which some local government entities can acquire real or personal property with tax-exempt financing.

Using a **lease-purchase agreement**, the local government makes installment payments to a vendor or a third-party investor over time, acquiring the property (if it wishes to do so) at the end of the lease period for a nominal payment.

Refunding and Advance Refunding Bonds

Refunding bonds are bonds that are issued to replace and refinance outstanding general obligation or revenue bonds. The use of a refunding mechanism is often driven by the desire to lower interest rates and reduce payment amounts on older, more expensive debt.

Refunding bonds is a procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. These bonds may be issued if interest rates have fallen since the bonds were originally issued, or if the bonds have restrictive covenants that a local government wishes to remove or modify. The proceeds of the new bonds are either deposited in escrow to pay the debt service on the outstanding obligations, when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the "refunding bonds" and the outstanding obligations being refinanced are referred to as the "refunded bonds" or the "prior issue."

Short-Term Debt

Short-term obligations are used to cover a temporary cash flow deficit or provide for an interim method of financing until long-term borrowing has been secured. Short-term borrowing is typically for time periods of 12 months or less. Short-term borrowing includes, but is not limited to, the methods below.

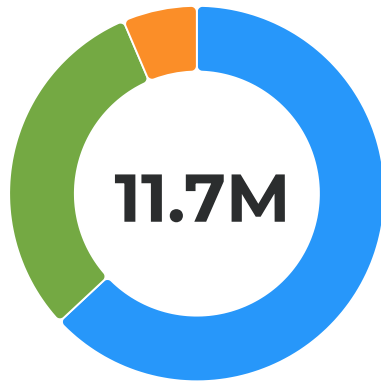
TANs, BANs, RANs, and GANs

TANs (tax anticipation notes), BANs (bond anticipation notes), RANs (revenue anticipation notes), and GANs (grant anticipation notes) are four short-term borrowing alternatives that are available to Washington local governments. These short-term obligations are repaid out of money derived from the source or sources in anticipation of which they were issued or from any money otherwise legally available for this purpose.

TANs must be paid off no later than June 30 following the year in which they are issued. RANs are similar to TANs except that they are backed by non-tax revenue. TANs, BANs, and GANs are general obligation debt and are subject to the debt limit provisions. Notes issued in anticipation of non-tax revenue bond receipts are not subject to any debt limit.

Debt By Type

Total Outstanding Debt, By Type



● Town - Outstanding Debt	\$7,389,608	63.05%
● School Department - Outstanding Debt	\$3,580,000	30.55%
● Guild Debt (Town) DOI 3-3-22	\$750,392	6.40%

Total Debt Outstanding, through June 30, 2026

\$11,720,000

-\$1,294,000 (-9.94% vs. FY25)

Fund Name	FY2025 Outstanding Debt Bal.	FY2026 Outstanding Debt Bal.	% Change	\$ Change
School Department - Outstanding Debt	\$3,970,000.00	\$3,580,000.00	-9.82%	-\$390,000.00
Town - Outstanding Debt	\$8,187,708.00	\$7,389,608.00	-9.75%	-\$798,100.00
Solid Waste - Outstanding Debt	\$59,000.00	-	-	-
Guild Debt (Town) DOI 3-3-22	\$797,292.00	\$750,392.00	-5.88%	-\$46,900.00
Total Debt	\$13,014,000.00	\$11,720,000.00	-9.94%	-\$1,235,000.00

General Obligation Debt - Overview

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 of the three schedules, shown, documents the projected municipal debt levels. Should no additional bonds be issued after June 30, 2026.
- **Future Debt Loading:** The second of the three schedules, projects the Town issuing \$150 million projected for fiscal year 2027-2028. Included within the projected school bond issuance is an estimated pay-as-you-go funding from the State totaling \$8.3 million. The school facilities improvements are contingent upon voter approval of a School Committee and RIDE approved long-term project that potentially authorizes \$150 million at a date to be determined by the Town Council.
- **All Municipal Debt Level Summary:** The third of the three schedules, provides a proposed combined Debt Level Summary that includes both the Outstanding Debt Level and Future Debt Loading.

