



Town of South Kingstown, RI



TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM FISCAL PERIOD 2019-2020 THROUGH 2024-2025



**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD
2019-2020 THROUGH 2024-2025**



DECEMBER 2018

TOWN COUNCIL

**Abel G. Collins, President
Bryant C. Da Cruz, Vice President
Deborah J. Kelso
Rory H. McEntee
Joe Viele**

TOWN MANAGER

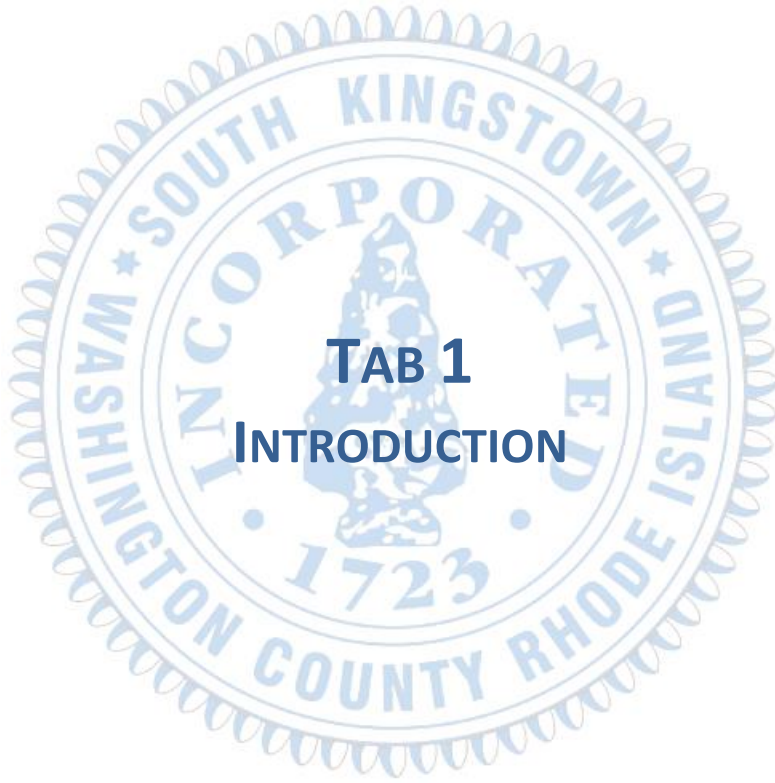
Robert C. Zarnetske

www.southkingstownri.com



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**TAB 1
INTRODUCTION**

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**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025**



How to Use this CIP Budget Document

Town Manager's Proposed Capital Improvement Program

The Town Manager's Proposed Capital Improvement Program (CIP) for Fiscal Period 2019-2020 through 2024-2025 is organized as detailed within the *Table of Contents*, and divided into six tabs. Each tab may contain multiple related or similar topics.

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

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

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

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

The fifth tab of the CIP, *Pay As You Go Project Descriptions*, provides narrative descriptions for each of the projects proposed in the Capital Budget for FY 2019-2020. The Capital Budget, also called the Pay As You Go element, is the first year of the CIP and is incorporated into the FY 2019-2020 operating budget.

The final tab, *Capital Improvement Program*, provides a detailed summary of the CIP, as provided through a variety of charts identifying the spending proposal for the Fiscal Period 2019-2020 through 2024-2025.



Capital Improvement Program FAQ

What is a capital project?

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

What is a Capital Improvement Program?

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

Why does the Town have Capital Improvement Program?

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

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

What is the CIP development timeframe?

The Capital Improvement Program (CIP) is prepared by the Town Manager and approved by the Town Council annually, and shall determine the Town's capital needs. The CIP is prepared, presented, and acted upon in accordance with the Town Code, *Chapter 6 – Finance, Article III. Capital Improvement Program and Capital Budget Ordinance*. The proposed 2019-2020 Budget Calendar is presented on the following page.



FY 2019-2020 Proposed Budget Calendar

December 2018

- | | |
|-------------|---|
| Saturday, 1 | Capital Improvement Program (CIP) Budget submission to Town Council (<i>deadline is December 1</i>) |
| Monday, 17 | Initial Budget Hearing with School Committee to discuss FY 2019-2020 Budget goals & objectives (RIGL § 16-2-21) |

January 2019

- | | |
|--------------|---|
| Thursday, 3 | Work session #1 with Town Manager and department heads to review proposed CIP |
| Monday, 7 | Work session #2 with Town Manager and department heads to review proposed CIP |
| Wednesday, 9 | Work session #3 with Town Manager and school department to review proposed CIP |
| Monday, 28 | Public Hearing on six-year CIP Fiscal Period 2019-2020 through 2024-2025, and Adoption of CIP (<i>deadline is February 1</i>) |

What is the CIP planning process?

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

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

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

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



What are the different types of capital projects?

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

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

What are the CIP’s funding sources?

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

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

Category	General Fund	Enterprise Funds	School Fund	Other
Town Facility Maintenance & Improvements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recreation Facilities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Public Safety	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Roadway	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Equipment Acquisition & Replacement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Economic & Community Development	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Wastewater		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Water		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Education			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



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

Article III – Capital Improvement Program and Capital Budget Ordinance

SEC. 6-41 CAPITAL IMPROVEMENT PROGRAM

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

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

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

SEC. 6-43 SUBMISSION TO TOWN COUNCIL; CONTENTS

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

SEC. 6-44 TOWN COUNCIL ADOPTION

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

SEC. 6-45 PUBLIC RECORDS

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

Statistical Profile



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

Geography

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

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

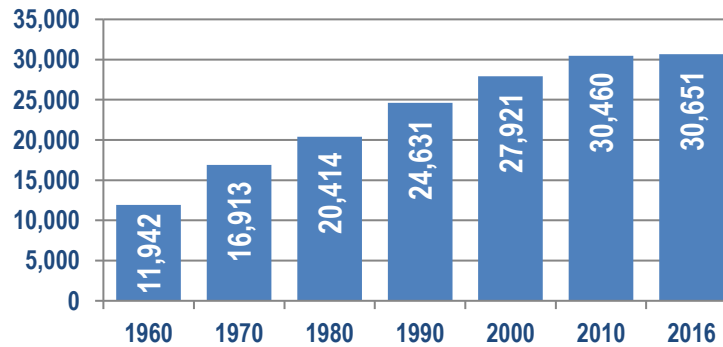
Population

The US Census Bureau's American Community Survey data indicate the 2016 population of South Kingstown was 30,651, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.4% increase in population (equivalent to 425 people) over a six-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14, while seeing a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	924	3.0%	(277)	-23.1%
Age 5-14	3,714	13.3%	3,479	11.5%	2,961	9.7%	(518)	-14.9%
Age 15-19	4,117	14.7%	4,597	15.2%	5,603	18.3%	1,006	21.9%
Age 20-34	5,112	18.3%	5,023	16.6%	5,351	17.5%	328	6.5%
Age 35-44	4,203	15.1%	3,453	11.4%	2,464	8.0%	(989)	-28.6%
Age 45-59	5,167	18.5%	6,696	22.2%	5,788	18.9%	(908)	-13.6%
Age 60 Plus	4,135	14.8%	5,777	19.1%	7,560	24.7%	1,783	30.9%
Total Ages	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Persons in Group Quarters	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Non-Institutionalized (URI)	4,003	95.8%	5,281	94.9%	5,281	94.9%	0	0.0%
Institutionalized	177	4.2%	281	5.1%	281	5.1%	0	0.0%
Total in Group Quarters	4,180	100.0%	5,562	100.0%	5,562	100.0%	0	0.0%
Population	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Group Quarters	4,180	15.0%	5,562	18.4%	5,562	18.1%	0	0.0%
General Population	23,741	85.0%	24,664	81.6%	25,089	81.9%	425	1.7%
Total Population	27,921	100.0%	30,226	100.0%	30,651	100.0%	425	1.4%
Occupancy	2000	Percent	2010	Percent	2016	Percent	6 Year	Percent
Owner Occupied	6,944	74.9%	7,952	75.1%	7,570	72.4%	(382)	-4.8%
Renter Occupied	2,324	25.1%	2,641	24.9%	2,890	27.6%	249	9.4%
Total Occupancy	9,268	100.0%	10,593	100.0%	10,460	100.0%	(133)	-1.3%



Population Growth



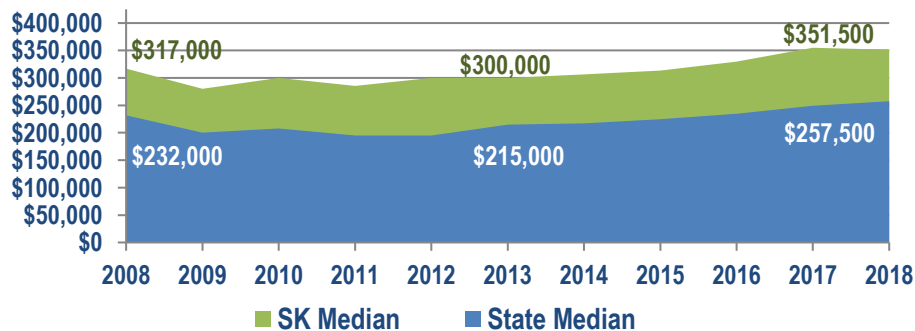
HOUSING

For 2016, the US Census Bureau 2012-2016 American Community Survey (ACS) 5-Year Estimates reported a total of 13,056 housing units in the Town of South Kingstown, of which 80.1% (10,460) were occupied year round, and the remaining 19.9% (2,596) were seasonal, recreational, occasional use, or vacant. Of the 10,460 occupied housing units, 72.4% were owner occupied and 27.6% were renter occupied. The average household size of an owner occupied unit was 2.58 persons, while the average household size of a rented unit was 1.96 persons.

MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2012-2016 American Community Survey (ACS) 5-Year Estimates reported that in 2016, the median value of owner occupied homes in South Kingstown was \$334,900, as compared to \$331,800 in 2015, and \$373,200 in 2010. The Warren Group indicates the median sale price of a single-family home in South Kingstown between January 1, 2018 and October 30, 2018 was \$351,500, down from \$355,000 in 2017. The median sale price of a single family home state-wide during the same period in 2018 increased from \$249,000 to \$257,500. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

Median Single Family House Prices



Source: www.thewarrengroup.com

Statistical Profile, *continued*



AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	% Increase
2009-2010	8,753	\$290,000	\$422,854	\$5,112	\$79	1.57%
2010-2011	8,774	300,000	346,376	4,914	(198)	-3.88%
2011-2012	8,796	289,000	347,021	5,036	122	2.48%
2012-2013	8,825	287,000	348,115	5,048	12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
10 Year Increase	289	\$61,500	(\$69,910)	\$422	\$50*	0.97%*

*10 year average

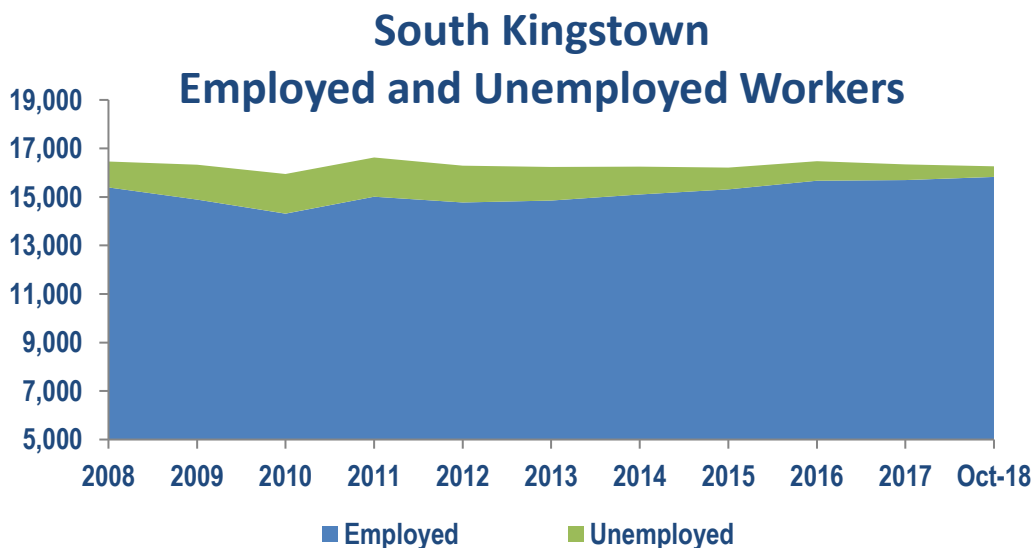
5 Year Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
2014-2015	\$16,250,145	\$51,357,495	\$67,607,641	\$525,524	0.78%
2015-2016	16,536,249	51,968,732	68,504,982	897,341	1.33%
2016-2017	17,626,154	52,772,144	70,398,298	1,893,316	2.76%
2017-2018	17,841,319	52,958,739	70,800,058	401,760	0.57%
2018-2019	18,001,394	54,502,664	72,504,058	1,704,000	2.41%
5 Year Increase	\$1,751,249	\$3,145,169	\$4,896,417	\$5,421,941	1.57%*

*5 year average

Tax Roll Comparison	FY 2017-2018 \$15.31			FY 2018-2019 \$15.68			
	December 2016			December 2017			
	Taxable Value	Tax Rate Levied	% of Tax Roll	Taxable Value	Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$3,904,628,858	\$59,773,417	84.55%	\$3,944,310,631	\$61,839,549	84.77%	84.16%
Commercial	516,524,601	\$7,907,138	11.18%	518,459,064	8,128,486	11.14%	11.06%
Industrial	29,960,500	\$458,646	0.65%	29,960,500	469,726	0.64%	0.64%
Utilities	43,145,919	\$660,493	0.93%	44,751,215	701,617	0.96%	0.95%
Total Value	\$4,494,259,878	\$68,799,694	96.46%	\$4,537,481,410	\$71,139,377	96.81%	96.81%
Less Exemptions	(\$60,393,721)	(\$924,528)	-1.31%	(\$59,619,313)	(\$934,721)	-1.27%	-1.27%
Flexible Tax Base	\$4,433,866,157	\$67,875,166	96.01%	\$4,477,862,097	\$70,204,656	96.24%	95.54%
Motor Vehicles - \$18.71	\$245,263,424	\$4,588,207	5.31%	\$235,352,170	\$4,403,439	5.06%	5.99%
Less Exemptions	(61,014,392)	(1,141,579)	-1.86%	(60,173,985)	(1,125,855)	-1.53%	-1.53%
Net Motor Vehicles	\$184,249,032	\$3,446,627	3.99%	\$175,178,185	\$3,277,583.84	3.76%	4.46%
Total Tax Roll/Levy	\$4,618,115,189	\$71,321,793	100.00%	\$4,653,040,282	\$73,482,240	100.00%	100.00%



During Calendar 2017, the average labor force in the Town of South Kingstown was 16,470 with employment at 15,824 yielding an unemployment rate of 3.9%. Statewide, the 2017 unemployment rate for Calendar year 2017 was 4.5%. The October 2018 unemployment rate stands at 2.7%, as compared to the statewide rate of 3.8%.



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



FINANCIAL POSITION COMPARISON

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

Washington County Communities					
Fiscal Year 2017-2018	South Kingstown	Narragansett	North Kingstown	Westerly	Charlestown
Assessments By Class - \$					
Residential	\$3,842,225,122	\$4,084,724,169	\$3,075,041,600	\$4,950,871,078	\$2,337,209,356
Commercial	478,964,955	298,179,423	665,218,900	650,711,800	74,293,961
Tangible	112,676,078	64,864,313	157,506,820	119,592,185	19,458,141
Motor Vehicle	184,249,032	91,419,356	215,223,554	165,593,177	65,367,858
Total (\$)	\$4,618,115,187	\$4,539,187,261	\$4,112,990,874	\$5,886,768,240	\$2,496,329,316
Assessments By Class - %					
Residential	83.20%	89.99%	74.76%	84.10%	93.63%
Commercial	10.37%	6.57%	16.17%	11.05%	2.98%
Tangible	2.44%	1.43%	3.83%	2.03%	0.78%
Motor Vehicle	3.99%	2.01%	5.23%	2.81%	2.62%
Total (%)	100.00%	100.00%	100.00%	100.00%	100.00%
Assessments By Class - Tax Rate					
Residential	\$15.31	\$10.56	\$18.59	\$11.59	\$9.59
Commercial/Tangible	\$15.31	\$15.84	\$18.59	\$11.59	\$9.59
Motor Vehicle	\$18.71	\$16.46	\$22.01	\$29.67	\$13.06
Tax Levy FY 18 (MF)	\$70,398,298	\$50,416,486	\$77,202,378	\$71,222,108	\$24,167,202
% Increase / Prior Year FY 18 (MF)	1.32%	2.28%	2.86%	1.86%	0.63%
Levy Per Capita (MF)	\$2,296.77	\$3,217	\$2,943	\$3,144	\$3,108
Bond Rating FY 17 (PFB)	Aa1	Aa2	Aa2	Aa3	Aa2
Gross Direct Debt FY 17 (PFB)	\$9,947,000	\$26,063,000	\$45,909,000	\$71,385,000	\$5,810,000
Debt Per Capita FY17 (PFB)	\$325	\$1,663	\$1,750	\$3,151	\$747
Debt Per Capita / Per Capita Income (PFB)	0.96%	3.80%	4.15%	8.93%	2.06%
Pension Liability FY 17 (Moody's)	\$68,085,300	\$75,578,800	\$94,381,300	\$54,956,600	\$4,621,800
Combined Direct Debt and Pension Liability	\$78,032,300	\$101,641,800	\$140,290,300	\$126,341,600	\$10,431,800
Average Single Residential Unit	\$351,549	\$474,405	\$336,943	\$435,265	\$475,152
Tax Levy on Avg Residential	\$5,382	\$5,010	\$6,264	\$5,045	\$4,557
Personal Income FY 17 (PFB)	\$1,579,105,515	\$1,047,294,863	\$1,697,953,026	\$1,286,198,278	\$456,444,781
Median Family Income (MF)	\$73,801	\$71,725	\$84,726	\$60,800	\$73,203
Per Capita Income (ACS)	\$33,886	\$43,737	\$42,200	\$35,304	\$36,252
Population 2016 (ACS)	30,651	15,672	26,232	22,655	7,776

Sources: RI Division of Municipal Finance (MF); US Census 2012-2016 American Community Survey (ACS); Public Finance Board Debt Affordability Study 2017 (PFB); Moody's Investors Service (Moody's)

Municipal Budget Trends

A chart providing detailed information on municipal budget trends, relative to the change in the size and composition of the municipal budget and tax base is found on the following page. This chart provides data for the period of FY 2013-2014 through FY 2018-2019.

MUNICIPAL BUDGET TRENDS

Fiscal Year	2013-2014	Percent	2014-2015	Percent	2015-2016	Percent	2016-2017	Percent	2017-2018	Percent	2018-2019	Percent	5 Year	Average	Percent
Assessment Date	12/31/2012	Share	12/31/2013	Share	12/31/2014	Share	12/31/2015	Share	12/31/2016	Share	12/31/2017	Share	Inc/(Dec)	Annual Inc	Inc/(Dec)
General Fund Revenue Statement															
Current Year Property Taxes	\$65,785,386	88.67%	\$66,600,977	88.96%	\$67,548,326	89.23%	\$69,418,078	90.89%	\$70,711,723	91.13%	\$72,504,058	90.27%	\$6,718,672	\$1,343,734	1.95%
Prior Year Taxes and Penalty	890,000	1.20%	913,500	1.22%	908,500	1.20%	918,500	1.20%	918,250	1.19%	883,250	1.10%	(6,750)	(1,350)	-0.15%
State Aid	2,376,063	3.20%	2,513,928	3.36%	2,445,421	3.23%	1,788,062	2.34%	1,965,792	2.99%	2,507,572	3.12%	131,509	26,302	1.16%
Local Revenue	4,143,891	5.59%	4,013,849	5.36%	4,125,760	5.45%	3,652,197	4.78%	3,018,677	3.91%	3,875,788	4.83%	(268,103)	(53,621)	-1.41%
Fund Balance Forwarded	1,000,000	1.35%	825,000	1.10%	675,000	0.89%	600,000	0.79%	600,000	0.78%	550,000	0.68%	(450,000)	(90,000)	-12.71%
Total General Fund Revenues	\$74,195,340	100.00%	\$74,867,254	100.00%	\$75,703,006	100.00%	\$76,376,837	100.00%	\$77,214,442	100.00%	\$80,320,668	100.00%	\$6,125,328	\$1,225,066	1.60%
Municipal Expenditure Program															
Municipal Program	\$20,611,625	27.78%	\$21,144,620	28.24%	\$21,703,342	28.67%	\$23,198,755	30.37%	\$23,787,355	30.81%	\$24,515,975	30.52%	\$3,904,350	\$780,870	3.47%
School Fund Transfer	49,131,442	66.22%	49,614,070	66.27%	50,313,756	66.46%	51,387,349	67.28%	52,415,096	67.88%	53,952,664	67.17%	4,821,222	964,244	1.89%
Capital Budget	1,232,000	1.66%	1,286,000	1.72%	1,292,600	1.71%	1,440,450	1.89%	1,499,500	1.94%	1,532,500	1.91%	300,500	60,100	4.35%
School Debt Service	2,115,579	2.85%	1,737,045	2.32%	1,527,112	2.02%	1,226,887	1.61%	1,272,922	1.65%	1,135,851	1.41%	(979,728)	(195,946)	-13.04%
Town Debt Service	1,104,694	1.49%	1,085,519	1.45%	866,196	1.14%	740,546	0.97%	921,881	1.19%	1,040,107	1.29%	(64,587)	(12,917)	-1.35%
General Fund Cost	\$74,195,340	100.00%	\$74,867,254	100.00%	\$75,703,006	100.00%	\$77,993,987	102.12%	\$79,896,754	103.47%	\$80,320,668	102.31%	\$6,125,328	\$1,225,066	1.59%
Plus 3rd Party School Aid	\$9,494,058		\$8,988,403		\$8,816,272		\$8,538,985		\$8,158,264		\$7,248,908		(2,245,150)	(449,030)	-5.26%
School/Municipal Cost	\$83,689,398		\$83,855,657		\$84,519,278		\$86,532,972		\$88,055,018		\$87,569,576		\$3,880,178	\$776,036	0.91%
School Fund Revenue Statement															
General Fund Tax Transfer	\$49,131,442	83.81%	\$49,614,070	84.66%	\$50,313,756	85.09%	\$51,387,349	85.75%	\$52,415,096	86.53%	\$53,952,664	88.16%	4,821,222	964,244	1.89%
State Aid	8,131,786	13.87%	7,818,131	13.34%	7,621,000	12.89%	7,318,713	12.21%	6,837,992	11.29%	6,108,908	9.98%	(2,022,878)	(404,576)	-5.54%
Local Revenue	1,362,272	2.32%	1,170,272	2.00%	1,195,272	2.02%	1,220,272	2.04%	1,320,272	2.18%	1,140,000	1.86%	(222,272)	(44,454)	-3.60%
Total School Fund Revenues	\$58,625,500	100.00%	\$58,602,473	100.00%	\$59,130,028	100.00%	\$59,926,334	100.00%	\$60,573,360	100.00%	\$61,201,572	100.00%	\$2,576,072	\$515,214	0.86%
Combined Revenue Statement															
Property Taxes	\$66,675,386	79.67%	\$67,514,477	80.51%	\$68,456,826	81.00%	\$69,418,078	81.75%	\$70,367,625	82.42%	\$72,504,058	82.80%	5,828,672	1,165,734	1.69%
State Aid	10,507,849	12.56%	10,332,059	12.32%	10,066,421	11.91%	9,106,775	10.72%	9,147,882	10.72%	8,616,480	9.84%	(1,891,369)	(378,274)	-3.93%
Local Revenues	6,506,163	7.77%	6,009,121	7.17%	5,996,032	7.09%	6,390,969	7.53%	6,857,199	8.06%	6,449,038	7.36%	(57,125)	(11,425)	-0.18%
Total Revenues	\$83,689,398	100.00%	\$83,855,657	100.00%	\$84,519,278	100.00%	\$84,915,822	100.00%	\$85,372,706	100.00%	\$87,569,576	100.00%	\$3,880,178	\$776,036	0.91%
Real and Tangible Property Roll													Market Value Per Capita	Property Classification	Municipal Tax Rates
Residential	\$3,551,627,462	82.65%	\$3,573,415,674	82.57%	\$3,605,070,979	82.42%	\$3,815,071,653	82.62%	\$3,844,235,137	86.70%	\$3,884,691,318	86.75%	\$127,046	Flexible Rate	\$15.680
Commercial	487,305,270	11.34%	493,273,045	11.40%	499,920,193	11.43%	529,052,888	11.46%	516,524,601	11.65%	518,459,064	11.58%	16,956	Motor Vehicle	\$18.710
Industrial	31,849,800	0.74%	31,849,800	0.74%	31,849,800	0.73%	30,169,300	0.65%	29,960,500	0.68%	29,960,500	0.67%	980		
Utilities	40,682,402	0.95%	41,986,964	0.97%	43,643,725	1.00%	44,369,603	0.96%	43,145,919	0.97%	44,751,215	1.00%	1,464		
Net Real and Tangible Property Roll	\$4,111,464,934	95.67%	\$4,140,525,483	95.67%	\$4,180,484,697	95.57%	\$4,418,663,444	95.69%	\$4,433,866,157	100.00%	\$4,477,862,097	100.00%	\$146,445		
Annual Increase in Flex. Roll	(\$232,363,152)	-5.35%	\$29,060,549	0.71%	\$39,959,214	0.97%	\$238,178,747	5.70%	\$15,202,713	0.34%	\$43,995,940	0.99%			
Motor Vehicle Excise Tax Roll													US Census -2015		30,577
Motor Vehicles - Excise	\$185,876,659	4.33%	\$187,325,550	4.33%	\$193,764,022	4.43%	\$198,929,263	4.31%	\$184,249,032	3.99%	\$175,178,185	3.76%	\$5,729		
Total Taxable Property Values	\$4,297,341,593	100.00%	\$4,327,851,033	100.00%	\$4,374,248,719	100.00%	\$4,617,592,707	100.00%	\$4,618,115,189	104.0%	\$4,653,040,282	103.8%	\$151,807	2017 Population	\$30,651
Taxable Property Increase/(Decrease)	(\$228,738,004)	(0)	\$30,509,440	0	\$46,397,686	0	\$243,343,988	0	\$18,799,546	0	\$34,925,093	0.76%			
Property Tax Distribution															
Municipal Share	\$15,329,725	22.85%	\$16,008,184	23.68%	\$16,305,325	23.80%	\$17,380,729	24.69%	\$17,408,886	24.41%	\$18,001,394	24.50%	\$2,671,669	\$534,334	3.31%
School Share	50,455,661	75.21%	50,592,793	74.83%	51,243,001	74.80%	52,037,349	73.92%	52,958,739	74.25%	54,502,664	74.17%	4,047,003	809,401	1.58%
Overlay	1,296,731	1.93%	1,006,664	1.49%	956,656	1.40%	980,220	1.39%	954,168	1.34%	977,553	1.33%	(319,178)	(63,836)	-5.93%
Total Property Tax Levy	\$67,082,117	100.00%	\$67,607,641	100.00%	\$68,504,982	100.00%	\$70,398,298	100.00%	\$71,321,793	100.00%	\$73,481,611	100.00%	\$6,399,494	\$1,279,899	1.87%
Increase Over Prior Year	\$682,335	1.03%	\$525,524	0.78%	\$897,341	1.33%	\$1,893,316	2.76%	\$923,495	1.31%	\$2,159,818	3.03%			
Tax Rate Distribution															
Municipal Share	\$3.60	23.27%	\$3.72	24.04%	\$3.75	24.14%	\$3.78	25.05%	\$3.79	24.74%	\$3.89	24.81%	Note: FY 2010-2011 Statistical Revaluation		
School Share	11.87	76.73%	11.76	75.96%	11.77	75.86%	11.31	74.95%	11.52	75.26%	11.79	75.19%	Note: FY 2013-2014 Full Revaluation		
Total Property Tax Rate	\$15.47	100.00%	\$15.48	100.00%	\$15.52	100.00%	\$15.09	100.00%	\$15.31	100.00%	\$15.68	100.00%	Note: FY 2016-2017 Statistical Revaluation		
Tax Rate Increase	\$0.97	6.69%	\$0.01	0.08%	\$0.04	0.25%	(\$0.43)	-2.77%	\$0.22	1.45%	\$0.37	2.43%	Note: FY 2019-2020 Statistical Revaluation		