General Fund — Outstanding Debt Level

Bond Name	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Town Debt-Outstanding							
Town Bond - 2015	50,000	0	0	0	0	0	0
Town Bond - 2017	2,420,000	2,220,000	2,020,000	1,820,000	1,620,000	1,420,000	1,220,000
Town Bond - 2017	70,000	35,000	0	0	0	0	0
Town Bond - 2022	4,849,608	4,546,507	4,243,407	3,940,306	3,637,206	3,334,105	3,031,005
Subtotal — Town Debt Outstanding	7,389,608	6,801,507	6,263,407	5,760,306	5,257,206	4,754,105	4,251,005
School Debt—Outstanding							
School Bond - 2009	240,000	180,000	120,000	60,000	0	0	0
School Bond - 2015	50,000	0	0	0	0	0	0
School Bond - 2017	580,000	530,000	480,000	430,000	380,000	330,000	280,000
School Bond - 2020	2,710,000	2,515,000	2,320,000	2,125,000	1,930,000	1,735,000	1,540,000
Subtotal — School Debt Outstanding	3,580,000	3,225,000	2,920,000	2,615,000	2,310,000	2,065,000	1,820,000
Guild Debt—Outstanding							
Guild Bond - 2022	750,392	703,493	656,593	609,694	562,794	515,895	468,995
Subtotal — Guild Debt Outstanding	750,392	703,493	656,593	609,694	562,794	515,895	468,995
Water Debt Outstanding							
Subtotal — Water Debt Outstanding	0	0	0	0	0	0	0



Bond Name	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Wastewater Debt Outstanding							
Subtotal — Wastewater Debt Outstanding	0	0	0	0	0	0	0
General Fund Debt — Outstanding	10,969,608	10,026,507	9,183,407	8,375,306	7,567,206	6,819,105	6,071,005
Total Municipal Debt — Outstanding	11,720,000	10,730,000	9,840,000	8,985,000	8,130,000	7,335,000	6,540,000

Assumed Future Debt Issuance — General Obligation Bonds

While the graphs above show the projected debt level if no additional bonding were to occur, the proposed six-year CIP (FY 2026-2027 through FY 2031-2032), includes a new (replacement) high school project that will require the issuance of General Obligation Bonds. In FY 2027-2028, the Town anticipates issuing \$150,000,000 for school-related projects for the construction of a new high school and athletic fields. The 6-year term of the CIP is planned as follows:

Bond Anticipation Notes — Anticipated Costs

Bond Anticipation Notes (BANS)	FY2027	FY2028
Bond Anticipation Notes — Amount (Assumed)	120,000,000	150,000,000
Term	12-Months	12-Months
Assumed Interest Rate	2.55%	2.25%
Est. Interest-Only Contribution	3,051,500	3,356,250

Anticipated Future GO Bond Sale

Anticipated Future GO Bond Sale	Bond Value
New High School & Athletic Fields Project	\$150,000,000
Assumed Interest Rate	3.80%
State Reimbursement Amount (Capped)	\$117,672,245
Assumed State Aid Reimbursement Rate	50.00%