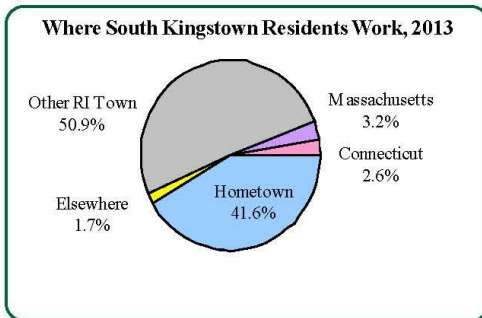
South Kingstown

Population	1990	2000	2016
Total Population	24,631	27,921	30,651
Male	11,790	13,268	14,618
Female	12,841	14,653	16,033
16 years +	20,383	22,335	26,491
21 years +	15,019	17,528	19,895
65 years +	2,800	3,248	5,402
White	23,000	25,440	27,801
Black/African American	362	437	779
American Indian & Alaskan Native	451	449	426
Asian & Pacific Islander	735	874	538
Some other race	83	203	388
Two or more races	-	518	719
Hispanic or Latino (of any race)	306	493	1,545
Educational Attainment			
Population (Age 25+)	13,110	16,149	17,953
Less than 9th grade	4.6%	2.3%	1.2%
9th-12th, no diploma	9.9%	6.4%	4.4%
High School Graduate / GED	23.8%	20.8%	20.8%
Some College, no degree	16.5%	17.6%	16.7%
Associate Degree	6.2%	6.0%	5.4%
Bachelor Degree	19.6%	26.9%	27.0%
Graduate/Professional Degree	19.4%	19.9%	24.5%
Median Household Income			
	\$36,481	\$56,325	\$73,801
Annual Average Labor Force Estimates			
	2006	2009	2017
Labor Force	16,041	15,750	16,470
Employment	15,372	14,314	15,824
Unemployment	669	1,436	646
Unemployment Rate	4.2%	9.1%	3.9%

- ♦ South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2016, South Kingstown added another 2,730 (+9.8%) residents.
- ♦ Nearly 57 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2016. The share of local residents without a high school diploma or GED decreased between 2000 and 2016, falling from 8.7 percent to 5.6 percent.
- ♦ Between 2009 and 2017, employment in South Kingstown increased by 602 (+4.5%) jobs. Private sector employers reported a gain of 354 (+3.7%) jobs, while public sector employment grew by 249 (+6.7%) jobs. In comparison, statewide total employment grew by 28,830 (+6.4%) jobs.
- ♦ South Kingstown's unemployment rate averaged 3.9 percent in 2017, tied for the 13th lowest in the state and below the state average of 4.5 percent.
- ♦ In 2016, 99.8 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 95.1 percent of RI residents.
- ♦ Over 41 percent (41.6%) South Kingstown residents work in South Kingstown, while 7.5 percent work outside of RI.

Establishment Employment	2006	2009	2017
Total Private & Government	13,765	13,330	13,932
Total Private Only	9,977	9,633	9,987
Government	3,788	3,696	3,945
Health Care & Social Assistance	2,351	2,524	2,892
Accommodation & Food Services	1,249	1,279	1,567
Retail Trade	1,484	1,330	1,237
Other Services	758	718	595
Manufacturing	956	739	530
Wholesale Trade	778	785	475
Professional & Technical Services	373	308	426
Construction	434	283	392
Administrative Support & Waste Management	248	246	365
Educational Services	251	270	329
Finance & Insurance	289	244	314
Real Estate & Rental & Leasing	102	289	221
Arts, Entertainment, & Recreation	212	224	213
Transportation & Warehousing	198	130	131
Information	145	149	129
Agriculture, Forestry, Fishing & Hunting	108	73	107
Management of Companies & Enterprises	13	24	38
Mining	*	*	*
Utilities	*	*	*

Language	
Population Age 18-64	
	2016
Percent of Population that Speak Only English or Another Language & English either 'well' or 'very well'	99.8%
Percent of Population that Speak English 'not well' or 'not at all'	0.2%
Language Spoken:	
Speak Spanish	0.1%
Speak Other Indo-European	0.1%
Speak Asian/Pacific Islander	0.0%
Speak Other Languages	0.0%



Source: Rhode Island Department of Labor and Training



**TAB 2
BUDGET MESSAGE**

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

**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025**

Budget Message



TO: THE HONORABLE TOWN COUNCIL
FROM: ROBERT C. ZARNESKE, TOWN MANAGER
RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE
FISCAL PERIOD 2019-2020 THROUGH 2024-2025
DATE: DECEMBER 2018

I am pleased to submit the Proposed Capital Budget and Improvement Program for the Fiscal Period 2019-2020 through 2024-2025. This document was prepared 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 of this document, beginning on page 1 - 5.

Capital Improvement Program Overview

Capital facilities and infrastructure refer to all public facilities, including both municipal and school, such as buildings, streets, bridges, water and wastewater systems, parks, and solid waste disposal facilities. A capital project or improvement is a major non-recurring tangible fixed asset, with a useful life of at least five years, and a value in excess of \$10,000. The term includes property acquisition, major improvements to an existing facility, and new building construction.

The intent of the Capital Improvement Program (CIP) is threefold. First, the CIP is intended to provide a comprehensive community needs statement. Second, the CIP provides a prioritized implementation schedule for meeting the needs identified in the community needs statement. Third, the CIP provides financial data relative to the community's ability to manage and finance the costs associated with meeting its defined needs.

The CIP is a planning document. Its purpose is to prepare the community to meet anticipated challenges beyond the current fiscal year. However, it is imperative that the CIP be reviewed annually because plans and circumstances change and the CIP must be modified, updated and amended as may be necessary. Implementation of the projects and programs identified in the CIP may be deferred, delayed or accelerated due to funding availability, construction plan readiness, and available project management resources. The proposed CIP for Fiscal Period 2019-2020 through 2024-2025 is presented within this document in six sections, as summarized below:

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

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

Long Term Debt Management: The third section of the CIP is presented in four elements; *Bonded Debt Level Position, Long Term Financial Program, Projected Debt Service Schedules, and Fair Share Development Fees.*



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

- **Long Term Financial Program:** The second element of the Long Term Debt Management section presents a detailed project cost and revenue summary for all planned capital projects. This CIP planning program documents eighteen (18) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$95,482,441 of which \$81,500,000 will need to be raised from general obligation bonds. The voters have authorized \$5,000,000 of the \$81,500,000 required in General Obligation Bonds proposed for use over the six years of the CIP. The CIP being proposed requires the Town to hold a special election in November, 2019 to ask the voters to approve \$76,000,000 in School Bonds and \$500,000 in Town Road Improvement Bonds.

The chart below provides a summary of the changes proposed for the 2019-2020 fiscal year within the six year CIP program, as compared to the current year adopted budget program. Three notable adjustments presented in the proposed FY 2019-2020 CIP include the following:

- An increase of an estimated \$886,000 for the proposed Analog UHF Radio System;
- An increase of \$76,00,000 proposed for the School Facilities Improvements;
- An increase of \$2,100,000 for the Water Meter Replacement project which was last replaced in 2008 and the Kingston Pump Station Force Main Replacement within the Wastewater program.

Six Year Planning Program	ADOPTED 2018-2019		PROPOSED 2019-2020		CHANGE	
	Projected Cost	Municipal Bonds	Projected Cost	Municipal Bonds	Program Cost	Municipal Bonds
Open Space Program	\$450,000	\$0	\$450,000	\$0	\$0	\$0
Leisure Services Program	2,185,000	1,000,000	2,102,000	1,000,000	(83,000)	0
General Municipal Program	7,912,878	500,000	8,872,633	500,000	959,755	0
School Program	8,152,000	4,000,000	80,857,808	80,000,000	72,705,808	76,000,000
Utilities Program	1,100,000	0	3,200,000	0	2,100,000	0
Total Six Year Program	\$19,799,878	\$5,500,000	\$95,482,441	\$81,500,000	\$75,682,563	\$76,000,000

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

- **Projected Debt Service Schedules:** The third element of the Long Term Debt Management section provides projected Debt Service Schedules proposed for the retirement of debt for all programs presented within the six year CIP program. As noted



above the Proposed CIP will require the sale of \$81.5 million in additional municipal general obligation bonds. Sales are tentatively scheduled as shown below:

Future Bonding Sale Schedule	Bond Value	Referendum Date
School Building Improvements	\$4,000,000	11/11/2014
School Building Improvements	\$38,000,000	Nov-19
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvement Program	500,000	Nov-19
Total FY 2020-2021	\$43,500,000	
School Building Improvements	\$38,000,000	Nov-14
Total FY 2021-2022	\$38,000,000	
Total New Debt	\$81,500,000	

- Fair Share Development Fees:** The final element of the Long Term Debt Management section provides the basis for determination of the amount of Fair Share Development Fees. Fees associated with School Facilities were suspended as of June 30, 2017. Fee collection related to the Town’s Recreation and Open Space Program are planned to continue through June 30, 2020. Unassigned Funds forecast to be held in the Fair Share Fund Balance at this time should be sufficient to meet remaining debt service payments associated with the development of the Green Hill Park. Unless a new Recreation/Open Space Project is undertaken by the Town that would require the collection of additional fees to offset project costs suspension of the program is recommended.

Long Term Program Descriptions: The fourth section of the CIP provides narrative descriptions for each of the proposed capital projects planned for the six year program. The budget narrative provides a summary description of the programs proposed for funding in the fiscal period 2019-2020 through 2024-2025.

Pay As You Go Project Descriptions: The fifth section of the CIP provides narrative descriptions for each of the projects proposed in the Capital Budget for FY 2019-2020. The Capital Budget is the Capital Improvement Program’s first-year spending program, and is also referred to as the “Pay As You Go” section of the CIP. The budget narrative provides a summary description of all projects, program elements, equipment acquisitions, and professional services that are proposed for funding consideration in the 2019-2020 fiscal year for the General Fund, Senior Services Fund, Utility programs, and School Fund. In addition, specific documentation of program need is provided for each of the proposed projects.

Capital Improvement Program: The final section of the CIP presents the Town Manager’s Proposed Capital Improvement Program for Fiscal Period 2019-2020 through 2024-2025. This presentation provides a comprehensive six year spending proposal for all municipal programs. The proposed Capital Improvement Program is documented in two independent program elements; the *Annual Funding* element and the *Long Range Program* element.



- **Annual Funding Element:** The Town Manager’s Proposed CIP Annual Funding element summarizes the projected costs of all capital projects and programs scheduled during the next six years, to be funded annually on a Pay As You Go basis.

For the FY 2019-2020 General Fund’s Capital Budget, funding in the amount of \$1,634,000 is proposed, reflecting a \$101,500 increase over the current year appropriation. This capital program needs statement will be further evaluated during development of the General Fund operating budget, at which time financial information pertaining to funding availability will also be evaluated.

Capital projects associated with the Senior Services Program are proposed in the amount of \$41,000 for FY 2019-2020.

Significant building improvements associated with the Neighborhood Guild are being proposed in the amount of \$1,055,000 for FY 2019-2020.

The proposed FY 2019-2020 Water Enterprise Fund capital budget seeks financial support in the amount of \$88,000. All costs associated with the Water Enterprise Fund are paid through revenues generated from system users or retained earnings held in the Water Enterprise Fund.

Funding in the amount of \$367,000 is proposed for the Wastewater Enterprise Fund’s FY 2019-2020 capital budget, in order to meet the cost of replacing major equipment components needed for the proper operation of our pump stations and treatment facility. This request reflects a decrease of \$656,000 over the current year funding level. Revenues to pay for all capital expenditures will be generated from the users of the Wastewater system, as well as the Town’s regional partners, the Town of Narragansett and the University of Rhode Island.

The School Department’s proposed FY 2019-2020 capital budget for the School Fund is presented in the amount of \$512,000. This proposed spending plan is \$67,000 more than the current year appropriation.

A summary of the Town Manager’s Proposed FY 2019-2020 Capital Budget as detailed within the Annual Funding Element of the CIP is presented below:

Capital Budget Program	2018-2019 Adopted	2019-2020 Proposed	Increase (Decrease)
General Fund (101)	\$1,532,500	\$1,634,000	\$101,500
Senior Services Fund (304)	38,000	41,000	3,000
Neighborhood Guild Fund (306)	0	1,055,000	1,055,000
Water Enterprise Fund (702)	79,000	88,000	9,000
Wastewater Enterprise Fund (704)	1,023,000	367,000	(656,000)
School Fund (400)	445,000	512,000	67,000
TOTAL Capital Budget Program	\$3,117,500	\$3,697,000	\$579,500



- Long Range Program Element:** The Town Manager’s proposed Long Range Program Element of the CIP includes all projects and programs scheduled over the next six year CIP term that will be funded through municipal bonds, property taxes, unassigned fund balances and other identified revenue sources. The chart entitled *Six-Year Projects Element* found on page 6 - 7 of this document provides a program summary. The eighteen projects within the proposed CIP’s long term program are explained in detail within the fourth tab of this document, *Long Term Program Descriptions*. A summary of each of these projects is presented below, and compares the long range program adopted for Fiscal Period 2018-2019 through 2023-2024, to the one proposed for Fiscal Period 2019-2020 through 2024-2025.

Long Term Program	Adopted 6-Year Program	Proposed 6-Year Program	Increase/ (Decrease)	Planned Program Revisions
Leisure Services Programs				
Open Space Acquisition Program	\$450,000	\$450,000	\$0	Ongoing Program
Neighborhood Guild Renovations	1,000,000	1,055,000	55,000	FY 2019-2020 Project
Marina Park Improvements	250,000	250,000	0	Boat Ramp - FY 2022-2023
Town Beach Improvement Program	270,000	150,000	(120,000)	Ongoing Program
Old Mountain Field Improvements	460,000	455,000	(5,000)	Ongoing Program
Senior Services Program	205,000	192,000	(13,000)	Scheduled Improvements
Subtotal Leisure Services Programs	\$2,635,000	\$2,552,000		
General Municipal Programs				
Information Technology Program	\$200,000	\$285,000	\$85,000	Ongoing Program
Library Program	110,000	15,000	(95,000)	Painting RBH & PD Libraries
Property Revaluation Program	788,673	766,473	(22,200)	FY 2021 & FY 2024
Public Works Improvement Program	5,436,205	5,425,160	(11,045)	Scheduled Improvements
Police Department Program	310,000	415,000	105,000	Scheduled Improvements
Infrastructure-Analog UHF Radio	0	886,000	886,000	Scheduled Improvements
Emergency Medical Services Program	696,000	685,000	(11,000)	Scheduled Improvements
Fire Alarm Division	162,000	110,000	(52,000)	Scheduled Improvements
Town Hall Improvement Program	210,000	285,000	75,000	Improvements as Needed
Subtotal General Municipal Programs	\$7,912,878	\$8,872,633		
School Department Programs				
Building Improvement Program	\$8,152,000	\$80,857,808	\$72,705,808	5th Year of 5 Year Plan
Subtotal School Dept Programs	\$8,152,000	\$80,857,808	\$72,705,808	
Utility Programs				
Water Meter Replacement Program	\$1,100,000	\$1,200,000	\$100,000	FY 2020-2021 Implementation
Kingston Force Main Replacement	0	\$2,000,000	\$2,000,000	FY 2020-2021 Implementation
Subtotal Utility Programs	\$1,100,000	\$3,200,000	\$2,100,000	
Total Six Year Long Term Program	\$19,799,878	\$95,482,441		



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

	2018-2019 Adopted 6-Year Plan	2019-2020 Proposed 6-Year Plan	Increase (Decrease)
Capital Improvement Program			
General Fund (101)	\$10,260,500	\$10,616,000	\$355,500
Senior Services Fund (304)	205,000	203,000	2,000
Water Enterprise Fund (702)	599,000	640,000	41,000
Wastewater Enterprise Fund (704)	5,222,000	2,454,000	2,768,000
School Fund (400)	2,946,000	2,492,000	(454,000)
Annual Funding Element	19,232,500	16,405,000	(2,827,500)
Bonding Program Element	19,799,878	95,482,441	75,682,563
Total Capital Improvement Program	\$39,032,378	\$111,887,441	\$72,855,063
Less Pay As You Go Transfers	(\$6,673,000)	(\$6,893,000)	(\$220,000)
Total Capital Improvement Program	\$32,359,378	\$104,994,441	\$72,635,063

Major Projects of Interest

Public Safety Radio Program

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

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

This new system will likely be a multi-site (approximately five to seven sites) simulcast system. There will be repeaters and receivers strategically placed around the Town using existing water tanks and towers for optimal coverage. The Town will own each component of the new system and will be able to plan for its long-term maintenance and improvement. The Town will continue to use the 800MHz State- owned system for mutual aid communication.

The total cost of the town-wide system project has not yet been determined, however, the Town anticipates that the consultant will provide will provide the Town with a clear understanding of the full system capabilities, a conceptual design, system implementation requirements and budgetary planning cost estimates to implement the full system before making any major financial commitments for the new system.



Matunuck Beach Road Protection

In May 2018, the Town finished the first phase of the Matunuck Beach Road protection seawall. This first section of seawall runs approximately 180' parallel to Matunuck Beach Road a point where the road is approximately 25 feet from the mean high-water line. This section of wall is constructed of steel sheet piles that are encapsulated in a concrete cap. Armor stone approximately 11 tons in size protect the steel sheet pile seaward of the seawall.

Although the seawall has protected a "scour-hole" that developed in 2007, coastal erosion continues to the west of recently completed seawall section. In order to address the continuing erosion to the west of the install seawall segment, engineering design plans are being developed to extend the seawall from its current terminus in a westerly direction to the Matunuck Trailer Association property. It is anticipated that the engineering design plans will be complete in January or February of 2019. All utility poles and overhead wires have been relocated from the southerly side of the road to the northerly side and subsurface borings will be completed in December 2018.

Once the engineering design is complete a new application for the second phase of the seawall will be filed with the Coastal Resources Management Council (CRMC). No funding source has been identified to date, but the Town has, and will continue to seek grant funding to construct same.

Off-Site Solar Project

The Town of South Kingstown, in conjunction with the Town of Narragansett and University of Rhode Island (URI) for the South Kingstown Solar Consortium (SKSC) to solicit proposals from solar developers to construct "on-site" and "off-site" solar projects. Kearsarge Energy of Cambridge, MA was selected by the SKSC for the "on-site" projects, which consist of the Rose Hill Superfund Landfill, West Kingston Town Dump and URI Disposal Site. All three solar farms were completed and operational as of October 2018.

The SKSC also selected Energy Development Partners of Providence, RI for an "off-site" solar project to be built in West Greenwich, RI. This project is expected to begin construction in the Spring 2019 and be operation late 2019 or early 2020.

Under the State's "Virtual Net Metering" rules and regulations, the Town has been able to commit its entire energy load (both Town buildings, streetlights and school buildings) to the two (2) above noted solar projects with \$0 capital cost to the Town. The Town will continue to work with its partners in the South Kingstown Solar Consortium, the State, Kearsarge Energy to maintain the schedule for construction and commissioning of the off-site project in West Greenwich.

Capital Improvement Program Issues of Concern

School Department Proposed Capital Program

During the FY 2018-2024 CIP budget discussion in January 2017 it was determined that the School Department seek proposals from a professional educational and facilities planning firm to embark on a long-range Master Education and Facilities Plan to realize the strategic plan vision of the School District for the next 20 years. On April 4, 2017 after public interviews of three consultant proposals, the School Committee awarded the contract to RGB Architects.



With the assistance of RGB Architects, the School Department prepared a facilities improvement Master Plan to support the maintenance and modernization of schools within the District. The planning process included school-based focus groups, planning meetings, community education summits, video presentations, and curriculum focused meetings. The development of the Master Plan included a facility audit of each building that houses Pre-kindergarten through Grade 12 programs.

RGB Architects commenced work in May 2017 and in the spring 2018 offered four options for making necessary improvements to the District's school facilities. On March 2, 2018, the School Committee voted in support of the consultant's "Option B" which called for bringing the 5th grade back to the elementary school, consolidating the two middle schools, and closing one middle school and one elementary school. The approved plan also addressed security and educational programming in all schools as well as major renovations to the High School and the construction of an addition to the District's one remaining middle school. Based on RGB Architect's recommendation and the School Committee's adoption of that recommendation, the School District and the Town formed a School Facilities Improvement Committee and submitted an application for State financial assistance (Housing Aid reimbursement) in support of the project. The State of Rhode Island Department of Education (RIDE) has accepted the initial (Stage I) application and RGB is in the process of preparing a more detailed (Stage II) application for RIDE's review.

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

The School Department's Capital Program is presented in this CIP as two discrete parts. First, the District has submitted a base plan that only calls for minor revisions to the school plan submitted in the current year; the base plan calls for the sale of \$4 million in School Bonds, which have already been approved by voter referendum. The Second element of the School's Capital Program incorporates the larger system-wide improvement program adopted by the School Committee in May 2018 and preliminarily approved by RIDE.

The Second element of the School Capital Program as presented here would necessitate the sale of \$76 million more in School Bonds than is contemplated in the current year School CIP. Section 3 of the *Town Manager's Proposed Capital Improvement Program for FY 2019-2020 through 2024-2025*, provides a detailed explanation of the debt management approach the Town would employ to ensure the success of such a large project while minimizing the impact on taxpayers.

On November 27, 2018, the School Committee voted to significantly modify the School Facilities Improvement Plan to align with financial and educational expectations expressed by the community. The amended facilities plan will retain four elementary schools and calls for approximately \$1-\$7 million dollars less in anticipated net local construction costs. However, the amended plan will also change the operational savings that were expected to result from the consolidation of schools, resulting in approximately \$1 million more in post-construction annual operating costs than the original plan. At this



point in the process, it is reasonable to assume that further consequential adjustments to the plan may be made as the School Department, the School Facilities Improvement Committee and RGB Architects work with the School Building Authority at the Rhode Island Department of Education to optimize the scope and schedule of construction.

Finally, it must also be noted that both State authorization and voter approval will be required before any School Bonds are sold in support of the School Facilities Improvement Plan as presented or as modified. Changes in the borrowing associated with school facilities will, of course, change the annual costs associated with school related debt service payments presented in this document. Further, it is likely that the Town's CIP will need to be adjusted or redefined as the District and the Town continue to work with the State to implement an effective school improvement program.

In Closing

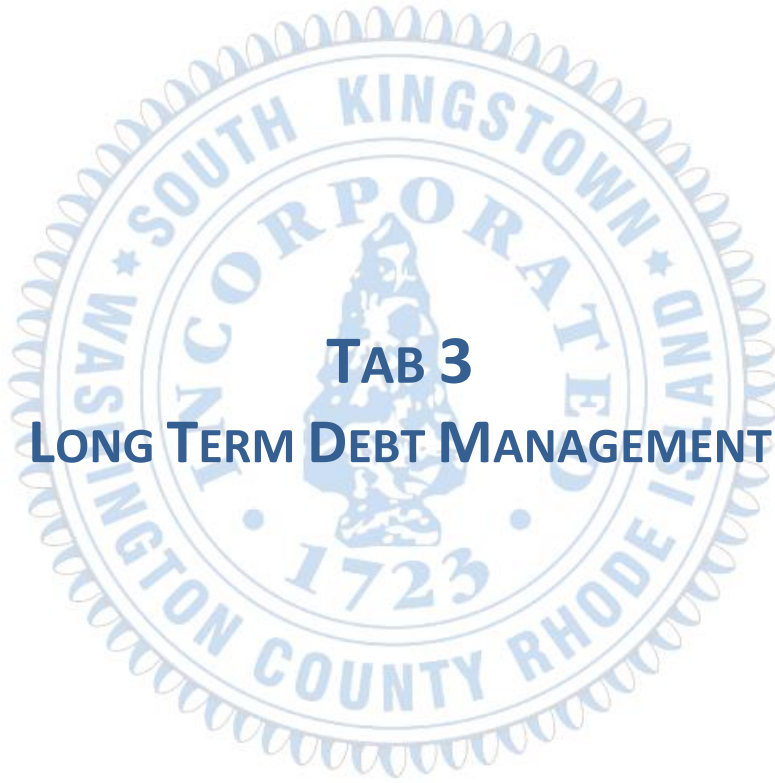
This proposed Capital Improvement Program for the Fiscal Period 2019-2020 through 2024-2025 is the result of many long hours of evaluation and analysis conducted by the Finance Director and the entire management team. It represents our best efforts to identify and anticipate the community needs over the next six years. The Town Council must evaluate the program I have proposed here to determine whether all identified community needs have been addressed.

Like all Capital Improvement Programs, this is a living document. The CIP as presented here will certainly need to be changed – particularly as projects such as the School Facilities Improvement Program, the Town-Wide Radio Project and the Matunuck Beach Seawall Project evolve. We have identified the challenges we face and I believe that the flexible nature of South Kingstown's Capital Improvement Program development should afford the opportunity to accommodate changes as they occur and seize on opportunities as they arise.

As always, I owe deep gratitude to the Town's Department Directors for their assistance and cooperation in the preparation of this document. And as always, I owe special thanks to Colleen Camp, Aimee Reiner, and Trish Sunderland for their tireless efforts in preparing this important community planning document. The preparation of a document like this one requires a capable, dedicated and highly-effective team; it is a privilege to be part of such a team here in South Kingstown.

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

Robert C. Zarnetske
Town Manager



TAB 3
LONG TERM DEBT MANAGEMENT

Overview 3 - 1
Bonded Debt Level Position 3 - 2
Long Term Financial Program 3 - 8
Projected Debt Service Schedules 3 - 20
Fair Share Development Fees 3 - 24

TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025



Overview of Long Term Debt Management

Objective

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

Summary of Elements

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

BONDED DEBT LEVEL POSITION

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

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

LONG TERM FINANCIAL PROGRAM

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

PROJECTED DEBT SERVICE SCHEDULES

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

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

FAIR SHARE DEVELOPMENT FEES

The fourth element of the CIP's *Long Term Debt Management* section is a detailed discussion of the proposed funding levels for Fair Share Development Fees. Annual review and adoption of a Fair Share Development Fees Schedule is a required component of the Capital Improvement Program's development and adoption process. It is noted that the proposed CIP includes the continued suspension of Education-Related Fair Share Fees (suspension in effect since July 1, 2017). The collection of Recreational and Open Space Fair Share Fees is proposed to cease on June 30, 2020.

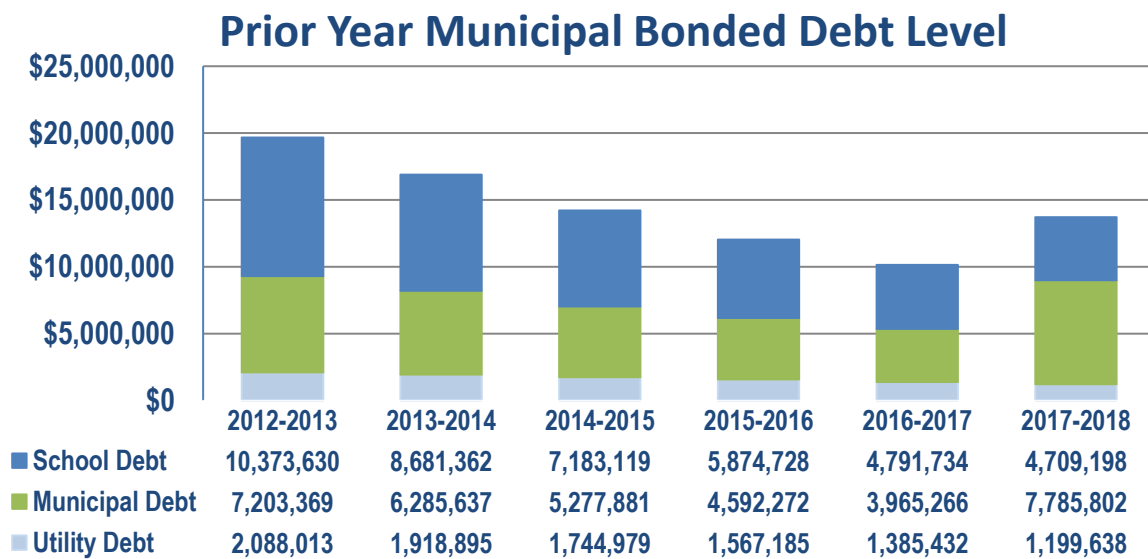
Bonded Debt Level Position



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

Prior Year Bonded Debt Level

The chart below documents the Town’s bonded debt level over the last six fiscal years. The Town’s debt level was reported at \$19,665,012 on June 30, 2013, while as of June 30, 2018 the Town’s bonded debt level was reduced to \$13,694,638, a decrease of \$5,970,374, or 30.36% from the FY 2012-2013 level.



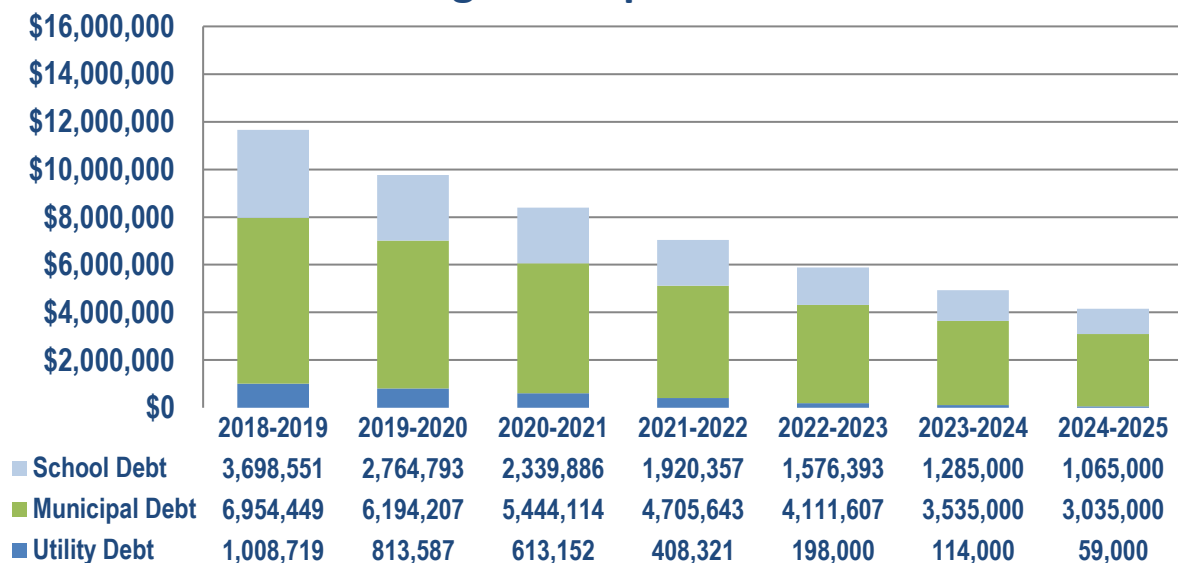
Bonded Debt Level Position, *continued*



Projected Bonded Debt Level with No Additional Bonding

The chart below documents the Town’s projected bonded debt level over the next six-year term of the CIP July 1, 2019 through June 30, 2025. This chart documents only existing municipal bonded debt, should no additional debt be incurred during this six-year timeframe. The Town’s debt level as of June 30, 2019 is projected at \$11,661,719. The Town plans to sell \$5,000,000 in authorized/unissued municipal bonds prior to the close of FY 2020-2021. Of this amount, \$4,000,000 will fund costs associated with school facility improvements and the remaining \$1,000,000 will fund costs associated facility improvements for the Neighborhood Guild. Over the next six years, \$7,502,719 equating to 64.3% of the Town’s bonded debt will be retired. The Town’s outstanding debt as of June 30, 2025, assuming no additional debt is incurred subsequent to June 30, 2019, is estimated at \$4,159,000.

Existing Municipal Debt Level



Planned Capital Project Bonding

While the chart above shows the projected debt level were no additional bonding to occur, the proposed six-year FY 2019-2020 through FY 2024-2025 CIP includes several projects that will require the issuance of General Obligation Bonds. Additional borrowing of \$81,500,000 over the 6-year term of the CIP is planned as follows:

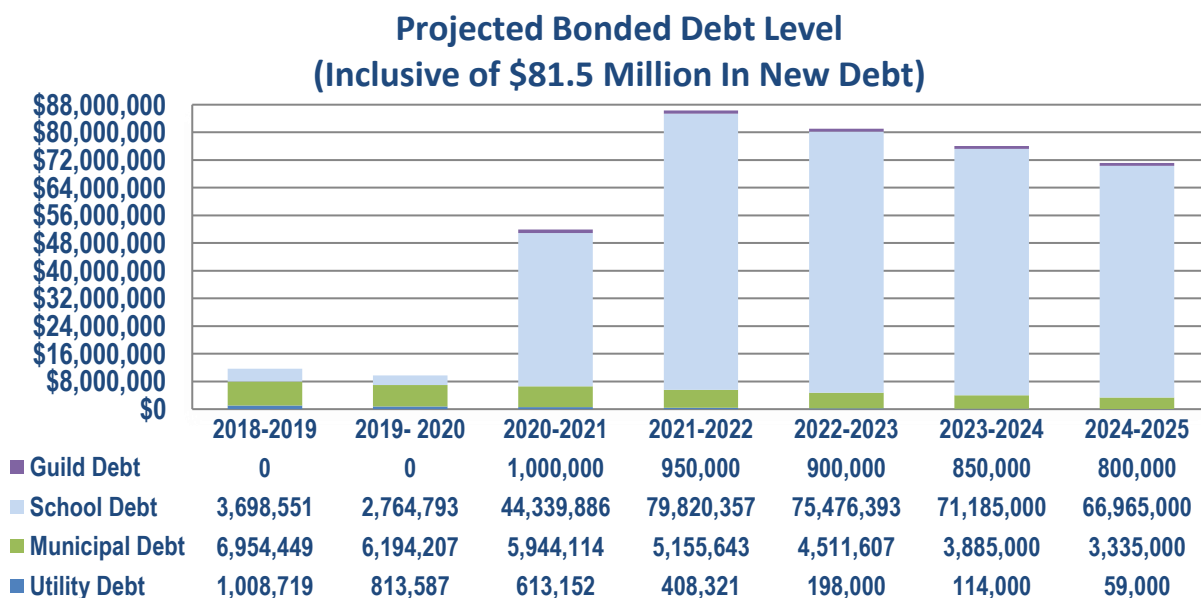
Future Bonding Sale Schedule	Bond Value	Referendum
School Building Improvements	\$4,000,000	11/11/2014
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvements	500,000	11/5/2019
School Building Improvements-Phase 1	38,000,000	11/5/2019
Total FY 2020-2021	\$43,500,000	
School Building Improvements-Phase 2	38,000,000	11/5/2019
Total FY 2021-2022	\$38,000,000	
Total New Debt	\$81,500,000	

Bonded Debt Level Position, *continued*



Projected Bonded Debt Level

Implementation of the proposed FY 2019-2020 through FY 2024-2025 Capital Improvement Program will require the Town to incur an additional \$81,500,000 in long-term general obligation bonds over the next six years. During this term, the Town's Projected Bonded Debt Level is expected to increase. The Town plans to incur new debt as proposed within this document provided the voters approve the anticipated referendum questions requesting authorization to fund \$76 million dollars of school facility improvements as well as \$500,000 for road/bridge improvements. The Town's projected outstanding debt level as of June 30, 2025 will be \$74,159,000 which equates to \$59,497,281 more than the debt level as of June 30, 2019.



Detailed Bonded Debt Level Schedules

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

- **OUTSTANDING DEBT LEVEL:** The first schedule, shown on page 3 - 5, documents projected municipal debt levels, should no additional bonds be issued subsequent to June 30, 2019.
- **FUTURE DEBT LOADING:** The second schedule, shown on page 3 - 6, projects the Town issuing \$81.5 million between 2021 and 2022 in two separate issues. The first projected issue includes \$43.5 million in the first quarter of 2021 (\$42M School Facilities, \$1M Neighborhood Guild, and \$0.5M Road Improvements) and \$38.0 million in the first quarter of 2022 for School Facilities. This is all contingent upon voter approval of \$76 million in school facility improvements in November, 2019.
- **ALL MUNICIPAL DEBT LEVEL SUMMARY:** The third schedule, shown on page 3 - 7, provides a proposed combined Debt Level Summary that includes both the Outstanding Debt Level and Future Debt Loading.

OUTSTANDING DEBT LEVEL

Bond Name	Issue Date	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024	June 30, 2025
Town Debt									
Town Bond 2009	11/12/09	\$62,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Bond 2012	11/13/12	1,123,802	879,449	639,207	404,114	175,643	76,607	0	0
Town Bond 2015	04/21/15	2,160,000	1,880,000	1,605,000	1,335,000	1,070,000	815,000	560,000	305,000
Town Bond 2017 Rec Center	08/30/17	4,055,000	3,850,000	3,645,000	3,440,000	3,235,000	3,035,000	2,830,000	2,625,000
Town Bond 2017 Transportation	08/30/17	385,000	345,000	305,000	265,000	225,000	185,000	145,000	105,000
Subtotal Town Debt		\$7,785,802	\$6,954,449	\$6,194,207	\$5,444,114	\$4,705,643	\$4,111,607	\$3,535,000	\$3,035,000
School Debt									
School Bond 2009	11/12/09	\$38,000		\$0	\$0	\$0	\$0	\$0	\$0
School Bond 2010	05/01/10	720,000	660,000	600,000	540,000	480,000	420,000	360,000	300,000
School Bond 2012	11/13/12	976,198	768,551	569,793	374,886	185,357	66,393		0
School Bond 2015	04/21/15	1,995,000	1,340,000	715,000	595,000	475,000	360,000	245,000	135,000
School Bond 2017	08/01/17	980,000	930,000	880,000	830,000	780,000	730,000	680,000	630,000
Subtotal School Debt		\$4,709,198	\$3,698,551	\$2,764,793	\$2,339,886	\$1,920,357	\$1,576,393	\$1,285,000	\$1,065,000
Wastewater Debt									
\$0.5M Diane Drive Sewers	11/13/03	\$169,000	\$142,000	\$115,000	\$87,000	\$59,000	\$30,000	\$0	\$0
Subtotal Wastewater Debt		\$169,000	\$142,000	\$115,000	\$87,000	\$59,000	\$30,000	\$0	\$0
Solid Waste Debt									
\$2.0M Rose Hill Superfund	09/13/02	\$607,638	\$492,719	\$374,587	\$253,152	\$128,321	\$0	\$0	\$0
\$0.95M West Kingston Superfund	11/22/05	423,000	374,000	324,000	273,000	221,000	168,000	114,000	59,000
Subtotal Solid Waste Debt		\$1,030,638	\$866,719	\$698,587	\$526,152	\$349,321	\$168,000	\$114,000	\$59,000
Total Municipal Debt		\$13,694,638	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000	\$4,159,000
General Fund Debt		\$12,495,000	\$10,653,000	\$8,959,000	\$7,784,000	\$6,626,000	\$5,688,000	\$4,820,000	\$4,100,000

FUTURE DEBT LOADING

	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024	June 30, 2025
Neighborhood Guild Improvements							
Referendum 11/2006 (TBS 7/2020)	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Subtotal Planned Guild Debt	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Municipal Related General Obligation Bonds							
Road Improvement Program							
Referendum 11/2019 (TBS 7/2020)	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
Subtotal Planned Municipal Debt	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
School Related General Obligation Bonds							
General School Building Improvements							
Referendum 11/2014 (TBS 7/2020)	\$0	\$0	\$4,000,000	\$3,800,000	\$3,600,000	\$3,400,000	\$3,200,000
General School Building Improvements							
Referendum 11/2019 (TBS 7/2020)	0	0	38,000,000	36,100,000	34,200,000	32,300,000	30,400,000
Referendum 11/2019 (TBS 1/2022)	0	0	0	38,000,000	36,100,000	34,200,000	32,300,000
Subtotal Planned School Debt	\$0	\$0	\$42,000,000	\$77,900,000	\$73,900,000	\$69,900,000	\$65,900,000
Total Planned Future Debt	\$0	\$0	\$43,500,000	\$79,300,000	\$75,200,000	\$71,100,000	\$67,000,000
Existing Bonded Debt Level	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000	\$4,159,000
PROJECTED BONDED DEBT LEVEL	\$11,661,719	\$9,772,587	\$51,897,152	\$86,334,321	\$81,086,000	\$76,034,000	\$71,159,000
BONDS ISSUED							
Proposed New Guild Debt	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Proposed New Municipal Debt	0	0	500,000	450,000	400,000	350,000	300,000
Proposed New School Debt	0	0	42,000,000	77,900,000	73,900,000	69,900,000	65,900,000
Existing Overall Debt	11,661,719	9,772,587	8,397,152	7,034,321	5,886,000	4,934,000	4,159,000
Projected Combined Debt Level	\$11,661,719	\$9,772,587	\$51,897,152	\$86,334,321	\$81,086,000	\$76,034,000	\$71,159,000

ALL MUNICIPAL DEBT SUMMARY

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Municipal Debt Level	\$6,954,449	\$6,194,207	\$5,444,114	\$4,705,643	\$4,111,607	\$3,535,000	\$3,035,000
School Debt Level	3,698,551	2,764,793	2,339,886	1,920,357	1,576,393	1,285,000	1,065,000
Utilities Debt Level	1,008,719	813,587	613,152	408,321	198,000	114,000	59,000
Total Bonded Debt Level	\$11,661,719	\$9,772,587	\$8,397,152	\$7,034,321	\$5,886,000	\$4,934,000	\$4,159,000
Planned Municipal Debt	\$0	\$0	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000
Planned School Debt	0	0	42,000,000	77,900,000	73,900,000	69,900,000	65,900,000
Planned Guild Debt	0	0	1,000,000	950,000	900,000	850,000	800,000
Total Planned New Debt	\$0	\$0	\$43,500,000	\$79,300,000	\$75,200,000	\$71,100,000	\$67,000,000
Projected Gross Debt Level	\$11,661,719	\$9,772,587	\$51,897,152	\$86,334,321	\$81,086,000	\$76,034,000	\$71,159,000
Non Property Tax Related Debt							
Less School Debt Reimbursement	\$1,109,565	\$829,438	\$23,001,966	\$42,661,107	\$40,397,918	\$38,150,500	\$35,924,500
Less Neighborhood Guild Reimbursement	0	0	1,000,000	950,000	900,000	850,000	800,000
Projected Net Debt Level	\$10,552,154	\$8,943,149	\$27,895,186	\$42,723,214	\$39,788,082	\$37,033,500	\$34,434,500
Gross Bonded Debt Per Capita	\$380	\$317	\$1,676	\$2,775	\$2,593	\$2,420	\$2,253
Net Bonded Debt Per Capita	\$344	\$290	\$901	\$1,373	\$1,272	\$1,178	\$1,090
Gross Per Capita Debt as a % of Per Capita Income	1.06%	0.86%	4.48%	7.27%	6.66%	6.09%	5.56%
Net Per Capita Debt as a % of Per Capita Income	0.96%	0.79%	2.41%	3.60%	3.27%	2.97%	2.69%
Gross Bonded Debt as a % of Taxable Property Base	0.26%	0.22%	1.14%	1.87%	1.74%	1.62%	1.50%
Net Bonded Debt as a % of Taxable Property Base	0.24%	0.20%	0.61%	0.93%	0.85%	0.79%	0.72%
Per Capita Income 2016 Bureau of Econ Analysis+2%	\$35,960	\$36,679	\$37,413	\$38,161	\$38,924	\$39,703	\$40,497
Taxable Property Base 1.0% Annual Growth	\$4,477,862,095	\$4,522,640,716	\$4,567,867,123	\$4,613,545,794	\$4,659,681,252	\$4,706,278,065	\$4,753,340,845
Property Tax Levy 3.0% Annual Growth	\$70,212,725	\$72,319,107	\$74,488,680	\$76,723,341	\$79,025,041	\$81,395,792	\$83,837,666
Net Revenues - General Fund 3.0% Growth	\$80,320,668	\$82,730,288	\$85,212,197	\$87,768,563	\$90,401,619	\$93,113,668	\$95,907,078
Population 0.05 % Annual Growth	30,651	30,804	30,958	31,113	31,269	31,425	31,582



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

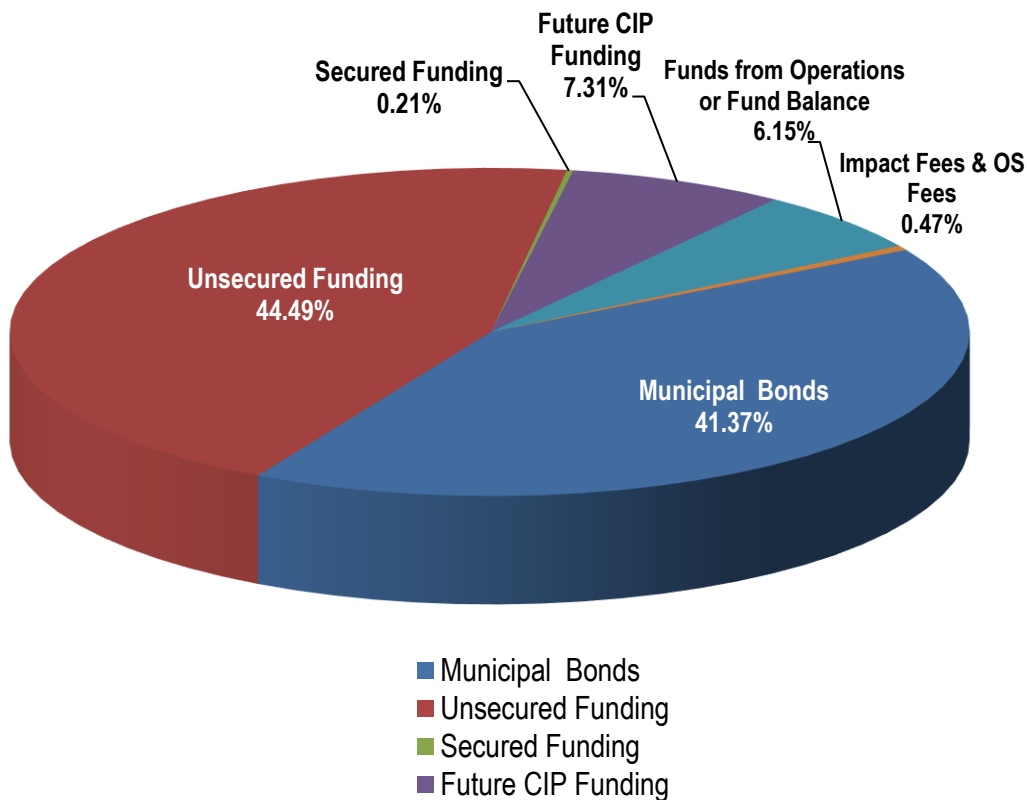
Summary of Proposed Capital Projects & Programs

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

Summary of Funding Sources

The projected cost of completing all noted projects listed in the CIP six-year program is \$95,482,441. The chart below provides a summary of the funding sources for the proposed projects.