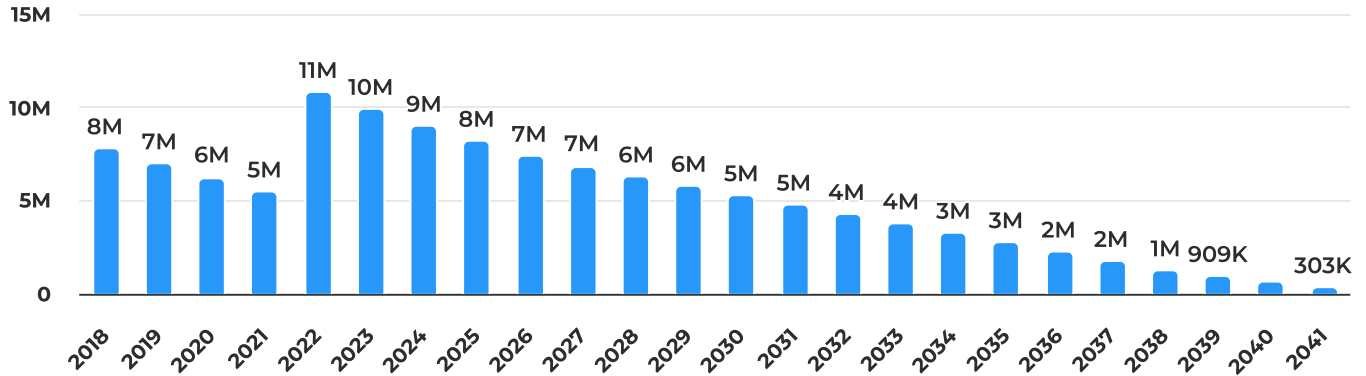


All Municipal Debt, Present & Future Summary

By Debt Type	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Municipal Debt Outstanding	7,389,608	6,801,507	6,263,407	5,760,306	5,257,206	4,754,105	4,251,005
School Debt Outstanding	3,580,000	3,225,000	2,920,000	2,615,000	2,310,000	2,065,000	1,820,000
Guild Debt Outstanding	750,392	703,493	656,593	609,694	562,794	515,895	468,995
Utilities Debt Outstanding	0	0	0	0	0	0	0
Total Bonded Debt Outstanding	11,720,000	10,730,000	9,840,000	8,985,000	8,130,000	7,335,000	6,540,000
Planned Future Municipal Debt	0	0	0	0	0	0	0
Planned Future School Debt	0	0	150,000,000	144,310,000	138,990,000	133,470,000	127,740,000
Planned Future Guild Debt	0	0	0	0	0	0	0
Planned Future Utilities Debt	0	0	0	0	0	0	0
Total Planned Future Debt	0	0	150,000,000	144,310,000	138,990,000	133,470,000	127,740,000
Total Current & Planned Future Debt	11,720,000	10,730,000	159,840,000	153,295,000	147,120,000	140,805,000	134,280,000
Annual Debt Reimbursements							
Less School Debt Reimbursement	0	0	0	-4,240,635	-4,240,484	-4,239,636	-4,239,730
Less Guild Debt Reimbursement	-73,163	-71,287	-69,411	-67,535	-65,659	-63,783	-62,376
Projected Net Debt Level	11,646,837	10,658,713	159,770,589	148,986,830	142,813,857	136,501,581	129,977,894

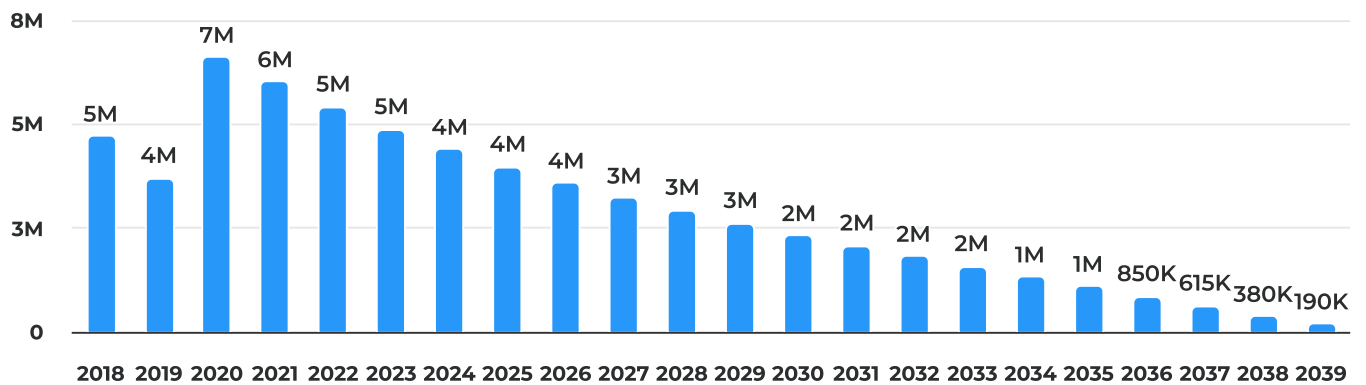


Town - Outstanding Debt



Fund Name	FY2025 Outstanding Debt Bal.	FY2026 Outstanding Debt Bal.	% Change	\$ Change
Town (Refunding) - DOI 4/8/2015	\$305,000.00	\$50,000.00	-83.61%	-\$255,000.00
Town (Refunding) - DOI 8/31/2017	\$2,730,000.00	\$2,490,000.00	-8.79%	-\$240,000.00
Town Debt - DOI 3/3/2022	\$5,152,708.00	\$4,849,608.00	-5.88%	-\$303,100.00
Total Debt	\$8,187,708.00	\$7,389,608.00	-9.75%	-\$798,100.00

School Department - Outstanding Debt

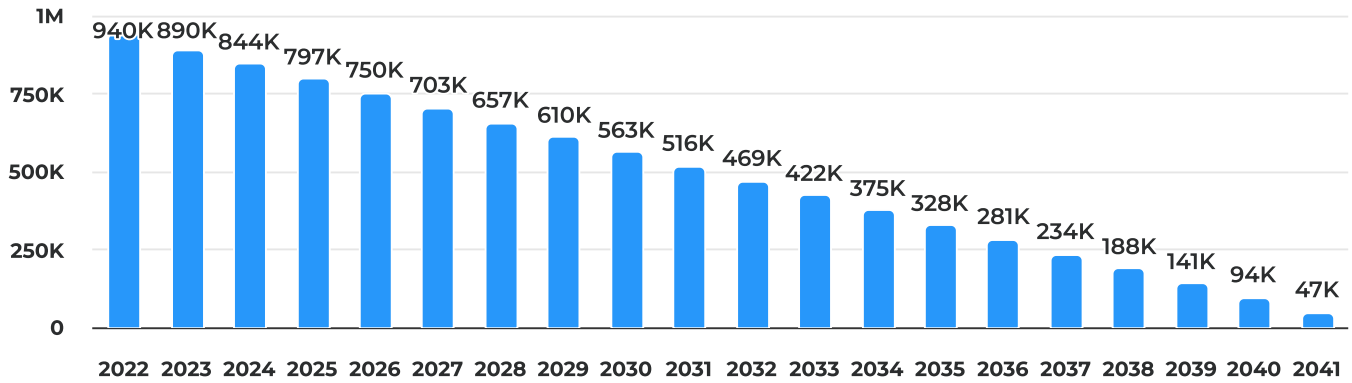


Fund Name	FY2025 Outstanding Debt Bal.	FY2026 Outstanding Debt Bal.	% Change	\$ Change
School (Refunding) - DOI 4/8/2015	\$135,000.00	\$50,000.00	-62.96%	-\$85,000.00
School Improvements - DOI 8/31/2017	\$630,000.00	\$580,000.00	-7.94%	-\$50,000.00
School Improvements - DOI 5/12/2020	\$2,905,000.00	\$2,710,000.00	-6.71%	-\$195,000.00



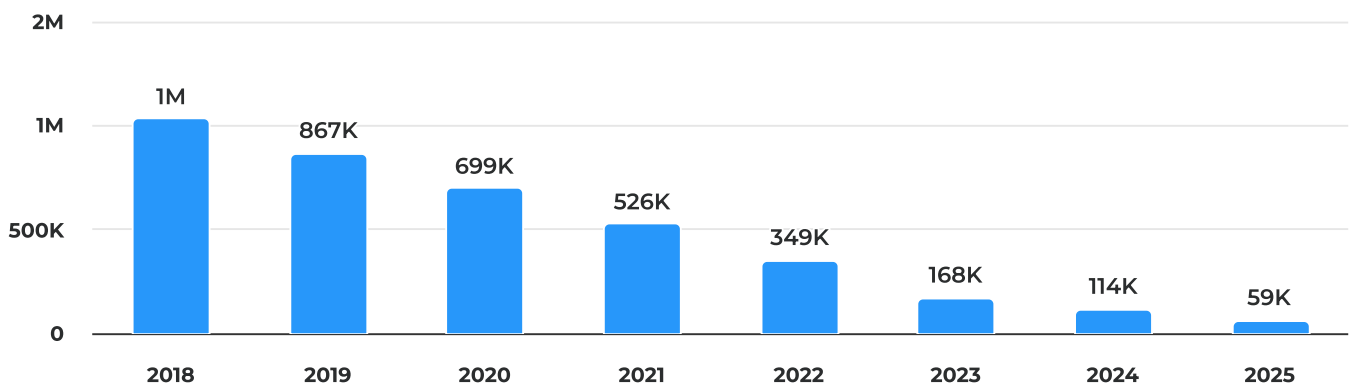
Fund Name	FY2025 Outstanding Debt Bal.	FY2026 Outstanding Debt Bal.	% Change	\$ Change
School Improvements - DOI 11/12/2009	\$300,000.00	\$240,000.00	-20.00%	-\$60,000.00
Total Debt	\$3,970,000.00	\$3,580,000.00	-9.82%	-\$390,000.00