**Capital Improvement Program
Funding Sources**



SIX YEAR MAJOR PROJECTS ELEMENT - FY 2019-2020 through FY 2024-2025

Program Type	Adopted 6-Year Program	Proposed 6-Year Program	Municipal Bonds	Undefined Funding Sources	Secured and Available Funds	Future CIP Income	Funds from Fund Balance or Oper. Trans.	Municipal Impact Fees & Open Space Fees
Leisure Services Program								
Open Space Acquisition Program	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Neighborhood Guild Renovations	\$1,000,000	1,055,000	1,000,000	0	55,000	0	0	0
Marina Park Improvements	\$250,000	250,000	0	0	0	110,000	140,000	0
Town Beach Improvement Program	\$270,000	150,000	0	0	0	80,000	70,000	0
Old Mountain Field Renovation	\$460,000	455,000	0	122,510	0	210,000	122,490	0
Senior Services Program	\$205,000	192,000	0	0	0	192,000	0	0
Leisure Services Program Total	\$2,635,000	\$2,552,000	\$1,000,000	\$122,510	\$55,000	\$592,000	\$332,490	\$450,000
General Municipal Programs								
Information Technology Program	\$200,000	\$285,000	\$0	\$0	\$0	\$285,000	\$0	\$0
Library Program	\$110,000	15,000	0	0	0	15,000	0	0
Property Revaluation Program	\$788,673	766,473	0	0	147,960	450,000	168,513	0
Public Works Improvement Program	\$5,436,205	5,425,160	500,000	0	0	4,260,000	665,160	0
Police Department Program	\$310,000	415,000	0	0	0	345,000	70,000	0
Infrastructure-Analog UHF Radio System	\$0	886,000	0	0	0	0	886,000	0
Emergency Medical Program	\$696,000	685,000	0	0	0	685,000	0	0
Communications Department	\$162,000	110,000	0	0	0	110,000	0	0
Town Hall Improvement Program	\$210,000	285,000	0	0	0	235,000	50,000	0
General Municipal Program Total	\$7,912,878	\$8,872,633	\$500,000	\$0	\$147,960	\$6,385,000	\$1,839,673	\$0
School Department Programs								
Building Improvement Program	\$8,152,000	\$80,857,808	\$38,000,000	\$42,357,808	\$0	\$0	\$500,000	\$0
School Department Program Total	\$8,152,000	\$80,857,808	\$38,000,000	\$42,357,808	\$0	\$0	\$500,000	\$0
Utility Programs								
Water Meter Replacement Program	\$1,100,000	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000	\$0
Kingston Force Main Replacement	\$0	2,000,000	0	0	0	0	2,000,000	0
Utility Program Total	\$1,100,000	\$3,200,000	\$0	\$0	\$0	\$0	\$3,200,000	\$0
TOTAL Six Year Program	\$19,799,878	\$95,482,441	\$39,500,000	\$42,480,318	\$202,960	\$6,977,000	\$5,872,163	\$450,000



Third Party Revenue Sources

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

STATE SCHOOL HOUSING AID

The State of Rhode Island, by statute, reimburses a municipality for thirty percent (30%) of the principal and interest costs associated with the borrowing of funds for the renovation, construction, or expansion of school facilities for all bonds issued prior to July 1, 2010. The current minimum state share ratio for Housing Aid, established in 2012, is 35% of all approved project and borrowing costs. The School Department has Rhode Island Department of Education (RIDE) approval for projects referenced for completion during the first two years of the CIP. All projects scheduled in the final four years of the six-year program will be required to obtain RIDE authorization to be eligible for State School Housing Aid. Should RIDE revise eligibility guidelines or reduce funding share ratios reevaluation of the presented School Facilities Improvement Plan will be required. As of the development of this document, the School Department has submitted Stage 1 – Preliminary Approval of a School Facilities Project Application. All revenues and expenditures are based on current votes by the governing bodies of the School Committee and Town Council and predicated on estimates provided by the Architect. For illustrative purposes, the share ratio approved by RIDE is 55% and is used in calculating reimbursement for the upcoming school construction projects.

FAIR SHARE DEVELOPMENT FEES

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

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

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

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

Fair Share Fees - School Related	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Fund Balance June 30th	\$145,057	\$70,057	\$0	\$0	\$0	\$0	\$0
Less School Debt Service	(75,000)	(70,057)	0	0	0	0	0
Unassigned Fund Balance June 30th	\$70,057	\$0	\$0	\$0	\$0	\$0	\$0
Fair Share Fees - Recreation Related	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Fund Balance June 30th	\$293,695	\$269,607	\$256,531	\$145,944	\$113,264	\$82,039	\$82,039
Plus Annual Income	110,000	102,000	0	0	0	0	0
Noyes Farm Design and Site Analysis	(15,000)	0	0	0	0	0	0
Less Existing Rec Debt Service	(119,088)	(115,076)	(110,586)	(32,681)	(31,225)		0
Unassigned Fund Balance June 30th	\$269,607	\$256,531	\$145,944	\$113,264	\$82,039	\$82,039	\$82,039



Long Term Financial Program, *continued*

It is noted that in FY 2019-2020, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School will be completed. Funds on hand as of the close of FY 2016-2017 in the Education related Fair Share Fee Program were sufficient to meet all future debt service requirements associated with construction of the Broad Rock Middle School; therefore, the collection of education-related fair share fees was suspended effective July 1, 2017. Continued suspension is proposed for the 2019-2020 fiscal year, as detailed on page 3 - 24.

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

NEIGHBORHOOD GUILD REINVESTED INCOME

The Trustees of the South Kingstown School Trust Funds also manage a Trust Fund for the operation, maintenance, and expansion of the Neighborhood Guild. The market value of the funds held in trust for the Guild as of June 30, 2018 was \$16,450,925. Income from this Trust Fund in the amount of \$400,000 was forwarded to the Neighborhood Guild Special Revenue Fund for FY 2018-2019 in order to offset operational and maintenance costs of this recreational facility. An additional \$6,000 is made available for ongoing facilities maintenance. All income generated in excess of these cost centers is held in a separate account entitled Neighborhood Guild Reinvested Income Account, which is to be used for program or facility improvements. As of June 30, 2018, this fund had assets of \$285,675, of this amount \$179,831 was transferred during the fiscal year for the replacement of a wheelchair lift at the main entry to the Guild in the current fiscal year. Annual debt service payments associated with the planned sale in July 2020 of \$1 million will also be reimbursed with Neighborhood Guild Reinvested Income.

DIANE DRIVE WASTEWATER EXPANSION

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

REAL ESTATE CONVEYANCE TAX PROGRAM

Through the Statewide Real Estate Conveyance Tax Program, \$4.60 per \$1,000 of the purchase price for all real estate sales in the community is collected at the time of deed recording, of which the community retains 47.83% or \$2.20 per \$1,000 of purchase value. The Town Council's existing policy, since adoption in 1998, on use of these funds provides that 77.3% of all new revenue generated from this program be transferred to the Open Space Reserve Fund, to be used for open space acquisition and critical resources protection. Funds held in this reserve fund may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. As of June 30, 2018, the Open Space Reserve Fund maintained an Unassigned Fund Balance of \$337,065. The Town Council has authorized the use of \$382,000 of these funds in the current fiscal year for the fee simple acquisition of the 43.31-acre Boy Scout Property, located at the intersection of Worden's Pond Road and Ministerial Road. The property is part of a large, un-fragmented forest block, and lies within a Community Wellhead Protection Area, a sole source aquifer, an aquifer recharge area, and a Groundwater Protection Overlay District.

Long Term Financial Program, *continued*



SUPERFUND PROGRAM REIMBURSEMENT

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

Impact of Non-Property Revenues on Long Term Municipal Borrowing

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

Future Bonding Sale Schedule	Bond Value	Referendum Date
School Building Improvements	\$4,000,000	11/11/2014
School Building Improvements	\$38,000,000	11/5/2019
Neighborhood Guild Improvements	1,000,000	11/7/2006
Road/Bridge Improvement Program	500,000	11/5/2019
Total FY 2020-2021	\$43,500,000	
School Building Improvements	\$38,000,000	11/5/2019
Total FY 2021-2022	\$38,000,000	
Total New Debt	\$81,500,000	

Debt-Related Property Tax Burden

Over the next six-year CIP term, the projected debt-related property tax rate for Municipal and School Related Debt Service is forecasted to increase from \$0.25 per thousand dollars of assessed valuation in the current fiscal year to \$0.59 in FY 2024-2025.

INCREASE IN PROPERTY TAX BURDEN FOR AVERAGE HOUSEHOLD

Based upon the average assessment of a single family home in South Kingstown, the property tax burden required to service all municipal debt payments is projected to increase for the average household from \$88.05 in the current fiscal year to \$220.29 in FY 2024-2025, as noted in the chart below:

Property Tax Related To Debt Service Average House Assessment	2019-2020	2023-2025
	\$352,944	\$374,657
Fiscal Year 2019-2020		
Tax Rate of	\$0.25	
Tax Due		\$88.05
Fiscal Year 2024-2025		
Tax Rate of	\$0.59	
Tax Due		\$220.29
Increase in Cost Per Household		\$132.24



Credit Industry Benchmarks

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

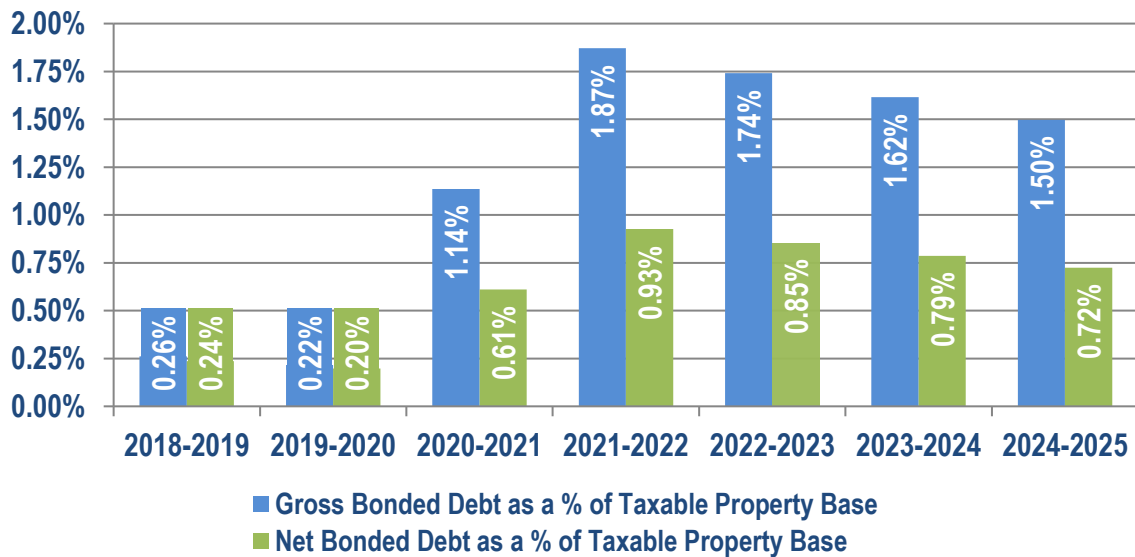
OVERALL DEBT AS A PERCENTAGE OF FULL VALUE OF TAX ROLL

Debt as a percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community’s ability to incur additional debt. Moody’s Investors Service documents the 2016 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community’s taxable full value at 0.6%^[1] for Aaa rated communities, and 1.0% for Aa rated municipalities. Standard & Poor’s (S&P’s) 2008 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established the benchmark at a range of 3% (Low) to 10% (High).

South Kingstown’s FY 2018-2019 projected gross debt level as a percentage of the Town’s Assessed Valuation, based upon the December 31, 2017 Assessment, is 0.26% and is predicted to increase to 1.50% in FY 2024-2025. The Town’s projected net debt level for FY 2018-2019 is 0.24%, and is expected to increase to 0.72% in the 2024-2025 fiscal year. The chart below depicts the projected seven year forecast associated with this credit industry benchmark.

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

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



¹ Report entitled *Updated Median Report: 2016 Local Government Medians* prepared by Moody’s Investors Service, Inc., 99 Church Street, New York, New York 10007, dated March 30, 2018.



MARKET VALUE PER CAPITA

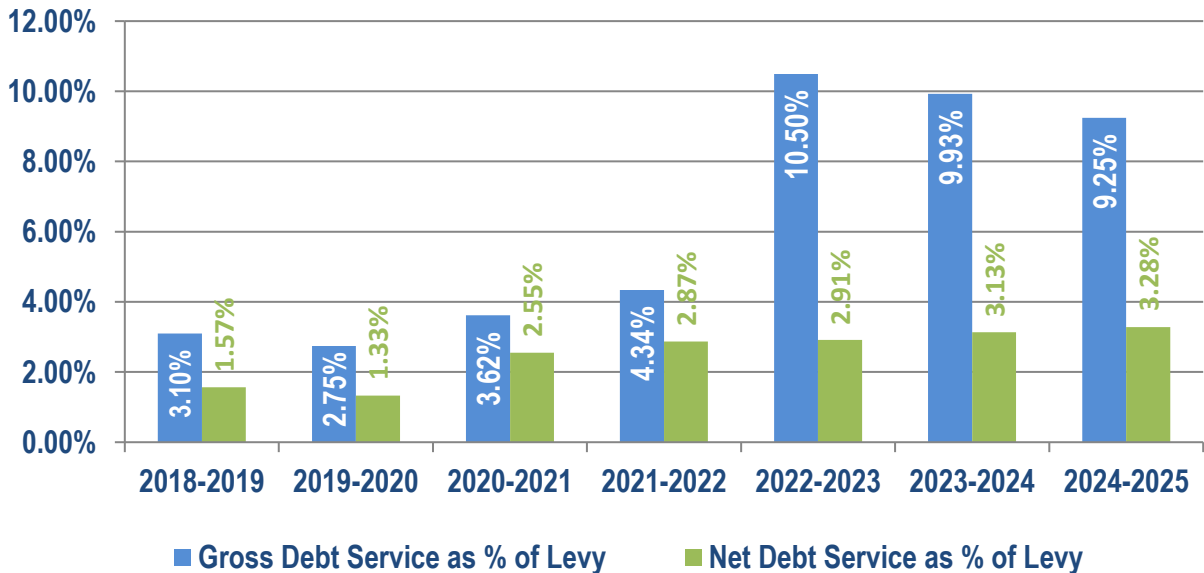
The market value of the Town’s taxable property roll, including motor vehicle values, as of December 31, 2017 was \$4,653,040,282. The Town’s 2018 population is estimated at 30,651. The resultant market value per capita is \$151,807. Moody’s reports an average assessment value per capita of \$252,198 (Aaa) and \$111,749^[2] (Aa) for communities with less than a 50,000 population.

Moody’s also indicates that the median of what share the top ten (10) taxpayers represent of the whole tax base should be equates to 7.0% for Aaa and 7.7% for Aa communities. In South Kingstown, the ratio is 3.72% as of December 31, 2017.

DEBT SERVICE AS A PERCENTAGE OF TAX LEVY

The chart presented below illustrates the relationship between a 3% annual growth rate in the property tax levy and the portion of the levy that will be required to meet debt service costs. As noted, the base year FY 2018-2019 reflects that 3.10% of the property tax levy is needed to meet gross debt service debt payments and 1.57% of the levy is needed to meet net debt service requirements.

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



² Report entitled *Updated Median Report: 2016 Local Government Medians* prepared by Moody’s Investors Service, Inc., 99 Church Street, New York, New York 10007, dated March 30, 2018.

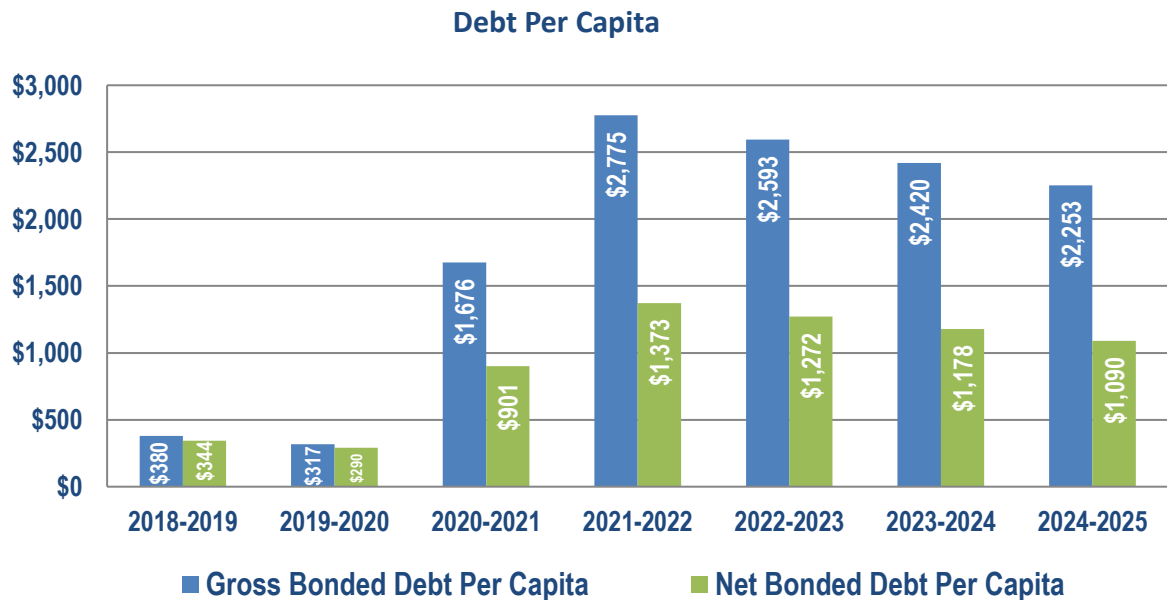


GROSS BONDED DEBT PER CAPITA

Gross bonded debt as of June 30, 2019 is projected at \$11,661,719 which equates to \$380 per capita. The Town’s Gross Bonded Debt level is forecasted to gradually increase to \$71,159,000 or \$2,253 per capita in the 2024-2025 fiscal year.

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

The chart below presents the Town’s debt per capita projections for the term of the proposed Capital Improvement Program, FY 2019-2020 through FY 2024-2025.



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

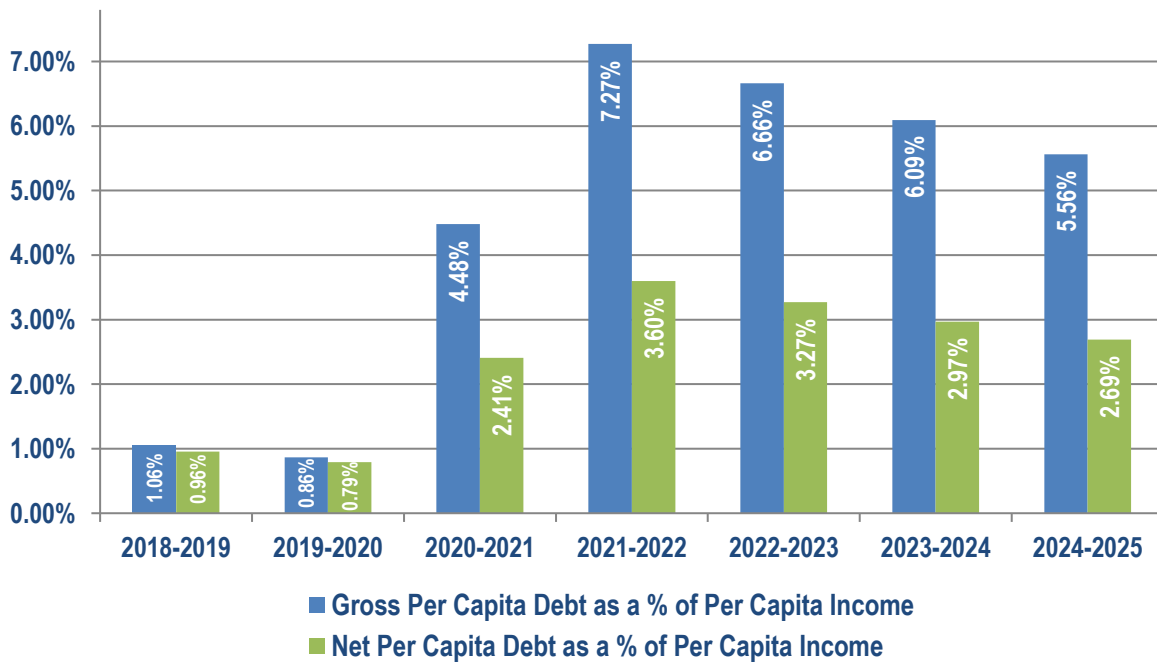


DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

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

South Kingstown’s projected gross per capita debt, exclusive of Capital Lease Obligations, accrued vacation time, unfunded claims, and accrued pension liabilities, as a percentage of estimated per capita income as of June 30, 2018 is estimated at 1.06%. Gross per capita debt as a percentage of projected per capita income is estimated to increase to 5.56% as of June 30, 2025.

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



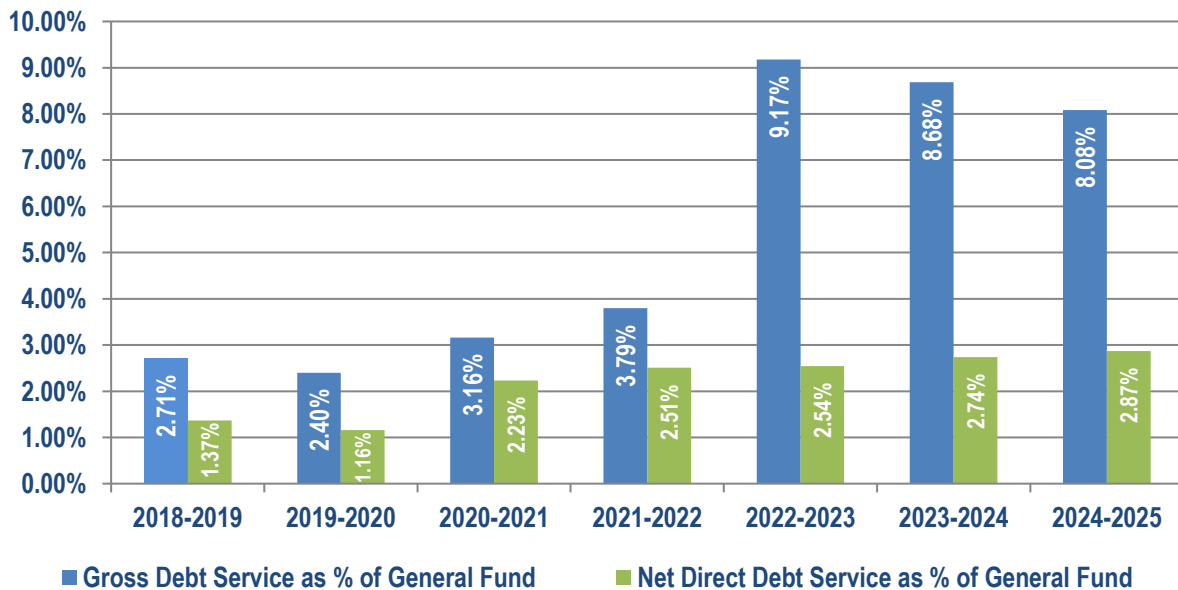
⁴ 2014 Report on RI Local Government Debt, Office of the General Treasurer, January 2016.



DEBT SERVICE SHOULD NOT EXCEED 10% OF OPERATING REVENUES

South Kingstown’s gross debt service payment is 2.71% of the Town’s FY 2018-2019 General Fund Budget Program. This percentage is projected to increase to 8.08% in FY 2024-2025. The S&P benchmark for debt service as a percent of operating revenue is presented as a negative factor in the agency’s rating methodology should it exceed 10%. Moody’s dropped this indicator from their 2012 analysis due to concern with refunding proceeds distorting the value of the measure and a lack of reporting consistency. The chart below illustrates the projected value of municipal and school related debt service as a percentage of the Town’s General Fund over the next six-year term of the FY 2019-2020 through FY 2024-2025 proposed Capital Improvement Program.

Debt Service as a Percentage of Operating Revenues





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

The General Fund closed the 2017-2018 fiscal year with an Unassigned Fund Balance of \$12,249,866 or 15.05% of the Adopted General Fund Budget for FY 2018-2019. The Governmental Finance Officers Association (GFOA) in October 2009 issued a Best Practices memorandum entitled *Appropriate Level of Unassigned Fund Balance in the General Fund* that states in part:

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

To meet this best management guideline, an unrestricted fund balance of \$13,839,806 would be necessary. The value of unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community. Presented below is a chart detailing the value of the General Fund’s Unassigned Fund Balance (UFB) as of June 30, 2017 and June 30, 2018 and the projected balance as of June 30, 2019.