Guild Debt (Town) DOI 3-3-22



Fund Name	FY2025 Outstanding Debt Bal.	FY2026 Outstanding Debt Bal.	% Change	\$ Change
Guild Debt (Town) DOI 3-3-22	\$797,292.00	\$750,392.00	-5.88%	-\$46,900.00
Total Debt	\$797,292.00	\$750,392.00	-5.88%	-\$46,900.00

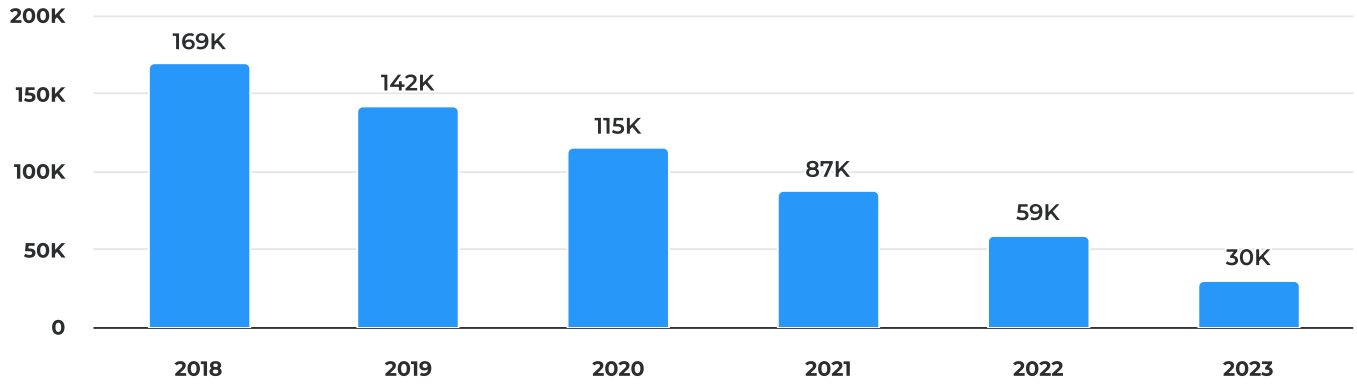
Solid Waste - Outstanding Debt



Fund Name	FY2025 Outstanding Debt Bal.	2026	% Change	\$ Change
Solid Waste - DOI 11/22/2005	\$59,000.00	\$0.00		\$0.00
Total Debt	\$59,000.00	\$0.00		\$0.00



Waste Water - Outstanding Debt



Appendix



Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

ACFR: Annual Comprehensive Financial Report - A detailed report of an organization's financial activities and performance over the fiscal year.

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Assets: Items owned by an organization that have economic value, such as cash, investments, property, and equipment.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's

apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Flow: The movement of money into or out of an organization, showing its liquidity and ability to meet financial obligations.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to



determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union, regarding wages, hours and working conditions.

Compliance: Adherence to relevant laws, regulations, and internal policies governing financial reporting and operations.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Equity: The residual interest in the assets of an organization after deducting liabilities, representing the owners' stake in the business.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.



Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Financial Statements: Reports summarizing an organization's financial activities and position, including the balance sheet, income statement, and cash flow statement.

Fiscal Year: The 12-month period for which an organization plans the use of its funds, typically not the same as the calendar year.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GAAP: Generally Accepted Accounting Principles — Standard accounting principles, standards, and procedures that companies use to compile their financial statements.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria regarding the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement of the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.



Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Internal Controls: Policies and procedures implemented by an organization to ensure the reliability of financial reporting and compliance with laws and regulations, aiming to prevent fraud and errors.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Liabilities: Debts or obligations owed by an organization, including loans, accounts payable, and accrued expenses.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Net Income: The difference between an organization's revenues and expenses, representing its profit or loss for a specific period.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.



Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Proprietary Funds: Funds used to record the financial transactions of governmental entities when they engage in activities that are intended to recover the cost of providing goods or services to the general public on a user-fee basis.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenues: Inflows of resources or other enhancements of assets of an organization, usually from sales of goods or services.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For non-expendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be



loaned or used as part of the bank's reserves, and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.