Unassigned Fund Balance June 30, 2017	\$10,707,886
Fund Balance as a % of FY 2017-2018 Budget	13.53%
FY 2017-2018 Operating Surplus	\$1,278,278
Change In Prepaid Expenses	(2,218)
Recognition of FMV of Investments	(134,080)
Liquidation of Superfund Reservation	1,000,000
Funds Forwarded to Finance FY 2018-2019 Program	(600,000)
Unassigned Fund Balance June 30, 2018	\$12,249,866
Fund Balance as a % of FY 2018-2019 Budget	15.05%
FY 2018-2019 Estimated Operating Surplus	\$1,000,000
Recognition of FMV of Investments	(150,000)
Funds Forwarded to Finance FY 2019-2020 Program	(600,000)
Estimated Unassigned Fund Balance June 30, 2019	\$12,499,866
Estimated Fund Balance as a % of Est. FY 2019-2020 Budget	14.91%



Aa1 BOND RATING

The Town of South Kingstown is one of only five municipalities in the State of Rhode Island with an Aa1 Bond Rating. The data presented in the following display was prepared by Moody’s Investment Service, which profiles and compares key financial benchmarks that directly relate to the credit worthiness of South Kingstown in relation to the other four Rhode Island communities that maintain an Aa1 Bond Rating, as well as those communities within the New England area, and Aa1 rated communities on a nationwide basis. The medians presented in this display are based on FY 2016-2017 financial data.

Fiscal 2017 Data	South Kingstown Rated: Aa1	Rhode Island	New England Aa1 Entity Medians	United States
Total General Fund Revenues (\$000)	76,771	63,478	62,849	24,788
General Fund Balance as % of Revenues	16.4	19.4	20.7	53.7
Total General Fund Balance (\$000)	12,618	10,790	12,618	10,825
General Net Cash as % of General Revenues	31.2	31.2	26.2	51.7
Unrestricted Spendable Gen Fund Bal.as % of Revenues	16.4	18.9	19.6	51.5
Total Full Value (\$000)	4,617,593	2,842,335	2,842,335	3,156,999
Full Value Per Capita (\$)	149,666	184,870	191,503	170,962
Average Annual Increase in Full Value (%)	0.5	0.8	0.8	1.7
Top Ten Taxpayers as % of Total	4.0	4.0	7.3	7.3
Direct Net Debt Outstanding (\$000)	9,947	31,298	31,298	20,265
Direct Net Debt Outstanding as % of Full Value	0.2	1.1	1.1	0.7
Direct Net Debt Per Capita (\$)	323	1,951	2,130	1,363
Payout, 10 years, All GO debt (%)	80.7	81.5	82.7	80.5

Source: Moody's Investment Service, Local Government Ratings

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



Projected Debt Service Schedules

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

Debt Service Schedules

REQUIRED DEBT SERVICE COST SCHEDULE

A chart entitled *Required Debt Service Cost Schedule* detailing the debt repayment structure for all general obligation bonds that are in place or planned to be in place prior to June 30, 2019 is found on page 3 - 21. This schedule provides a detailed listing of all existing bond issues, their debt service requirements, third party revenue sources, and the Town's debt level, should no additional long term borrowing occur over the term of the CIP.

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

ALL FUTURE DEBT SERVICE SCHEDULE

The chart entitled *All Future Debt Service Schedule* found on page 3 - 22 documents the projected cost of debt service for general obligation bonds that are proposed for sale over the course of the six-year CIP. All new debt is planned with a twenty-year equal principal repayment schedule, with the exception of Road Improvement bonds, and a projected interest rate of 4%. In FY 2020-2021, \$43.5 million in new bonds are scheduled for issuance (\$42M School Facility Improvements, \$1 million for Neighborhood Guild improvements, \$500,000 to cover costs related to Road Improvements) and in FY 2021-2022 an additional \$38 million in School Facility Improvements are planned for issuance. The \$76 million dollars planned for school facility improvements is contingent upon voter approval but is being programmed in to the six-year capital improvement plan.

ALL MUNICIPAL DEBT SERVICE PROGRAM

A chart entitled *All Municipal Debt Service Program* is found on page 3 - 23. This chart provides a summary of the anticipated debt level and debt service position that will result from implementation of the planned six-year term borrowing program and its impact on the Town's existing debt structure, program and property tax burden.

REQUIRED DEBT SERVICE COST SCHEDULE FY 2019-2020 THROUGH FY 2024-2025

Debt Service Function	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Municipal Debt Service							
School Debt Service	\$1,134,850	\$1,036,073	\$507,133	\$491,514	\$404,461	\$341,129	\$260,475
Town Debt Service	1,040,106	949,581	920,192	889,143	722,717	685,956	592,794
Debt Service Fund (Town & School) Debt	\$2,174,956	\$1,985,653	\$1,427,325	\$1,380,657	\$1,127,178	\$1,027,086	\$853,269
Guild Debt Service	0	0	0	0	0	0	0
Wastewater Debt Service	30,175	29,641	30,090	29,520	29,932	30,315	0
Solid Waste Debt Service	180,763	182,112	183,471	184,842	186,224	56,797	56,722
Total Municipal Debt Service	\$2,385,894	\$2,197,406	\$1,640,886	\$1,595,019	\$1,343,333	\$1,114,197	\$909,990
Third Party Revenue Sources							
State School Construction Aid	\$523,643	\$496,903	\$270,324	\$117,887	\$121,338	\$102,339	\$78,143
South Road School Debt Service Transfer	0	9,743	9,343	8,903	0	0	0
School Related Fair Share Development Fees	75,000	70,057	0	0	0	0	0
Recreation Related Fair Share Development Fees	119,088	115,076	110,586	32,681	31,225	0	0
Real Estate Conveyance Tax Transfer	250,000	250,000	250,000	250,000	250,000	236,704	208,088
Total Third Party Revenues	\$967,731	\$941,779	\$640,253	\$409,471	\$402,563	\$339,043	\$286,231
Percent of Debt Service	44.5%	47.4%	44.9%	29.7%	35.7%	33.0%	33.5%
Net Direct Debt Service Cost	\$1,207,225	\$1,043,874	\$787,071	\$971,187	\$724,615	\$688,043	\$567,038
Projected Property Tax Rate for Debt Service	\$0.27	\$0.23	\$0.17	\$0.21	\$0.16	\$0.15	\$0.12
Gross Bonded Debt Level as of June 30th	\$11,661,719	\$9,772,587	\$51,897,152	\$86,334,321	\$81,086,000	\$76,034,000	\$71,159,000
less: State School Aid For Debt Retirement	\$1,109,565	\$829,438	\$23,001,966	\$42,661,107	\$40,397,918	\$38,150,500	\$35,924,500
less: Wastewater Fund Debt Retirement	142,000	115,000	87,000	59,000	30,000	0	0
less: Solid Waste Fund Debt Retirement	866,719	698,587	526,152	349,321	168,000	114,000	59,000
Net Bonded Debt Level - Retired from Tax Base	\$9,543,435	\$8,129,562	\$28,282,034	\$43,264,893	\$40,490,082	\$37,769,500	\$35,175,500
Gross Bonded Debt Per Capita	\$380	\$317	\$1,676	\$2,775	\$2,593	\$2,420	\$2,253
Net Bonded Debt Per Capita	\$311	\$264	\$914	\$1,391	\$1,295	\$1,202	\$1,114
Gross Per Capita Debt as a Percent of Per Capita Income	1.06%	0.86%	4.48%	7.27%	6.66%	6.09%	5.56%
Net Per Capita Debt as a Percent of Per Capita Income	0.87%	0.72%	2.44%	3.64%	3.33%	3.03%	2.75%
Gross Bonded Debt as % of Taxable Property Base	0.26%	0.22%	1.14%	1.87%	1.74%	1.62%	1.50%
Net Bonded Debt as % of Taxable Property Base	0.21%	0.18%	0.62%	0.94%	0.87%	0.80%	0.74%
Gross Debt Service as % of Projected Tax Levy	3.10%	2.75%	1.92%	1.80%	1.43%	1.26%	1.02%
Net Debt Service as % of Projected Tax Levy	1.72%	1.44%	1.06%	1.27%	0.92%	0.85%	0.68%
Per Capita Income 2016 + 2.0 Annual Growth	\$35,960	\$36,679	\$37,413	\$38,161	\$38,924	\$39,703	\$40,497
Flexible Tax Base 1.0% Annual Growth	\$4,477,862,095	\$4,522,640,716	\$4,567,867,123	\$4,613,545,794	\$4,659,681,252	\$4,706,278,065	\$4,753,340,845
Property Tax Levy 3.0% Annual Growth	\$70,212,725	\$72,319,107	\$74,488,680	\$76,723,341	\$79,025,041	\$81,395,792	\$83,837,666
Net Revenues General Fund 3.0% Growth	\$80,320,668	\$82,730,288	\$85,212,197	\$87,768,563	\$90,401,619	\$93,113,668	\$95,907,078
Population 2016 Plus 100 per annum	30,651	30,804	30,958	31,113	31,269	31,425	31,582

All FUTURE DEBT SERVICE COST SCHEDULE

Debt Issue	Bond Amount	Issue Date	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Future Neighborhood Guild Bond Program									
Neighborhood Guild Renovations	\$1,000,000	07/15/20	\$0	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
Subtotal Neighborhood Guild Debt Service			\$0	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
Future Municipal Bond Program									
Road Improvement Program 10 year Term	\$500,000	07/15/20	\$0	\$0	0	\$70,000	\$68,000	\$66,000	\$64,000
Subtotal New Municipal Debt Service	\$500,000		\$0	\$0	\$0	\$70,000	\$68,000	\$66,000	\$64,000
Future School Bond Program									
School Building Improvements	4,000,000	07/15/20	0	0	0	360,000	352,000	344,000	336,000
School Building Improvements	38,000,000	07/15/20	0	0	1,266,667	1,520,000	4,720,000	3,227,000	3,153,600
School Building Improvements	38,000,000	01/15/22	0	0	0	0	2,026,667	3,420,000	3,344,000
Subtotal School Debt Service	\$80,000,000		\$0	\$0	\$1,266,667	\$1,880,000	\$7,098,667	\$6,991,000	\$6,833,600
Total Planned New Debt Service	\$81,500,000		\$0	\$0	\$1,266,667	\$2,040,000	\$7,254,667	\$7,143,000	\$6,981,600
Third Party Revenue Sources									
Neighborhood Guild Trust Fund			\$0	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
State School Construction Aid 35% of Prior Yr + 55% New Debt			0	0	443,333	126,000	5,366,534	3,776,250	3,691,280
Total Third Party Revenues			\$0	\$0	\$443,333	\$216,000	\$5,454,534	\$3,862,250	\$3,775,280
Property Tax Requirement			\$0	\$0	\$823,333	\$1,824,000	\$1,800,133	\$3,280,750	\$3,206,320

All MUNICIPAL DEBT SERVICE PROGRAM FY 2019-2020 THROUGH FY 2024-2025

Debt Service Function	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Existing Municipal Debt Service							
School Debt Service	\$1,134,850	\$1,036,073	\$507,133	\$491,514	\$404,461	\$341,129	\$260,475
Town Debt Service	1,040,106	949,581	920,192	889,143	722,717	685,956	592,794
Wastewater Debt Service	30,175	29,641	30,090	29,520	29,932	30,315	0
Solid Waste Debt Service	180,763	182,112	183,471	184,842	186,224	56,797	56,722
Subtotal Municipal Debt Service	\$2,385,894	\$2,197,406	\$1,640,886	\$1,595,019	\$1,343,333	\$1,114,197	\$909,990
Proposed New Debt Issues							
New Guild Debt \$1.0M/20Yrs	\$0	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
New Public Services Debt \$.5M/10 Yrs.	0	0	0	70,000	68,000	66,000	64,000
New School Debt \$4.0M & \$76M/20 Yrs.	0	0	1,266,667	1,880,000	7,098,667	6,991,000	6,833,600
Subtotal Planned New Debt Service	\$0	\$0	\$1,266,667	\$2,040,000	\$7,254,667	\$7,143,000	\$6,981,600
Total Debt Service	\$2,385,894	\$2,197,406	\$2,907,552	\$3,635,019	\$8,598,000	\$8,257,197	\$7,891,590
Town and School Debt Service	\$2,174,956	\$1,985,653	\$2,763,991	\$3,328,657	\$8,291,845	\$8,082,086	\$7,748,869
Less Other Income							
School Housing Aid	\$523,643	\$496,903	\$713,657	\$243,887	\$5,487,872	\$3,878,589	\$3,769,423
South Road School Fund	0	9,743	9,343	8,903	0	0	0
Fair Share Development - School	75,000	70,057	0	0	0	0	0
Fair Share Development - Recreation	119,088	115,076	110,586	32,681	31,225	0	0
Planned Debt Service Fund Balance Forward	106,625	82,274	(289,955)	595,587	224,147	1,418,193	1,019,758
Real Estate Conveyance Tax	250,000	250,000	250,000	250,000	250,000	236,704	208,088
Total Third Party Revenue	\$1,074,356	\$1,024,053	\$793,631	\$1,131,057	\$5,993,245	\$5,533,486	\$4,997,269
Total Property Tax Need	\$1,100,600	\$961,600	\$1,970,360	\$2,197,600	\$2,298,600	\$2,548,600	\$2,751,600
Flexible Tax Base 1.0% Annual Growth	4,477,862,095	\$4,522,640,716	\$4,567,867,123	\$4,613,545,794	\$4,659,681,252	\$4,706,278,065	\$4,753,340,845
Estimate Tax Rate Debt Service	\$0.25	\$0.22	\$0.44	\$0.48	\$0.50	\$0.55	\$0.59
Estimated Tax Bill on Average Assessed SHU	\$88.05	\$76.93	\$157.63	\$175.81	\$183.89	\$203.89	\$220.13
Gross Town and School Debt Service	\$2,174,956	\$1,985,653	\$2,763,991	\$3,328,657	\$8,291,845	\$8,082,086	\$7,748,869
Net Town and School Debt Service	\$1,100,600	\$961,600	\$1,970,360	\$2,197,600	\$2,298,600	\$2,548,600	\$2,751,600
Gross Debt Service as % of Property Tax Levy	3.10%	2.75%	3.71%	4.34%	10.49%	9.93%	9.24%
Net Direct Debt Service as % of Property Tax Levy	1.57%	1.33%	2.65%	2.86%	2.91%	3.13%	3.28%
Gross Debt Service as % of General Fund	2.71%	2.40%	3.24%	3.79%	9.17%	8.68%	8.08%
Net Direct Debt Service as % of General Fund	1.37%	1.16%	2.31%	2.50%	2.54%	2.74%	2.87%
Per Capita Income 2014 Bureau of Econ. Analysis +:	\$35,960	\$36,679	\$37,413	\$38,161	\$38,924	\$39,703	\$40,497
Taxable Property Base 1.0% Annual Growth	4,477,862,095	4,522,640,716	4,567,867,123	4,613,545,794	4,659,681,252	4,706,278,065	4,753,340,845
Property Tax Levy 3.0% Annual Growth	70,212,725	72,319,107	74,488,680	76,723,341	79,025,041	81,395,792	83,837,666
Net Revenues General Fund 3.0% Growth	80,320,668	82,730,288	85,212,197	87,768,563	90,401,619	93,113,668	95,907,078
Average Assessed Value - Single Family Unit (1%)	\$352,944	\$356,473	\$360,038	\$363,639	\$367,275	\$370,948	\$374,657
Taxable Property Base Per Capita	146,091.88	146,819	147,549	148,283	149,021	149,762	150,507
Population	30,651	30,804	30,958	31,113	31,269	31,425	31,582



Fair Share Development Fees

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

EDUCATIONAL FACILITIES

An Educational Fair Share Fee, which in prior years, provided partial reimbursement of capital costs associated with the development of new school facilities. The fee was collected at the time a certificate of occupancy is issued for all new residential structures. Income from the collection of Educational Fair Share Fees was used to pay down the cost of debt service associated with general obligation bonds issued for construction of the Broad Rock Middle School.

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

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

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

Determination of FY 2019-2020 Fair Share Development Fees

EDUCATIONAL FACILITIES

Based on ongoing enrollment reductions and the expectation that this trend will continue, there is no justification for the collection of Educational Facilities Fair Share Fees. Based on this finding, suspension of School Related Fair Share Fees was incorporated into the FY 2017-2018 CIP and became effective July 1, 2017. It is proposed to continue this suspension going forward. The Fair Share Fee Program is projected to have an Unassigned Fund Balance associated with income generated from school-related Fair Share Fees of \$70,057 as of June 30, 2019. The remaining funds will be transferred to the Debt Service Fund to be used to offset future school related debt service costs.

OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

For the FY 2019-2020 Capital Improvement Program, it is proposed to continue utilization of the current methodology for calculation of the fee per dwelling unit for open space, conservation, park, and recreation land and/or facilities. The methodology is evaluated annually, including values related to estimated persons per household and the value of land within the community. It is also proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for senior type housing units (age 55+ occupancy) with two or fewer bedrooms.

Fair Share Development Fees, *continued*



Recreational/Open Space Fees	FY2018-2019		FY2019-2020	
	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$130,000	\$130,000	\$135,000	\$135,000
Fair Market Value (10,000 Sq Ft) lot/Per 1,000 persons	10.50	10.50	10.50	10.50
Persons Per Owner Occupied Household Unit	2.40	1.80	2.40	1.80
Proposed Recreation Fee for FY 2019 -2020	\$3,276	\$2,457	\$3,402	\$2,552

Fee calculations in the current year employed household size documented in US Census 2016 estimate was used. Land values are updated annually by the Tax Assessor.

Based on the foregoing, the proposed FY 2019-2020 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$3,402 (base fee), with a senior-only unit (two bedrooms or fewer) proposed at \$2,552.

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

- The purchase and development of new municipal parkland will cost on average \$135,000 per parcel. This cost factor is based on the estimated Market Value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the Town-wide need for recreation land to be 10.50 acres per 1,000 persons.
- For a typical single household detached structure, the average occupancy is 2.40^[1] persons per unit. For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.8^[1] persons per household (75% of single household average).

As noted on pages 3 - 11 of this section, it is projected that by June 30, 2020 reserve funding sufficient to meet all remaining debt services requirements associated with the development of the Green Hill Playfields will have been collected in Recreational Fair Share Fees. Should projections be realized, suspension of the Recreational Facilities Fair Share Fee should be considered at that time.

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



Fee Exemption for Affordable Housing

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

For the 2019-2020 fiscal year, Rhode Island Housing has provided sample calculations for Rhode Island communities detailing the *maximum total sales price* for affordable units based on the following factors:

- 80% AMI income for 4-person household (\$64,250 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2018 Income Limits
- Real estate taxes of \$265 per month based on an estimated affordable assessment of the unit
- Interest rate of 4.81% for a thirty (30) year mortgage
- Hazard insurance of \$104 per month based upon RI Housing Loan Servicing Division data

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$207,543. (*Note: recalculated using RI Housing web based calculator*)

It is also noteworthy that RI State Law permits housing units that are affordable to households earning up to 120% of the area median income (\$96,350) to be part of the official count of affordable units in a community, provided such units meet other relevant criteria. Units that may qualify under this criterion as affordable are not exempted from payment of Fair Share Development Fees under 1101.D.1, but are considered as part of the Town's stock of affordable housing as calculated annually by RI Housing. The maximum value of an "affordable unit" at 120% of AMI would be \$318,434.

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



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Utility Programs	4 - 27
School Programs	4 - 28

**TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025**

Open Space and Leisure Service Programs



Open Space, Farm, and Conservation Purpose Land Acquisition Program

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

Most recently, the Town participated in a major land preservation project in partnership with the SKLT and other cooperating agencies to preserve the 43.31-acre Boy Scout Property located at the intersection of Worden’s Pond Road and Ministerial Road. The property is part of a large, un-fragmented forest block, and lies within a Community Wellhead Protection Area, a sole source aquifer, an aquifer recharge area, and a Groundwater Protection Overlay District. In July 2018, the Town Council authorized the allocation of \$382,000 toward the \$767,500 total price of the fee simple acquisition of this important property; RIDEM awarded \$205,000 in May 2018; the SKLT is currently in the process of securing the remaining necessary funding.

The chart below provides an inventory of preserved acreage in the community by year since 2012. The total preserved acreage in South Kingstown is currently 11,639.9 acres or 32.0% of the total land area. It is noted that the Town also continues to support the Community Partnership for Preservation through the provision of technical assistance, such as providing GIS mapping and land evidence record support, during ongoing negotiations with local property owners.

Open Space Acreage							
	July 2012	July 2013	July 2014	July 2015	July 2016	July 2017	July 2018
Agricultural Land Preservation Comm.	956.40	956.37	956.37	956.40	956.40	956.40	956.40
Audubon Society of Rhode Island	659.10	659.07	659.07	659.10	659.10	659.10	659.10
Cluster / Private	988.00	1,019.40	1,193.30	1,201.84	1,183.30	1,202.40	1,183.76
US Fish and Wildlife Service	798.20	799.20	799.20	799.20	799.20	799.20	799.20
Girl Scouts of Rhode Island	185.90	185.92	186.40	186.40	186.40	186.40	186.40
Narrow River Land Trust	107.94	107.94	107.94	107.94	107.94	107.90	107.94
South Kingstown Land Trust	2,247.80	2,306.12	2,312.10	2,327.30	2,396.90	2,453.30	2,493.80
State of Rhode Island	3,642.60	3,642.58	3,652.40	3,655.20	3,655.20	3,655.20	3,655.20
The Nature Conservancy	635.50	635.50	587.00	587.00	593.10	593.10	593.10
Town of South Kingstown	992.90	992.93	992.93	992.90	992.90	999.20	1,004.98
Total Acres	11,214.34	11,305.03	11,446.71	11,473.28	11,530.44	11,612.20	11,639.88
% Land Area of Town	30.8%	31.1%	31.5%	31.5%	31.7%	31.9%	32.0%

Open Space and Leisure Service Programs, *continued*



FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME

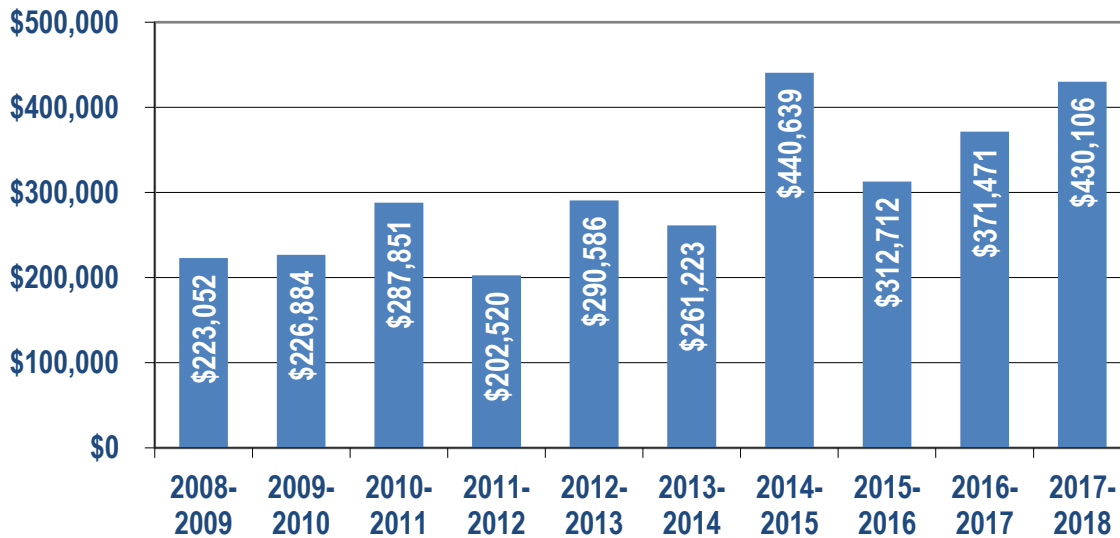
As detailed within the *Open Space Acquisition Program* chart found on the following page, an estimated \$450,000 will be available over the six-year term of the CIP for future purchases. With 32% of the Town's land area already preserved from future development, the use of additional municipal bonds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

Available June 30, 2018	\$337,065
R/Estate Conveyance Tax	\$300,000
Reallocate Trans To BR/Commons Path	\$200,000
Boy Scout Property	(\$382,000)
FY2018-2019 Debt Service	(250,000)
Future Acquisitions	(75,000)
Available June 30, 2019	\$130,065
R/Estate Conveyance Tax	\$300,000
FY2019-2020 Debt Service	(250,000)
Future Acquisitions	(75,000)
Est Available June 30, 2020	\$105,065

A summary of the funding made available to this program over the past ten years from Real Estate Conveyance Tax receipts is presented on the following page.



Real Estate Conveyance Fees for Open Space Purchases



A summary of the Open Space Acquisition Program income and expense projections over the six-year term of the FY 2019-2020 through 2024-2025 Capital Improvement Program is presented below:

Open Space Acquisition Program								
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total
Revenue Statement								
Real Estate Conveyance Tax Proceeds	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,100,000
Total Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,100,000
Expense Statement								
Total Debt Service	\$392,628	\$364,091	\$350,738	\$336,807	\$266,146	\$236,704	\$208,088	\$1,762,573
Less Town Acquisitions	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Transfer to Debt Service Fund	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(236,704)	(208,088)	(1,444,792)
Property Tax Support for OS Program	\$217,628	\$189,091	\$175,738	\$161,807	\$91,146	\$75,000	\$75,000	\$767,781
O S Acquisition Fund Balance	\$337,065	\$312,065	\$287,065	\$262,065	\$237,065	\$225,361	\$242,273	



Neighborhood Guild Improvements

The Neighborhood Guild was constructed in 1908 as an activity center for employees of the Peace Dale Mill Company, and was deeded to the Town in 1940 to serve as a community center for residents. Today it remains true to its original purpose, representing the very beginnings of a Parks and Recreation Department that has expanded and evolved over the last century, to offer a year-round array of recreational opportunities for the citizens of South Kingstown.

In the last four years, the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. The building remains in need of further interior and exterior improvements. The scope of work to be conducted in this facility is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. Planned future improvements consist of the following elements:

Exterior Main Entrance Alcove Rehabilitation

The complete reconstruction of the main entrance alcove is a priority within the coming year. Leaks in the roof and windows have caused damage to the walls and ceiling, and are not repairable without full reconstruction of this 12' x 12' space that provides an enclosed transitional access area to and from the building. The estimated cost of this project from engineering to construction completion is \$75,000.

Roof Replacement, Cupola Restoration, Chimney Re-pointing

The building's existing asphalt shingled roof was last replaced in 1998 with the last major renovation. In addition to replacing the roof, the both cupolas that adorn the gables are in need of restoration; and the chimneys require structural assessment to determine if re-pointing is necessary.

Replacement of Windows/Installation of new HVAC

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units in order to run programs in a comfortable climate during the summer months. An energy efficient air conditioning system will have an immediate impact on overall utility costs, as well as the Department's ability to offer a climate controlled environment for year round programs. The projected cost of this phase is \$875,000.

Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

During FY 2018-2019, the majority of the Department's sports and fitness programs that were held at the Guild will transition to the Recreation Center. Plans for the Guild involve a transition to an education, arts, and all around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium and select activity areas, the Department's administrative offices, at an estimated cost of \$50,000.

A summary of projected funding sources and expenses for Guild improvements is provided on the following page.

Open Space and Leisure Service Programs, *continued*



Neighborhood Guild Improvements		FY2020
Income		
Municipal Bond - May 2020		\$1,000,000
Income Accumulation Fund		\$30,000
FY 2019-2020 CIP Transfer		\$25,000
Total Income		\$1,055,000
Expenses		
Exterior Main Entrance Alcove		\$75,000
Window Replacement/HVAC		\$875,000
Roof Replacement		\$50,000
Interior Restoration		\$30,000
Security/Surveillance System		15,000
Floor Cleaning Machine		10,000
Total Expenditures		\$1,055,000

Marina Park Improvement Program

Marina Park, located on Salt Pond Road adjacent to U.S. Route 1, lies within the Town's Public Marina Special Management District. This 12 acres of parkland is situated on the north side of Salt Pond Road; and across Salt Pond Road the Town also owns and operates a public boat ramp which serves residents and visitors alike throughout the summer season. Free public parking in two lots is available to boaters, park visitors and Marina Park business patrons. The park and boat ramp contribute to the year round economic activity in this special management district which includes two restaurants and three marinas. Summer activity and tourism creates a significant spike for this area in the summer months.

This area has experienced a significant increase in activity due to the success of the businesses that lease the adjacent town property on Salt Pond Road. Other seasonal activities in the park such as the Farmers Market, Wakefield Concert Band summer performances, and Field of Artisans crafts fair, have contributed to the steady increase in attendance. As a result, parking has become particularly challenging; and the boat ramp has also experienced higher use due in part to the free public parking for trucks and trailers. In FY 2016-2017, resurfacing of the east and west public parking lots was completed. In an effort to control competing interests (boaters, restaurant patrons, and park visitors) for parking during the high season, staff installed dedicated truck and trailer parking bays in the overflow parking field adjacent to the west lot. These improvements proved to be moderately successful however parking during the months of June, July and August remains a challenge.

Main Public Boat Ramp

The final phase of Marina Park's planned improvements will be complete rehabilitation of the public boat ramp. The existing ramp surface requires complete reconstruction due to its poor condition, at an estimated cost of \$250,000. The pre-cast concrete boat ramp panels at the toe of the ramp will be removed and replaced. The surface of the ramp will be overlaid with a 1.5" – 2" Class I asphalt finish coarse. Based on the overall condition of the ramp, the possibility of lessening its slope to improve overall safety and visibility for users will be assessed as part of this element. Reserve funding in the amount of \$50,000 is proposed for allocation in FY 2019-2020 and a total of \$140,000 is proposed over the next two years to replace the public boat ramp in FY 2022-2023.

Open Space and Leisure Service Programs, *continued*



The public dock adjacent to the ramp was repaired in June 2018, however it will also require full replacement within the next six years. Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored. Because of the significant seasonal use that this public ramp experiences, this project is noted as high priority and supported by the Waterfront Advisory Commission.

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

Marina Park Improvement Program	
Income	
Funds Held in Reserve - 6/30/18	\$120,210
FY 2018-2019 CIP Transfer	20,000
CIP Transfers FY 2020 through FY 2025	110,000
Total Income	\$250,210
Expenses	
Boat Ramp Reconstruction - FY 2022-2023	\$250,000
Total Program Cost	\$250,000

Town Beach Improvement Program

The Beach Improvement program involves annual funding support for ongoing facility maintenance and aggressive maintenance and mitigation efforts necessary to address the significant impact of ongoing erosion at the Town Beach, both the beach itself and the pavilion structure. The Town acquired Matunuck beach from the State of RI in the late 1980's. By the late 1990's most of the Town beach boardwalk had been removed due to coastal erosion. After years of annual re-nourishment, in 2011 and 2012, soft armor erosion barriers were installed in front of the pavilion and along a 40' stretch of escarpment at the western end of the beach in an effort to preserve these areas. These measures were effective deterrents through the spring/summer 2012 however, they were insufficient to protect the beach pavilion from the destructive forces of Superstorm Sandy in late October 2012. Damage from this storm resulted in the loss of the final major portion of the boardwalk and seating area seaward of the pavilion. In July 2013, implementation of the Alternate Project Plan and Hazard Mitigation Grant Plan, as submitted by the Town to RIEMA in 2011, began. The remaining main section of the Pavilion and OWTS were successfully relocated in FY 2014-2015. Since 2015 the Parks and Recreation Department has provided annual sand replenishment on the town beach prior to the start of the summer season, with CIP funding. The obvious broader issue of coastal erosion (and the implications for South Kingstown Town Beach) is one that requires collaborative strategic planning and establishment of policy at the local, state and national level.

In FY 2018-2019 improvements to the interior of the Pavilion Facility will occur at an estimated \$25,000, including replacement of interior walls and supports that have deteriorated over the years, replacement of all interior and exterior metal doors and installation of shelving for more efficient storage of materials and supplies.

The beach improvement program cost over the next 6-year term of the CIP is estimated at \$150,000 and includes rehabilitation of the pavilion interior, ongoing sand replenishment and erosion control activities,

Open Space and Leisure Service Programs, *continued*



and replacement of aging playground equipment. The Recreation Department will also explore long-term erosion mitigation options in order to update the Master Plan for the Town Beach.

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

Town Beach Improvement Program	
Income	
Funds Held in Reserve 6/30/2018	\$69,560
FY 2018-2019 CIP Transfer	25,000
Future CIP Transfers	80,000
Reimbursement for Beach OWTS Project (done 2018)	0
Total Income	\$174,560
Expenses	
Interior Building Improvements (FY2019)	\$25,000
Playground Upgrade (FY2024)	20,000
Beach Erosion Mitigation Efforts (ongoing)	130,000
Total Program Cost	\$175,000

Old Mountain Field Improvements

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

The long term CIP calls for construction of a new restroom and concession building among other upgrades to the existing athletic facilities. Prior to developing plans for this major infrastructure investment, a broader look at the park design is necessary to ensure that all features are appropriately located and accessible and that improvements are implemented with an eye towards future recreational needs. For this reason, funding in the amount of \$20,000 was budgeted FY2017-2018 for the purpose of contracting a consulting firm for development of an updated Park Master Plan which is anticipated to be completed in spring 2019. Various elements of the park such as the skate park, tennis courts, and baseball field have gone through recent planned upgrades incorporated in the Department's Pay as You Go program. The restroom and concession facilities are the major element identified for replacement within the next six years. The six-year Capital Improvement Program includes the following improvements to the park complex:

Construction of New Restroom/Concession Building

The existing restroom and storage facility at Old Mountain Field is approximately 50 years old and has undergone basic improvements over the years but is inadequate for the volume of activity that occurs at the Park on a regular basis. The concession building is also aged and in poor condition. It is proposed that a single new facility be designed and constructed to accommodate an adequate number of restrooms, a small

Open Space and Leisure Service Programs, *continued*



concession area, and park maintenance storage space. The facility would be similar to the Concession/Restrooms at Broad Rock Play Fields. The cost of a building of this type is estimated at approximately \$425,000. It is proposed to allocate \$60,000 in FY2019-2020 to the reserve fund for this project, for a total of \$210,000 over the next six-year period, while alternate funding will be sought.

Baseball Field Protective Netting

With increased use of the baseball field by collegiate level teams and adult baseball leagues, there is a need to expand protective netting along the foul lines and backstop area. Funding in the amount of \$30,000 is proposed to install a safety netting system around the backstop to the edge of both dugouts, to protect spectators from foul balls.

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

Old Mountain Field Improvements	
Income	
Funds Held in Reserve - 6/30/18	\$102,490
FY 2018-2019 Transfer	40,000
CIP Transfers FY 2020 through FY 2025	210,000
Additional Funding Need	122,510
Total Income	\$475,000
Expenses	
Park Master Plan (FY 2018-2019)	\$20,000
Baseball Field Netting	30,000
Restroom/Concession Building Replacement	425,000
Total Program Cost	\$475,000

Parks & Recreation Program Summary

Charts entitled *Proposed Parks Improvement Program* and *Proposed Parks & Recreation Equipment Replacement Program* can be found beginning on the following pages 4 – 9 through 4 - 11. These charts provide a summary of the Parks and Recreation related projects and equipment purchases scheduled over the next six years.

Proposed Parks Improvement Program

Location	Adopted 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	CIP 2023-2024	CIP 2024-2025	TOTAL
Abbie Perry Park								
Playground Improvements	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Broad Rock Playfields								
Park Master Plan	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Baseball Field Lights	0	0	0	60,000	40,000	0	0	100,000
Parking Lot Improvements	0	20,000	0	0	0	0	0	20,000
Brousseau Park								
Tennis Court Resurfacing	0	12,000	0	0	0	0	0	12,000
Composting Restroom	0	0	0	0	0	60,000	0	60,000
Tennis Court Lights - Replacement (LED)	18,000	0	0	0	0	0	0	0
Curtis Corner Playfields								
Guardrail and Fencing	0	0	0	0	0	0	10,000	10,000
Green Hill Park								
Composting Restroom Replacement	0	0	0	0	0	60,000	0	60,000
Marina Park								
Parking/Ramp & Dock Improvements	20,000	50,000	60,000	0	0	0	0	110,000
Noyes Farm								
Development: Trailhead, Trails, Signage	0	0	0	0	0	0	40,000	40,000
Old Mountain Field								
Baseball Field Protective Netting System	0	30,000	0	0	0	0	0	30,000
Park Master Plan	20,000	0	0	0	0	0	0	0
Restroom/Concession Bldg. Replacement	20,000	30,000	60,000	30,000	20,000	20,000	20,000	180,000
Riverwalk Park								
Fence Improvements	0	0	0	10,000	0	0	0	10,000
Saugatucket Park								
Walking Paths Improvements	30,000	0	0	0	0	0	0	0

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Proposed Parks Improvement Program								
Location	Adopted 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	CIP 2023-2024	CIP 2024-2025	TOTAL
Stepping Stone Preschool								
Restroom Improvements	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
Interior Building Improvements	0	0	0	0	0	0	10,000	10,000
Ramp Access - ADA Compliance	0	0	0	0	40,000	0	0	40,000
Town Beach								
Beach Improvement Program	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Playground Upgrade	0	0	0	0	0	20,000	0	20,000
Interior Building Improvements	25,000	0	0	0	0	0	0	0
Treaty Rock Park								
Playground Upgrades	0	0	0	0	0	0	30,000	30,000
Tuckertown Park								
Play Structure Replacement	0	0	0	70,000	0	0	0	70,000
Tennis/Basketball Court Resurfacing	0	0	0	0	17,000	0	0	17,000
Village Green								
Tennis Court Resurfacing	10,000	0	0	0	0	0	0	0
Landscape Improvements/Seating Wall	0	0	0	0	0	0	15,000	15,000
West Kingston Park								
Softball Field Rehab (warning track)	0	0	0	0	10,000	0	0	10,000
Tennis Court Resurfacing	0	0	0	0	0	0	15,000	15,000
William C. O'Neill Bike Path								
Bike Path Asphalt Sealing / Repairs	0	0	0	0	10,000	0	15,000	25,000
Main St. Comfort Station								
Exterior Painting/Repairs	0	0	0	0	0	10,000	0	10,000
Park Irrigation Systems								
Repair & Replacment Major Components	10,000	0	10,000	0	10,000	0	10,000	30,000
Total	\$153,000	\$152,000	\$140,000	\$180,000	\$187,000	\$180,000	\$175,000	\$1,014,000

Proposed Parks & Recreation Equipment Replacement Program

Equipment	Date	I.D.#	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
1/2 Ton Pick-up Park Superintendent	2010	5158	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$35,000
3/4 Ton Pick-Up w/Liftgate & Plow	2015	2960	0	0	0	0	45,000	0	0	45,000
3/4 Ton Pick-Up w/Liftgate & Plow	2011	716	35,000	0	0	0	0	0	0	0
Pick up Truck/Tool Body,Lift & Plow	2015	672	0	0	0	50,000	0	0	0	50,000
Maint/Panel Truck - Van	2005	425	0	0	0	0	25,000	0	0	25,000
Box Truck	2005	695	0	0	0	0	0	0	0	0
Dump Truck/1 ton, stake body	2013	1219	0	0	0	50,000	0	0	0	50,000
Dump Truck 1 ton w/plow	2013	1460	0	0	50,000	0	0	0	0	50,000
Dump Truck 1 ton w/plow	2018	1510	0	0	0	0	0	0	55,000	55,000
Dump Truck 1.5 ton w/plow	2017	1525	0	0	0	0	0	45,000	0	45,000
Dump Truck w/Stake Body	2016	4102	0	0	0	0	0	0	0	0
Adm. Vehicle SUV	2016	4564	0	0	0	0	0	0	30,000	30,000
Multi-Use Vehicle	2013	JD Gator	0	15,000	0	0	0	0	0	15,000
Utility Sand Groomer	2012	Toro Sandpro	18,000	0	0	0	0	0	0	0
Infield Machine	2013	Toro Sandpro	0	0	0	0	0	0	0	0
Tractor	2007	JD4320	0	0	40,000	0	0	0	0	40,000
Tractor	2017	JK-4252	0	0	0	0	0	0	0	0
Tractor/Bobcat	2011	Toolcat 5600	0	0	0	0	50,000	0	0	50,000
Tractor/Backhoe	1999	JD-4500	0	50,000	0	0	0	0	0	50,000
12-Foot Mower	2014	TORO-GM	0	0	0	0	0	65,000	0	65,000
12-Foot Mower	2012	JD-1600	0	30,000	30,000	0	0	0	0	60,000
12-Foot Mower	2013	TORO	0	0	0	40,000	25,000	0	0	65,000
Front-Mount Mower	2014	JD-1550	0	0	0	0	0	28,000	0	28,000
Front-Mount Mower	2011	JD1445	0	24,000	0	0	0	0	0	24,000
Front-Mount Mower	2012	JD1445	0	0	28,000	0	0	0	0	28,000
Front-Mount Mower	2007	JD1445	0	0	0	0	0	0	0	0
Front-Mount Mower	2008	JD w/bagger	0	0	0	0	0	0	0	0
Equipment Trailer	2017	16 Ft Utility	0	0	0	0	0	0	8,000	8,000
Equipment Trailer	2014	Box Trailer	0	0	0	0	5,000	0	0	5,000
Equipment Trailer	2008	21ft-mow	8,000	0	0	0	0	0	0	0
Equipment Trailer	2007	21ft-mow	0	0	0	0	0	0	10,000	10,000
Equipment Trailer	2014	21ft-mow	0	0	0	0	0	9,500	0	9,500
Leaf Removal Vacuum	2013	Giant Vac.	0	0	0	0	6,500	0	0	6,500
Tool Cat Attachment	2016	Blower	0	0	0	0	0	0	0	0
Mini Excavator w/ Brush Attachment	New	Excavator	58,000	0	0	0	0	0	0	0
Turf Aerator Attachments	2017	Toro ProCore	0	0	0	0	0	0	0	0
Totals			\$119,000	\$119,000	\$148,000	\$140,000	\$156,500	\$147,500	\$138,000	\$849,000
Less Capital Funds Forwarded			0	0	0	0	0	0	0	0
Net Equipment Replacement			\$119,000	\$119,000	\$148,000	\$140,000	\$156,500	\$147,500	\$138,000	\$849,000



Senior Services Program

Senior Services Department is to ensure excellence in service delivery, advocacy, and public policy dedicated to the needs of older residents of the Town of South Kingstown, their families, and caregivers through a single, visible and responsive department. The Department strives to ensure that programs and services are user-friendly, consumer-directed, and delivered in the least restrictive environment.

Adult Day Services Facility Improvements

In 2018 the Department submitted an application for Community Development Block Grant (CDBG) funding to address necessary infrastructure improvements to the original section of the building located at 283 Post Road in Wakefield. The Adult Day Services Building underwent a 1,000 square foot expansion project in 2011 which was also funded through a CDBG grant. The 2018 grant will cover the cost of replacing the asphalt shingle roof, all of the windows in the original structure, and the basement bulkhead. In FY 2019-2020, a total of \$20,000 is proposed for rehabilitation of the Adult Day Services building front entrance portico. Replacement of the supports and roof is planned for FY 2019-2020 with a total 2-year funding allocation of \$35,000. Other future improvements include installation of new exterior doors.

Senior Center Facility Improvements

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

The HVAC rooftop units have recently required major parts replacement to ensure that the facility's heat and air conditioning are in proper working order, and 4 of the 7 units have been overhauled or replaced within the last five years. Funding is earmarked for FY 2022-2023 and FY 2023-2024 for future replacement of units as the need arises. The six-year plan for the Senior Center also includes funding for roof shingle replacement, exterior painting of the building above the flat roof, and parking lot improvements.

Senior Transportation

Transportation is a critical service for many seniors who are currently living independently in the community. It allows for passengers to get back and forth to the Senior Center for socialization, a nutritious meal, and various other activities; as well as grocery shopping. In April 2012, the Department purchased a new eighteen passenger senior van. The vehicle replaced a 2003 van which remains in operation as a back-up vehicle. Based on the typical passenger volume, the senior van transports an average of 7 to 12 passengers at any given time. The existing van capacity is eighteen plus a wheelchair. The Department is exploring the option of a lower capacity, smaller van with wheelchair accessibility to service the senior population in a more cost effective manner. A smaller vehicle is approximately half the cost of the existing model, requires less fuel consumption and does not require a Commercial Driver's License with passenger endorsement. A total of \$60,000 in funding over the next four years is proposed for future replacement of the back-up senior van in 2023.

Open Space and Leisure Service Programs, *continued*



A summary of the planned income and expense associated with the Senior Services Program over the six-year term of Capital Improvement Program is presented below:

Senior Services Program	
Income	
Elderly Services Fund Reserve	
Capital Budget Transfers	\$192,000
FY 2018-19 CIP	\$38,000
CDBG Grant	70,000
Total Income	\$300,000
Expenses	
Adult Day Service Center Improvements	
Rehab of Front Entrance Portico (FY19-20)	\$35,000
Exterior Improvements: Roof/Doors	14,000
Roof/Windows/Bulkhead Replacement (CDBG)	70,000
Senior Center Facility Improvements	
Sanitize Ductwork/HVAC Units-2019	\$23,000
Exterior Re-side/Stain/Paint Above Flat Roof	15,000
Asphalt Roof Shingle Replacement	23,000
HVAC Replacement Reserve	20,000
Parking Lot Improvements-Reclaim & Pave	40,000
Senior Transportation	
Senior Van	\$60,000
Senior Services Program	\$300,000



Information Technology Program

The Information Technology (IT) Division provides all municipal departments with technological assistance, uniformity, and control in the analysis, design, development, and functionality of all technology related projects and computer system services. Projects planned to improve the delivery of services to IT system users over the six year term of the CIP are shown below:

Upgrade of Exchange Server Licensing

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

Fiber Ring Equipment and Firewall Replacement

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

Town Network Upgrade

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

Town Server Infrastructure Upgrade

The Town's server infrastructure was refreshed during FY2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of application used by staff daily to service our customers (i.e. Munis, Vision, RecPro, Town-wide email, Badge and Security system). It is proposed that IT will upgrade the Town network in FY 2022-2023; the equipment by this time will have been in use for 5 years.

General Municipal Programs, *continued*



Office Suite Upgrade

In FY 2017-2018, Office licenses were upgraded to Office 2016 from Office 2007. IT investigated cloud vs. on-premise options and at the time, the cost differential did not make sense for the Town (5 year costs being \$79K v. \$39K respectively). In FY 2024-2025, IT proposes to again investigate the cost and functionality options for cloud v. on-premise licenses and upgrade this software in FY 2024-2025, as by then it will be in use for 6 years.

Technology Program	
Income	
Reserve Funds Available July 1, 2018	\$60,946
Future Year CIP Funding	285,000
Projected Income	\$345,946
Expenses	
FY 2019-2020 Upgrade of Exchange Server Licensing	\$15,000
FY 2020-2021 Fiber Ring and Fire Wall Replacement	50,000
FY 2021-2022 Fiber Ring and Fire Wall Replacement	50,000
FY 2022-2023 Town Network Upgrade	50,000
FY 2023-2024 Town Server Infrastructure Upgrade	70,000
FY 2024-2025 Office Suite Upgrade	50,000
Total Program Cost	\$285,000

Library Improvement Program

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

Library Program	
Income	
Reserve Fund Available June 30, 2018	\$117,779
CIP Transfer FY 2020 thru FY 2025	15,000
Total Income	\$132,779
Expenses	
Hazard Memorial Library Exterior Painting (2019)	\$75,000
RB Hale Library Exterior Painting (2019)	20,000
Facility Study (2021)	15,000
Total Program Cost	\$110,000



Property Revaluation Program

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

The Town’s last full mass appraisal, or revaluation, was completed as of December 31, 2012 and a statistical revaluation is scheduled to be completed for December 31, 2018. The next full revaluation is mandated for completion for December 31, 2021; no State subsidy will be provided for this project. The next statistical revaluation is scheduled for December 31, 2024, with State Reimbursement anticipated in the amount of 60% of this cost.

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

Property Revaluation Program	
Income	
Reserve Funds Available June 30, 2018	\$168,513
State Reimbursement for 12/31/24 Statistical Revaluation	147,960
CIP Transfer FY 2020 thru FY 2025	450,000
Total Income	\$766,473
Full Revaluation 12/31/21	
(14,000 parcels @ \$35)	\$504,000
Software/Contingency/Tangible Property Account Review	10,873
Total Expenditures	\$514,873
Statistical Revaluation 12/31/24	
(13,700 @ \$18)	\$246,600
Contingency	5,000
Total Expenditures	\$251,600
Total Program Cost	\$766,473

Town Hall Facility Improvement Program

Maintenance and upkeep of the Town Hall building and facilities is an ongoing program. Improvements planned over the six-year CIP term include replacement carpeting and installation of air conditioning in the Council Chambers, replacement of air conditioning units in the Town Clerk’s Offices, window replacement in the 2nd floor offices and in the Planning Department, limited exterior painting, and parking lot improvements.

General Municipal Programs, *continued*



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

Town Hall Renovation and Improvement Program	
Income	
Reserve Funds Available June 30, 2018	\$17,486
General Fund Transfer	35,000
FY 2020 to FY 2025 CIP Transfers	235,000
Total Income	\$287,486
Expenses	
Replace A/C in Town Clerk Office (2021)	15,000
Alum. Window Repl (Planning & 2nd Floor) (2022)	30,000
Install HVAC in Town Council Chambers (2 yr funding 2022 2023)	40,000
Parking Lot Improvements (\$20K-2024/\$50K-2025)	100,000
Exterior Painting	25,000
Winterize Fire Alarm Building	20,000
Carpeting Council Chambers (2020)	15,000
Replace Facilities Superintendent Truck (2 yr Funding-2020 2021)	40,000
Total Program Cost	\$285,000



Public Works Road Improvement Program

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

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

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

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

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

Since implementing a comprehensive road improvement program review process in 2001, approximately 30 miles of roads have been reconstructed and 22 miles resurfaced, representing approximately 34% of 151 miles of Town owned roadways. Over the next six-year term of the Capital Improvement Program, it is proposed to continue an aggressive rate of road overlay in order to upgrade the quality of the local road network. Work associated with pavement overlay includes selective pavement removal (where required), tack coat, leveling course of bituminous concrete (asphalt), tack coat, and a 1½ inch bituminous concrete finish course.

The expenditure requirements for the proposed Road Improvement Program over the six-year term of the FY 2019-2020 through FY 2024-2025 Capital Improvement Program are projected at \$5,425,160. Funding sources include Pay As You Go funding of \$4,260,000 over the six-year CIP term, Operating

Public Services Programs, *continued*



Budget Transfers of \$600,000 and the need for future authorization of \$500,000 in general obligation bonds, along with the use of \$65,160 in Unassigned Fund Balance from the Public Works Road Improvement Capital Reserve Fund.

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

Public Works Road Improvement Program	
Income	
Annual Capital Budget Transfers	\$4,260,000
General Obligation Bonds	500,000
General Fund Year End Transfers	600,000
PW Capital Reserve Unassigned Funds	\$65,160
Total Income	\$5,425,160
Expenses	
Arterial Road Program	\$2,650,510
Collector Road Program	1,141,200
Local Road Program	858,450
Drainage/Erosion Control, TMDL Projects	590,000
Bridge and Dam Improvements	95,000
Highway Facility Program	90,000
Total Program Cost	\$5,425,160

PUBLIC SERVICES PROGRAM SUMMARY

Charts entitled *Public Works Road Improvement Program* and *Public Works Equipment Replacement Schedule* can be found on the following pages 4 - 20 through 4 - 22. These charts provide a summary of the Public Works related projects and construction equipment and vehicles scheduled for acquisition over the six-year term of the FY 2019-2020 through FY 2024-2025 CIP.

PUBLIC WORKS ROAD IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total
Arterial Road Program (ARP) - Reconstruction								
Torrey Road	\$0	\$0	\$242,250	\$0	\$0	\$0	\$0	\$242,250
Subtotal ARP- Reconstruction	\$0	\$0	\$242,250	\$0	\$0	\$0	\$0	\$242,250
Arterial Road Program - Overlay								
Wordens Pond Road (Phase 1 of 2 - West End)	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wordens Pond Road (Phase 2 of 2 - East End)	0	0	350,460	0	0	0	0	350,460
Old North Road (Rt 138 to Stoney Fort Rd)	0	445,500	0	0	0	0	0	445,500
Green Hill Beach Road (School House Rd to Post Rd)	0	0	0	286,000	0	0	0	286,000
Robinson Street	0	0	0	176,800	0	0	0	176,800
Columbia Street	0	0	0	227,500	0	0	0	227,500
Kenyon Avenue	0	0	0	0	243,250	0	0	243,250
Gravelly Hill Road	0	0	0	0	0	615,000	0	615,000
Salt Pond Road (Woodruff to Kenyon)	0	0	0	0	0	0	63,750	63,750
Subtotal ARP - Overlay	\$325,000	\$445,500	\$350,460	\$690,300	\$243,250	\$615,000	\$63,750	\$2,408,260
Total Arterial Road Program	\$325,000	\$445,500	\$592,710	\$690,300	\$243,250	\$615,000	\$63,750	\$2,650,510
Collector Road Program - Reconstruction/Reclamation								
Sand Turn Road	\$0	\$45,000	\$0	\$0	\$0	\$0	\$0	\$45,000
Subtotal Collector Road Program - R/R	\$0	\$45,000	\$0	\$0	\$0	\$0	\$0	\$45,000
Collector Road Program - Mill/Overlay								
Waites Corner Road (Fairgrounds to Rt 138)	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sand Turn Road	0	255,750	0	0	0	0	0	255,750
Moonstone Beach Rd (Mill Pond Rd to Rt 1)	0	0	210,000	0	0	0	0	210,000
Moonstone Beach Rd (Cards Pond Rd to School House Rd)	0	113,850	0	0	0	0	0	113,850
Jerry Brown Farm Road	185,000	0	0	0	0	0	0	0
Frank Avenue	0	0	0	95,550	0	0	0	95,550
Liberty Lane (Rt 138 to Bike Path)	0	0	0	0	313,250	0	0	313,250
James Trail (less ledge reconstruction area)	0	0	0	0	107,800	0	0	107,800
Subtotal Collector Road Program -Mill/Overlay	\$460,000	\$369,600	\$210,000	\$95,550	\$421,050	\$0	\$0	\$1,096,200
Total Collector Road Program	\$460,000	\$414,600	\$210,000	\$95,550	\$421,050	\$0	\$0	\$1,141,200
Local Road Program - Overlay								
Oakwoods Drive	\$0	\$0	\$0	\$0	\$0	\$0	\$352,500	\$352,500
Oak Hill Road	0	0	0	0	0	0	64,500	64,500
Beach Hill Road	0	0	0	0	0	0	63,750	63,750
Arbor Way	0	0	0	0	0	0	80,625	80,625
Dendron Road	0	0	0	0	0	0	156,075	156,075
Eagles Nest Terrace	0	0	0	0	0	0	26,250	26,250
Spruce Court	0	0	0	0	0	0	32,250	32,250
Grey Birch Court	0	0	0	0	0	0	26,250	26,250
Ice House Road	0	0	0	0	0	0	56,250	56,250
Local Road Program - Overlay Subtotal	\$0	\$0	\$0	\$0	\$0	\$0	\$858,450	\$858,450
Total Local Roads	\$0	\$0	\$0	\$0	\$0	\$0	\$858,450	\$858,450
Total Road Program (Arterial, Collector & Local)	\$785,000	\$860,100	\$802,710	\$785,850	\$664,300	\$615,000	\$922,200	\$4,650,160

PUBLIC WORKS ROAD IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total
New Drainage/ Erosion/ TMDL Projects								
TMDL Implementation Reserve Fund	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
TMDL Implementation Narrow River Improvements	195,300	0	0	0	0	0	0	0
Matunuck Beach Road Protection Reserve Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Torrey Road	0	20,000	0	0	0	0	0	20,000
Total New Drainage/Erosion/TMDL	\$215,300	\$115,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000	\$590,000
Bridges and Dams								
Bridge Inspection Program	\$30,000	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
Silver Lake (RIDOT #565)	0	0	20,000	0	0	0	0	20,000
Wakefield Mill Dam	20,000	0	0	0	20,000	0	0	20,000
Rocky Brook Dam	20,000	0	0	20,000	0	0	0	20,000
Total Bridges & Dams	\$70,000	\$0	\$20,000	\$20,000	\$55,000	\$0	\$0	\$95,000
Highway Facility Program								
Building Repair & PSOB Transfers	\$25,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Salt Barn Improvements	0	20,000	0	0	0	0	0	20,000
Fuel Center Upgrade	0	0	25,000	0	0	25,000	0	50,000
Infrastructure Management System	0	0	0	0	0	0	0	0
Total Highway Facility Program	\$25,000	\$40,000	\$25,000	\$0	\$0	\$25,000	\$0	\$90,000
Public Works Road Improvement Program Summary								
Arterial Road Program	\$325,000	\$445,500	\$592,710	\$690,300	\$243,250	\$615,000	\$63,750	\$2,650,510
Collector Road Program	460,000	414,600	210,000	95,550	421,050	0	0	1,141,200
Local Road Program	0	0	0	0	0	0	858,450	858,450
Sidewalk Improvements	0	0	0	0	0	0	0	0
Drainage Improvements/Erosion Control/TMDL Projects	215,300	115,000	95,000	95,000	95,000	95,000	95,000	590,000
Bridge and Dam Improvements	70,000	0	20,000	20,000	55,000	0	0	95,000
Highway Facility Program	25,000	40,000	25,000	0	0	25,000	0	90,000
Total Public Works Road Improvement Program	\$1,095,300	\$1,015,100	\$942,710	\$900,850	\$814,300	\$735,000	\$1,017,200	\$5,425,160
Pay As You Go Capital Budget Funding								
CIP - Road Improvement Program Transfers	\$670,000	\$670,000	\$700,000	\$710,000	\$720,000	\$730,000	\$730,000	\$4,260,000
General Fund Operating Transfer	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Public Service Bonds Issued – June Sale	200,000	0	0	500,000	0	0	0	500,000
Total Projected Income	\$970,000	\$770,000	\$800,000	\$1,310,000	\$820,000	\$830,000	\$830,000	\$5,360,000

PUBLIC WORKS - EQUIPMENT REPLACEMENT SCHEDULE

General Fund	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Highway Division Equipment	Projected							
Hwy Super & Engineer Vehicles & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Lifts	0	0	0	0	0	0	0	0
Pickup & Utility Trucks (7)	0	0	39,000	39,000	39,000	39,000	0	156,000
Light Dump Trucks (3)	0	0	0	0	90,000	100,000	50,000	240,000
Medium Dump Trucks (8)	0	185,000	185,000	190,000	0	0	195,000	755,000
Large Dump Trucks (2)	100,000	0	75,000	80,000	70,000	0	0	225,000
Street Sweepers (2)	0	0	0	0	0	130,000	130,000	260,000
Arborist Truck	0	150,000	0	0	0	0	0	150,000
Roadside Mowing (3)	135,000	0	0	0	75,000	75,000	0	150,000
Backhoe / Bobcat	0	0	0	0	50,000	0	0	50,000
Payloader	60,000	70,000	85,000	65,000	0	0	0	220,000
Grader	0	0	0	0	0	0	0	0
Chippers (2)	58,000	0	0	0	0	55,000	57,000	112,000
Trailer, Roller, Compressor	0	0	0	0	40,000	0	0	40,000
Large Format Scanner/ Printer	0	0	0	0	0	0	0	0
RIDEM Sweeper Reimbursement	0	0	0	0	0	0	0	0
Equipment Reserve Funds Available	0	(50,000)	0	0	0	0	0	(50,000)
Total Highway Division Equipment	\$353,000	\$355,000	\$384,000	\$374,000	\$364,000	\$399,000	\$432,000	\$2,308,000



Public Safety Equipment and Facility Program

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

Public Safety Computer Systems

The cost of computer equipment replacements over the 6-year term of the CIP is projected at \$110,000. These include network and firewall equipment replacement (\$50,000) and server virtualization hardware equipment replacement (\$50,000). Annual funding is planned over the six year term of the CIP in addition to funds currently held in the Public Safety Computer Replacement Reserve.

Public Safety Communications Systems

The Police Department’s communications systems include: a facility-wide closed circuit television (CCTV) monitoring element; a three workstation Police, Fire and EMS Dispatch Center, inclusive of backup recording and playback functionality; an in-station telephone system; and central monitoring equipment for the Town’s Fire Alarm System. Over the six-year CIP, \$100,000 in funding for the Communications System Reserve Fund is proposed to ensure timely replacement of critical system elements as needed.

Public Safety Building Reserve - Facility Wide Improvements

Since the facility’s construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given that the mechanical systems that support the building have reached over 19 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair.

Annual reserve funding totaling \$135,000 over the six-year term of the CIP to address equipment replacements and facility improvements is proposed. Replacement of the building’s boiler and components of the HVAC system are projected in FY 2019-2020.

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

Public Safety Capital Program Summary - Reserve	
Income	
Reserve Funds Available June 30, 2019	\$263,567
Future Year CIP Funding	345,000
Total Income	\$608,567
Estimated Expenses	
Public Safety Computer Systems	\$100,000
Public Safety Communications Systems	986,000
Public Safety Building Reserve - Facility Wide	325,000
Undefined Capital Needs	63,567
Total Expenditures	\$1,474,567



Radio System Upgrade – 400MHz (UHF)

Public safety (Police & EMS) utilizes the RISCOON 800 MHz radio system as the primary means of radio communication. The RISCOON system, which is operated and maintained by RI EMA, was developed to provide statewide interoperability. Over the course of time, serious radio reception/transmission problems throughout the southern area of Town, and also while inside buildings have been documented. While we have worked diligently with RI EMA in an attempt to address these issues, there is still a lack of coverage which creates a serious public safety concern.

The Department in concert with the Fire Alarm Superintendent is currently in the preliminary phase of exploring the migration from the existing 800 MHz radio system to a Town-wide radio communication network. The conceptual plan involves a partnership with the Union Fire District (UFD) and Kingston Fire District (KFD). The development of a Town owned system will provide for improved radio communications and will give the Town control of the system foregoing reliance on RI EMA.

UFD is in the process of working on a project to upgrade their 400 MHz (UHF) radio system and recently commissioned a study to obtain a radio system design that will address coverage deficiencies and the elimination of leased telephone lines for interconnecting the system. Using the UFD study for reference purposes, the preliminary cost estimate to migrate to the 400 MHz system could be in the range of \$886,000. Included in this amount is \$775,000 for infrastructure costs. The conceptual plan includes a cost share for the infrastructure equipment to be distributed among the various stakeholders (Town Departments, UFD, KFD).

The project cost will be refined as more research is completed. It is anticipated that there will be a need to obtain assistance from an outside radio consultant. Committee meetings will need to be held with all of the stakeholders, including Town administration, to formulate a cost share plan for initial implementation and ongoing system maintenance.

Emergency Medical Services Program

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

EMS Vehicle Replacement

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

Public Safety Programs, *continued*



EMS Equipment Replacement

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

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

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

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

EMS South Station Facility Improvements

Reserve funding is proposed for future improvements to the EMS quarters at the South Station located at the Public Services Building. Expansion and renovation will facilitate the future service expansion of a 24 hour rescue at the South Station, which currently operates with Paramedic 3 assigned to this location from 7am-7pm. As the increased demand for EMS services is realized, expansion of the South Station to a 24 hour facility will be necessary. Initial funding is proposed to meet potential code requirements for a 24 hour facility to house crew members. It is anticipated that construction/renovation of the space would be need in order to accommodate a sleeping area, along with renovation to an existing bathroom. In addition, a preliminary assessment relating to code requirements indicates the entire Public Services building would need the installation of sprinklers for fire protection. The addition of sprinklers would be tied into the existing sprinkler system that was installed in the new EMS garage that was completed in early 2017.

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

Emergency Medical Services Program	
Income	
Estimated Funds June 30, 2018	\$166,562
FY 2018-2019 Transfer	\$123,000
Future Year CIP Funding	685,000
Total Income	\$974,562
Expenses	
Vehicle Replacements	\$490,000
South Station - Facility Improvements	20,000
Medical Diagnostics/ Equipment	175,000
Total Program Cost	\$685,000



Fire Alarm Program

The Fire Alarm Division’s principal area of responsibility is maintenance of the public safety cable plant and the municipal fire alarm system. The existing cable plant consists of over 100 miles of aerial and underground cables and the fire alarm system consists of ten box circuits and nine alarm circuits. Many of the system components are in excess of 50 years old and are starting to be decommissioned. The Division is currently implementing a modern day wireless fire alarm system that will service all existing users of the outdated cable plant. Both system will have to be in use until the final switch over is complete. Additional Fire Alarm Program improvements over the six-year term of the FY 201-2020 through FY 2024-2025 Capital Improvement Program include:

Prism Digitize Equipment

New Prism Digitizers in Police Dispatch are proposed for FY 2019-2020 to replace the older 3505 digitize equipment and will integrate with the new generation alarm boxes having panic buttons. Additional features include more memory and easier user interaction. FY 2019-2020 funding will be supplemented by \$10,000 in reserve funding for a total project cost of \$40,000.

Radio Replacement

The UHF portable and mobile radios that are used every day for communication with Police Dispatch and the Fire Departments are schedule for replacement in FY 2021-2022 as by then they will be discontinued and will not be serviceable. The total estimated cost for the new radios is \$25,000.

Vehicle Replacement

The Fire Alarm Division operates with two vehicles, a 2017 full sized pick up and a 2016 SUV. Annual reserve funding to allow for timely replacement of these vehicles is proposed of the six year term of the CIP in the total amount of \$55,000.

A summary of the Fire Alarm Program over the six-year term of the FY 2019-2020 through FY 2024-2025 CIP is shown below:

Fire Alarm Division	
Income	
Reserve Funds Available June 30, 2018	\$0
FY 2020 to FY 2025 CIP Transfers	110,000
Total Income	\$110,000
Expenses	
Prism Digitize Equipment	30,000
Town Hall Garage Improvements	0
800mhz Radios (Interoperability)	0
Radio Replacement	25,000
Vehicle Replacement	55,000
Total Program Cost	\$110,000



Utility Programs

Water Meter Replacement Program

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

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

The current meter technology sends meter readings via radio powered by a lithium battery in the meter head. The lithium batteries have a warranty life of 10 years, whereby meter reading send failures can be expected sometime after 2019. As the warranty period end approaches, system-wide meter replacement by a third party meter installation contractor is proposed, similar to the 2008 meter replacement program.

The projected total project cost is \$1,200,000. It is proposed to utilize Water Enterprise Fund retained earnings to fund this project, which is anticipated to occur in FY 2019-2020.

Kingston Force Main Replacement

The Kingston pump station force main was constructed in the mid-1970s, and since then has had a limited number of leaks, which require localized repairs. The majority of leaks are associated with pipe gaskets and not the pipe breaking. Given recent force main repairs, the RI Department of Environmental Management (RIDEM) required the Town to conduct an engineering study to evaluate the force main. Although the pipe is structurally sound, the Town's engineering consultant expressed concern with upcoming Route 138 reconstruction work, which may damage the sewer main. As such, replacing the pressurized sewer main in FY 2020-2021, in advance of Route 138 reconstruction (currently scheduled for 2022), is proposed. Since this pipe conveys the entire URI Kingston campus, Kingston pump station flows will be used for cost apportionment, as follows:

- Total Projected Cost \$2,000,000
- TSK Regional Partner Share (17.43%)\$348,600



School Capital Program

This section describes the projects proposed by the School Committee for completion during the next six year term of the FY 2019-2020 through FY 2024-2025 Capital Improvement Program. It is noted that projects scheduled beyond the 2020-2021 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid.

Long Term Education and Facilities Plan

In January 2017, during the Fiscal Period 2018-2024 Capital Improvement Program discussion, it was determined that due to the continued decline in enrollment, the District should seek proposals from a professional educational and facilities planning firm to provide a comprehensive ten-year education and facilities plan. On April 4, 2017 after public interviews of three consultant proposals, the School Committee awarded the contract to RGB Architects.

With the assistance of RGB Architects, the School Department prepared a facilities improvement Master Plan to support the maintenance and modernization of schools within the District. The planning process included school-based focus groups, planning meetings, community education summits, video presentations, and curriculum focused meetings. The development of the Master Plan included a facility audit of each building that houses Pre-kindergarten through Grade 12 programs.

RGB Architects commenced work in May 2017 and in the spring 2018 offered four options for making necessary improvements to the District's school facilities. On March 2, 2018, the School Committee voted in support of the consultant's "Option B" which called for bringing the 5th grade back to the elementary schools, consolidating the two middle schools, and closing one middle school and one elementary school. The approved plan also addressed security and educational programming in all schools as well as major renovations to the High School and the construction of an addition to the District's one remaining middle school. Based on RGB Architect's recommendation and the School Committee's adoption of that recommendation, the School District and the Town formed a School Facilities Improvement Committee and submitted an application for State financial assistance (Housing Aid reimbursement) in support of the project. The State of Rhode Island Department of Education (RIDE) has accepted the initial (Stage I) application and RGB is in the process of preparing a more detailed (Stage II) application for RIDE's review. The status of this effort is discussed in further detail in Tab 2 *Town Manager's Message* on pages 2 – 7 through 2 – 9.

Projected Six Year CIP School Program

Over the six-year term of the proposed CIP, the School Committee projects spending \$80,857,808. A summary of the School Committee's FY 2019-2020 through FY 2024-2025 Recommended Capital Program is shown on the following page.

School Programs



School Capital Improvement Program	
Income	
School General Obligation Bonds Available after June 30, 2018	\$76,000,000
Unexpended 2018 Bond Proceeds	4,824
Additional Bonding Authorization and/or School Fund Transfer	4,352,984
School Fund Balance Forwarded to CIP -Paving Projects	500,000
Total Income	\$80,857,808
Expenses	
Bonding Element - FY 2020 - FY 2025	\$80,357,808
Paving Projects	500,000
South Road School Improvements	0
Total Program Cost	\$80,857,808

School Committee Recommended CIP FY 2019-2020 through FY 2024-2025

The projects proposed by the School Department for completion during the next six year CIP term are shown on page 6 - 7 *Superintendent Proposed Capital Improvement Program – School Fund*. Projects in the FY 2019-2020 PAYG capital budget are shown on pages 5 – 38 through 5 – 39. In order to receive school housing aid for projects proposed for consideration subsequent to FY 2019-2020, the School District will be required to submit a new “Necessity of School Construction” Application to RIDE, which is currently under development.

SCHOOL PROGRAM SUMMARY

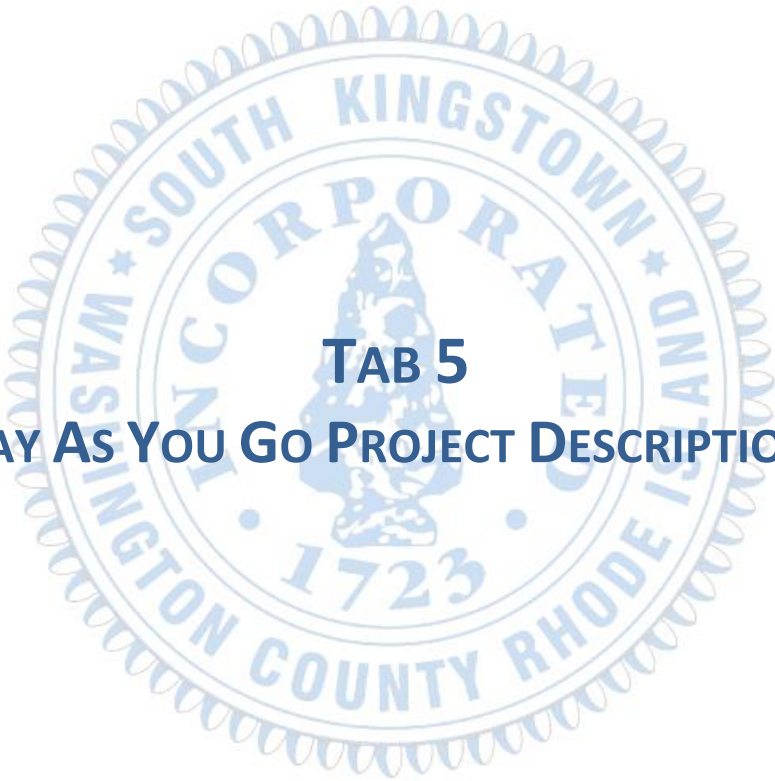
Charts entitled *School Committee Proposed School Facilities Program* can be found on the following pages 4 - 30 through 4 - 31. These charts provide a summary of the School capital projects over the six year term of the FY 2019-2020 through FY 2024-2025 CIP.

SCHOOL COMMITTEE PROPOSED SCHOOL FACILITIES PROGRAM

	Fiscal Year 2018-2019 Estimate	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
High School								
Install Emergency Lighting	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Alarm System	0	0	0	0	0	0	0	0
Mechanical Room Renovation - BOND	0	0	0	0	0	0	0	0
Boiler Control System	0	0	0	0	0	0	0	0
Exterior Door Replacement	0	0	0	0	0	0	0	0
Library Renovations	0	0	0	0	0	0	0	0
Original Building Roof	625,000	0	0	0	0	0	0	0
Auditorium Renovations	0	0	0	0	0	0	0	0
Boiler Chimney Repair	41,000	750,000	0	0	0	0	0	750,000
Proposed Stage I Submission	0	0	12,467,814	12,467,814	12,467,814	0	0	37,403,442
Subtotal - High School	\$686,000	\$750,000	\$12,467,814	\$12,467,814	\$12,467,814	\$0	\$0	\$38,153,442
Curtis Corner Middle School								
Exterior Envelope Fascia Replacement - CIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replace Unit Ventilators	0	0	0	0	0	0	0	0
Boiler Replacement	0	0	0	0	0	0	0	0
Life Safety and Plumbing - CIP	0	189,693	0	0	0	0	0	189,693
Proposed Stage I Submission	0	166,365	0	0	0	0	0	166,365
Subtotal - Curtis Corner Middle School	\$0	\$356,058	\$0	\$0	\$0	\$0	\$0	\$356,058
Broad Rock Middle School								
Exterior Masonry Repair - CIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Fixture Repair	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security Improvements	0	150,000	0	0	0	0	0	150,000
Proposed Stage I Submission	0	40,000	0	0	5,305,581	5,305,581	0	10,651,162
Subtotal - Broad Rock Road Middle School	\$25,000	\$190,000	\$0	\$0	\$5,305,581	\$5,305,581	\$0	\$10,801,162
West Kingston Elementary School								
Roof Repair	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Life Safety Code Improvements - CIP	0	0	0	0	0	0	0	0
HVAC System Replacement	0	1,053,000	0	0	0	0	0	1,053,000
Security Improvements	0	350,000	0	0	0	0	0	350,000
Proposed Stage I Submission	0	0	0	5,295,826	5,295,826	\$0	\$0	10,591,652
Subtotal - West Kingston Elementary School	\$0	\$1,403,000	\$0	\$5,295,826	\$5,295,826	\$0	\$0	\$11,994,652
Peace Dale Elementary School								
Roof Replacement	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security Improvements	0	350,000	0	0	0	0	0	350,000
Paving - reconstruction	0	600,000	0	0	0	0	0	600,000
Proposed Stage I Submission	0	0	0	3,505,421	3,505,421	0	0	7,010,842
Subtotal - Peace Dale Elementary School	\$100,000	\$950,000	\$0	\$3,505,421	\$3,505,421	\$0	\$0	\$7,960,842

SCHOOL COMMITTEE PROPOSED SCHOOL FACILITIES PROGRAM

	Fiscal Year 2018-2019 Estimate	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Wakefield Elementary School								
Boiler Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Window and Door Replacement	0	0	0	0	0	0	0	0
Replace Unit Ventilators	0	0	0	0	0	0	0	0
Security Improvements	0	150,000	0	0	0	0	0	150,000
Proposed Stage I Submission	0	0	0	0	0	0	0	0
Subtotal - Wakefield Elementary School	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
Matunuck Elementary School								
Roof Replacement - BOND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Life Safety Code Improvements - CIP	0	0	0	0	0	0	0	0
Site Drainage and Foundation Repair - CIP	0	0	0	0	0	0	0	0
HVAC System Replacement	1,053,000	0	0	0	0	0	0	0
Security Improvements	0	350,000	0	0	0	0	0	350,000
Proposed Stage I Submission	0	0	0	5,295,826	5,295,826	0	0	10,591,652
Subtotal - Matunuck Elementary School	\$1,053,000	\$350,000	\$0	\$5,295,826	\$5,295,826	\$0	\$0	\$10,941,652
TOTAL - School Facilities Bonding Element	\$1,864,000	\$4,149,058	\$12,467,814	\$26,564,887	\$31,870,468	\$5,305,581	\$0	\$80,357,808
Paving Projects								
Curtis Corner Middle School	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration Building	0	0	0	0	0	0	0	0
West Kingston Elementary	0	0	0	0	200,000	0	0	200,000
Peace Dale Elementary	0	0	0	0	0	0	0	0
Matunuck Elementary	0	0	0	0	300,000	0	0	300,000
Subtotal - School Fund Capital Transfer for Paving Projects	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
TOTAL - School Program	\$1,864,000	\$4,149,058	\$12,467,814	\$26,564,887	\$32,370,468	\$5,305,581	\$0	\$80,857,808



TAB 5
PAY AS YOU GO PROJECT DESCRIPTIONS

Introduction to the Capital Budget (Pay As You Go).....	5 - 1
Parks and Recreation	5 - 2
Public Services.....	5- 13
Public Safety.....	5- 21
General Government	5- 26
Senior Services	5- 29
Water Fund	5-31
Wastewater Fund.....	5-33
School Fund.....	5-38

TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025

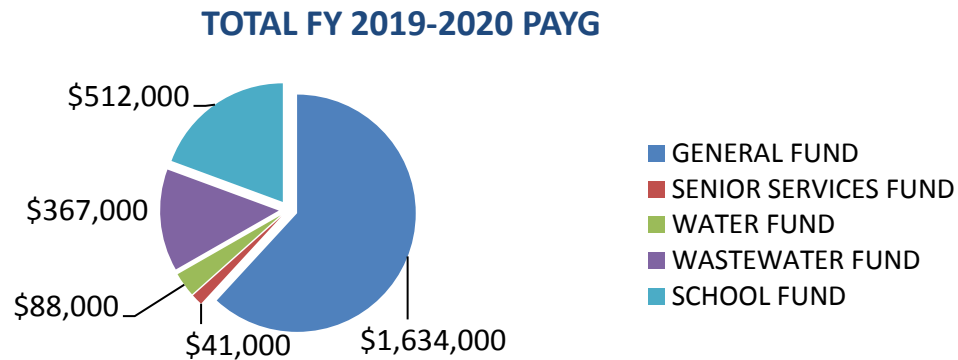


Capital Budget Overview

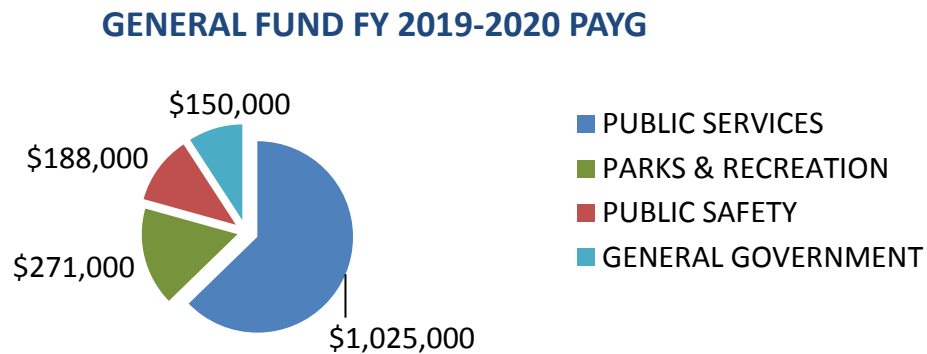
The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2018-2019 and is incorporated into the operating budget.

FY 2019-2020 Pay As You Go Summary

The total Pay As You Go Element of the Capital Improvement Program for FY 2019-2020 is \$2,642,000 reflecting a decrease of \$475,500 from the adopted current year PAYG program. A breakdown by fund of the total FY 2019-2020 PAYG Element is shown below:



The General Fund Element of the FY 2019-2020 Pay As You Go Program in the amount of \$1,634,000 reflects an increase of \$101,500 over the current fiscal year adopted program. A breakdown of proposed funding for FY 2019-2020 General Fund capital projects is shown below:



FY 2019-2020 Pay As You Go Projects

Projects budgeted across all funds for inclusion in the FY 2019-2020 PAYG Element of the CIP are detailed on the following pages of this section (*see Element 4, pages 4-1 through 4-29 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2019-2020 through 2024-2025*).

Parks and Recreation Project Descriptions



Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

Park Rehabilitation and Improvements is an ongoing program that provides for the development, maintenance and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. All projects proposed for funding in the 2019-2020 fiscal year are shown in this section. The pages that follow provide detail for each of the projects shown below.

FY 2019-2020 PAYG Element

The following projects are proposed for funding in the upcoming 2019-2020 fiscal year:

Project	Proposed 2019-2020
Broad Rock Playfields	
Baseball Field Protective Netting System	\$20,000
Brousseau Park	
Tennis Court Resurfacing	12,000
Marina Park	
Parking/Ramp & Dock Improvements	50,000
Old Mountain Field	
Baseball Field Protective Netting System	30,000
Restroom/Concession Bldg. Replacement	30,000
Town Beach	
Beach Improvement Program	10,000
Total	\$152,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Broad Rock Play Fields – Baseball Field Protective Netting System

PROJECT DESCRIPTION

The Town owns and manages 164 acres located on Broad Rock and St Dominic Roads. This unique property is situated between Wakefield and Peace Dale. It is comprised of Broad Rock Middle School, Broad Rock Play Fields, Dog Park, Senior Center, Recreation Center, and connector trails leading to Old Mountain Field and South County Commons. Taking into account the multiple and varied recreational resources in this one location, the area has developed into a campus-like setting for residents and visitors of all ages who can choose from any number of leisure activities that lend themselves to the highly valued and exceptional quality of life in Town. The Parks and Recreation Department's role is to ensure that the resources in this park are protected and maintained for the benefit of residents in the years to come.

Funding is proposed in FY 2019-2020 for the purchase and installation of a protective netting system on the first base side of the baseball field to prevent foul balls from entering the dog park which is directly adjacent to the baseball field.



Parks and Recreation Project Descriptions, *continued*



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

Project	PAYG 2019-2020
Broad Rock Playfields	
Baseball field protective netting system	\$20,000
Total Cost	\$20,000

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Brousseau Park – Tennis Court Resurfacing

PROJECT DESCRIPTION

Brousseau Park is located on Succotash Road and serves the East Matunuck residential area with public tennis and basketball courts, a playground, little league field and soccer fields. Park patrons of all ages utilize the facilities in many ways, including participation in local non-profit leagues. This park offers area residents access to green space and outdoor recreational resources within a mile from home, eliminating the need to drive into Wakefield or to another park.

Funding is proposed in FY 2019-2020 for crack sealing and resurfacing of the two tennis courts at Brousseau Park. These courts were last re-surfaced in 2002; and have experienced typical wear and tear through regular use over the last sixteen years.



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

	PAYG
Project	2019-2020
Brousseau Park	
Tennis Court Resurfacing	\$12,000
Total	\$12,000

Parks and Recreation Project Descriptions, *continued*



DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Marina Park – Parking/Ramp & Dock Improvements

PROJECT DESCRIPTION

Marina Park, located on Salt Pond Road adjacent to Route 1, lies within the Public Marina Special Management District. This 12 acres of parkland is situated on the north side of Salt Pond Road; and across Salt Pond Road the Town also owns and operates a public boat ramp which serves residents and visitors alike throughout the summer season. Free public parking in two lots is available to boaters, park visitors and Marina Park business patrons. The park and boat ramp contribute to the year round economic activity in this special management district which includes two restaurants and three marinas.

Reserve funding is proposed in FY 2019-2020 for replacement of the public boat ramp in FY 2020-2021. The public dock adjacent to the ramp was repaired in June 2018. The dock will also require full replacement within the next six years. Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored. Because of the significant seasonal use that this public ramp experiences, this project is noted as high priority and supported by the Waterfront Advisory Commission as such.



JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Protection of facility infrastructure
- Increase life cycle of recreational resource
- Reduces Risk

Parks and Recreation Project Descriptions, *continued*



CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project
- Funds held in reserve for this project will amount to \$140,000 as of June 30, 2019
- Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored

Project	PAYG 2019-2020
Marina Park	
Parking/Ramp & Dock Improvements	\$50,000
Total	\$50,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Old Mountain Field (OMF) Improvements

- Baseball Field Protective Netting System
- Restrooms/Concession Building Replacement

PROJECT DESCRIPTION

As one of South Kingstown's oldest community park, Old Mountain Field receives the highest level of public use out of the Town's eighteen parks. Various elements of the park such as the skate park, upper tennis courts, and baseball field have gone through recent upgrades. The restroom and concession facilities have been identified for replacement within the next six years. Funding was allocated in FY 2018-2019 for a Park Master Plan to be updated in order to clearly identify specific improvements based on the current and future park use.

It is proposed to install in FY 2019-2020 a safety netting system on the baseball field, around the backstop to the edge of both dugouts, to protect spectators from foul balls.

Also proposed in FY 2019-2020 is the continuation of reserve funding for the future replacement of the Old Mountain Field Restrooms and Concession Building at a projected total cost of \$425,000. This project will require funding beyond the six year CIP term.



JUSTIFICATION

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

Parks and Recreation Project Descriptions, *continued*



CATEGORY

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

FUNDING TIMELINE

- Baseball Field Protective Netting System – single year funded capital project
- Restroom/Concession Building Replacement – reserve funding for multi-year funded capital project

Project	PAYG 2019-2020
Old Mountain Field	
Baseball Field Protective Netting System	\$30,000
Restroom/Concession Bldg. Replacement	30,000
TOTAL	\$60,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

PROJECT TITLE

Town Beach – Improvement Program

PROJECT DESCRIPTION

The Beach Improvement program involves funding support for aggressive maintenance and mitigation efforts necessary to address the significant impact of ongoing erosion at the Town Beach, both the beach itself and the pavilion structure. Continued reserve funding is proposed in FY 2019-2020 to be allocated to the Town Beach Improvement Fund in order to address future shoreline erosion mitigation efforts.



JUSTIFICATION

- Maintain facility infrastructure
- Reduces Risk

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

Project	PAYG 2019-2020
Town Beach	
Beach Improvement Program	\$10,000
Total Cost	\$10,000



Parks and Recreation Project Descriptions, *continued*

DEPARTMENT

Parks and Recreation – Parks Division

PROGRAM TITLE

Equipment Acquisition and Replacement Program

PROGRAM DESCRIPTION

This program ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2019-2020 is detailed below (*a full list of equipment proposed for replacement over the six year term of the FY 2019-2020 through FY 2024-2025 Capital Improvement Program is shown on page 4 - 11:*

- **Multi-Use Gator: \$15,000**

Funding is proposed in FY 2019-2020 for the replacement of a 2013 multi-use vehicle that is used by aquatics and parks personnel in support of daily beach and bike path maintenance; the John Deere gator is used on a daily basis at the Town Beach, from May to September, for maintenance including dragging the beach, transporting supplies, removing seaweed and other related tasks. Regular exposure to moisture, salt and sand has sped up the rate of wear and tear on this machine, requiring replacement sooner than would be expected under less corrosive conditions. The Town Beach in Matunuck is a unique, and highly valued recreation destination for tourists and residents alike and requires the necessary tools and labor to maintain and preserve its natural beauty.



- **Tractor/Backhoe: \$50,000**

A 1999 John D 4500 tractor is currently used by Park Maintenance staff for a variety of in-house maintenance projects such as excavation for footings, irrigation system repairs, removal of beach seaweed, clearing of limbs and brush on trail systems, snow removal, and demolition/site prep for construction projects. This machine is proposed for replacement in FY 2019-2020 as it is well beyond its useful life with over 2,400 hours logged and beginning to require higher levels of maintenance.



Parks and Recreation Project Descriptions, *continued*



- **12-foot Mower: \$30,000**

Reserve funding is proposed in FY 2019-2020 as year one of a two year funding cycle for replacement of a 2012 JD 1600 twelve-foot mower that has logged approximately 1,250 hours and exceeded its recommended 5-year life cycle. This tri deck mower is a critical piece of equipment necessary for Parks personnel to effectively manage the regular mowing and landscaping of all town parks and public building grounds.



- **Front-Mount Mower: \$24,000**

This mower is one of a fleet of five front mount mowers that are essential for Parks personnel to carry out the regular maintenance of parks, public buildings grounds; and athletic fields eight months out of the year. It is proposed to replace in FY 2019-2020 an existing 2010 John Deere machine with a total of 1,810 hours logged.



JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Important to keep equipment and machinery in good working order
- Avoid costly, frequent repairs

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital program

Equipment	PAYG 2019-2020
Multi-Use Gator	\$15,000
Tractor/Backhoe	50,000
12-foot Mower	30,000
Front-Mount Mower	24,000
Total	\$119,000



Road Improvement Program Pay As You Go Summary

The Town's Road Improvement Program is an ongoing program managed by the Engineering Division of the Public Services Department. The program provides for transportation projects such as arterial and collector road reconstruction, drainage infrastructure and bridge and dam reconstruction; financed through capital budget annual appropriations, operating program transfers, reserve funding and general obligation bonds. All projects proposed for funding in FY 2019-2020 are shown in this section. The following pages provide detail for each of the programs listed below.

FY 2019-2020 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$5,425,160 over the six year Capital Improvement Program scheduled to begin in FY 2019-2020. The proposed six year program will require \$4,260,000 in capital budget annual appropriations; \$600,000 in general fund operating budget transfers; the sale of public services bonds totaling \$500,000 and \$65,160 in funding held in the Public Works Improvement Fund.

In FY 2019-2020, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$670,000 and \$100,000 from the Streets and Highways Account within the General Fund Budget.

FUNDING TIMELINE

Projects proposed for funding in the upcoming 2019-2020 fiscal year are shown below (*see Element 4, pages 4 - 20 through 4 - 21 for a full listing of all Road Improvement Program projects proposed over the six year term of the FY 2019-2020 through FY 2024-2025 Capital Improvement Program*).

Public Works Road Improvement Program	Estimated	Proposed
Summary	FY2018-2019	FY2019-2020
Arterial Road Program	\$325,000	\$445,500
Collector Road Program	460,000	414,600
Local Road Program	0	0
Drainage Improvements/Erosion Control/TMDL Projects	215,300	115,000
Bridge and Dam Improvements	70,000	0
Highway Facility Program	25,000	40,000
Total Program	\$1,095,300	\$1,015,100



DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

PROJECT TITLE

Road Reconstruction and Pavement Overlay

PROJECT DESCRIPTION

■ Road Reconstruction

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½” binder and 1½” bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that reclaimed to the substrate layer. FY 2019-2020 road reconstruction is proposed as follows:



Sand Turn Road (Northerly Section) – Collector Road

A section of Sand Turn Road at its northerly end will be reconstructed as a result of poor subsoil conditions. Approximately 600’ of the roadway warrants selective road reconstruction/ full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 1.5” Class 9.5 bituminous concrete overlay.

■ Pavement Overlay

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



It is noted that unlike road reconstruction, reflective cracking from existing road substrate may occur with pavement overlay, resulting in a shorter pavement life than after full-depth road reconstruction. However, this pavement management technique is less expensive (\$40/linear foot) than full road reconstruction (\$90/linear foot), whereby many more miles of roads can be overlaid as compared to reconstructed. The following roads are proposed for pavement overlay in the 2019-2020 fiscal year:

Sand Turn Road (Southerly Section) – Collector Road

This section of Sand Turn Road at its southerly end will be milled and overlaid with a 1½” bituminous surface course. Milling depth for the one-mile section of roadway will vary based on proposed grade changes to achieve proper roadway drainage.



Old North Road – Arterial Road

Old North Road from Route 138 to Stony Fort Road (approximately 8,100 linear feet) is now in need of pavement overlay with selective repairs where significant pavement failure has occurred. Given Old North Road’s proximity to the University of RI’s Kingston Campus and two (2) nearby charter schools, the road serves as a primary “north/south” corridor connecting South Kingstown to North Kingstown and realizes higher traffic volumes that have adversely impacted the road over the years. Anticipated road improvements include milling and selective failed asphalt removal, followed by a bituminous concrete base course, tack coat and a Class 9.5 bituminous concrete overlay.

It should be noted that a large residential subdivision is proposed near the intersection of Stony Fort and Old North Road that will require utility extensions and roadway reconstruction/repaving. These private improvements will have an effect on the public roadways and roadway surfaces, therefore the limits of construction for Town improvements will likely not include the northerly portion of Old North Road.

Moonstone Beach Road (Mat Schoolhouse to Cards Pond) – Collector Road

The southern portion of Moonstone Beach Road from Cards Pond Road to School House Road (3,400 linear feet) is now in need of milling and pavement overlay with selective repairs where significant pavement failure has occurred.

Anticipated road improvements include milling and selective failed asphalt removal, followed by a bituminous concrete base course, tack coat and a Class 9.5 bituminous concrete overlay.

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital projects

	Estimated	Proposed
Road Reconstruction and Pavement Overlay Projects	FY2018-2019	FY2019-2020
Old North Road (RT 138 to Stoney Fort)	0	445,500
Sand Turn Road	0	300,750
Moonstone Beach Rd (Cards Pond to Matunuck Schoolhouse Rd)	0	113,850
Total Road Reconstruction and Pavement Overlay Projects	\$785,000	\$860,100



Public Services Project Descriptions, *continued*

DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

PROJECT DESCRIPTION

- **TMDL Implementation**

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



An engineering services contract was awarded to Fuss & O'Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, the Town has received a total of \$658,100 (2015 = \$195,300 + 2017 = \$462,800) in RIDEM Watershed Restoration Fund (WRF) grant awards (50% local funding match), for Narrow River TMDL improvements. A public outreach informational hearing was conducted in August 2017, whereby final design and regulatory agency permitting will be completed during the spring 2019 in anticipation of summer 2019 construction.

- **Matunuck Beach Road Sheet Pile Wall Maintenance**

Matunuck Beach Road protection improvements is an ongoing program to protect this vulnerable collector roadway from continuing coastal erosion. Construction of an approximately 200' steel pile sheet wall was completed in late Spring 2018, with the exception of the most easterly 20' section of wall. A condition of the Coastal Resources Management Council (CRMC) Assent that was received for this project requires the Town to re-establish a post wall construction beach profile once per year. May 2017 sand replenishment was the first year of this program, which will continue for FY 2019-2020.



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

Public Services Project Descriptions, *continued*



- **Torrey Road Drainage**

Drainage improvements, including an under-drain system, are proposed along sections of Torrey Road to eliminate long-standing groundwater breakouts in the pavement surface. This work will be completed in conjunction with TMDL stormwater improvements in advance of future Torrey Road reconstruction/repaving.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

Drainage/ Erosion Control/ TMDL Projects	Estimated FY2018-2019	Proposed FY2019-2020
TMDL Implementation Reserve Fund	\$0	\$75,000
Matunuck Beach Road Protection Reserve Fund	20,000	20,000
Torrey Road	0	20,000
Total Drainage/Erosion Control/TMDL Projects	\$215,300	\$115,000

Public Services Project Descriptions, *continued*



DEPARTMENT

Public Services – Public Works

PROGRAM TITLE

Public Services Building & Highway Facility Improvement Program

PROGRAM DESCRIPTION

Reserve funding in the amount of \$20,000 is proposed for future maintenance improvements for the Public Services Department administration build located on US Route 1 south, next to South County Hospital. An additional \$20,000 is proposed for reserve funding for future improvements to the Highway Division's salt barn, which requires push wall repair, re-roofing and wood truss repairs from time to time.

JUSTIFICATION

- The Public Services Department has occupied the former police station since 2000 and this facility serves a critical role in housing the Public Services Department's administrative and engineering division staff, as well as the Fire Alarm Division and the EMS "south" station.
- The Highway Division's Asa Pond Road salt barn dates back to the 1980s and serves as the primary storage facility for winter storm road salt.

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

	Estimated FY2018-2019	Proposed FY2019-2020
Highway Facility Improvements		
Equipment		
Salt Barn Improvements	\$0	\$ 20,000
Infrastructure Management System	0	20,000
Total Highway Facility Improvements		\$40,000



Public Services Project Descriptions, *continued*

DEPARTMENT

Public Services – Streets & Highways

PROGRAM TITLE

Public Works Equipment Acquisition/Replacement Program

PROGRAM DESCRIPTION

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

- **Medium Dump Truck: \$185,000**

The Highway Division equipment fleet includes eight (8) medium dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The medium sized dump trucks are the backbone of the highway department snowplowing activity. A 2006 International dump truck with 50,000 miles is proposed for replacement. The trade-in vehicle tilt body, conveyor mechanism and truck electrical system suffers from severe corrosion due to corrosive nature of road salt employed for snow and ice control. Proposed FY 2019-2020 funding will be \$185,000.



- **Arborist Truck: \$150,000**

The arborist truck will be a new addition to the Highway Division's vehicle fleet. The vehicle will be an integral part in maintaining a safe tree canopy above the Town roadways. Along with providing adequate height distance for vehicles traversing Town roads, the arborist truck will assist the Town in cleaning up after wind and snow events. It will allow Town staff the ability to respond to emergency situations by clearing tree debris and to adequately trim and remove dead and potentially dangerous branches above the roadway. At the present time, Highway Division staff is limited to using handheld pole saws with a maximum working height of 8 feet; the arborist truck will have a working height of approximately 50 feet. Proposed FY 2019-2020 funding will be \$150,000.



- **Payloader: \$70,000**

The Highway Division presently utilizes a 2006 John Deere payloader that has logged approximately 4,400 hours. This equipment is used extensively for material handling, especially during the winter to load Highway Division dump trucks with sand and salt for the Town's 11 sanding routes. The payloader also uses a grapple attachment that is critical for post-storm debris management. Given the significant cost (approximately \$250,000) of this equipment, 2nd year reserve funding is proposed in FY 2019-2020 as part of a four-year funding cycle.



Public Services Project Descriptions, *continued*



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

	Estimated	Proposed
Equipment Acquisition Program	FY2018-2019	FY2019-2020
Equipment Acquisition Program		
Medium Dump Truck	\$0	\$185,000
Arborist Truck	0	150,000
Payloader	60,000	70,000
Total Equipment Acquisition Program		\$405,000

Public Safety Project Descriptions



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Computer System Maintenance Program

PROGRAM DESCRIPTION

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



JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Computer Systems	Estimated 2018-2019	Proposed 2019-2020
Computer System Equipment	\$10,000	\$20,000
Total		\$20,000

Public Safety Project Descriptions, *Continued*



DEPARTMENT

Public Safety – General

PROGRAM TITLE

Public Safety Building Maintenance Program

PROGRAM DESCRIPTION

There are some mechanical systems still in service that are original to the Public Safety Complex constructed in 1998. As these components reach the point of maximum life expectancy they need to be replaced. Equipment replacements anticipated in the next fiscal year include replacement of the boiler system (\$80,000) and replacement of the air conditioning unit servicing the main radio communications room (\$10,000).

Continued reserve funding is proposed to supplement the existing reserve for facility maintenance and improvements as needed.

JUSTIFICATION

- Mechanical systems are original to the Public Safety Complex constructed in 1998
- Annual reserve funding allows for maintenance and improvements as needed

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

	Estimated 2018-2019	Proposed 2019-2020
Public Safety Facility		
Public Safety Building - General	\$10,000	\$15,000
Total		\$15,000



Public Safety Project Descriptions, *Continued*

DEPARTMENT

Public Safety - Emergency Medical Services (EMS) Division

PROGRAM TITLE

EMS Equipment Replacement and Facilities Improvement Program

PROGRAM DESCRIPTION

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

- **Vehicle Replacement: \$90,000**
Final year of a 3-year funding cycle for replacement in FY 2019-2020 of Paramedic 3, a transporting rescue, at total cost of \$225,000.
- **Medical Equipment Replacement: \$13,000**
Lucas CPR Device – Funding is proposed to replace one unit in FY 2020-2021
- **South Station Upgrades: \$20,000**
Reserve funding is proposed as part of a multi-year funding cycle for the expansion and renovation of the EMS quarters at the South Station to ensure the facility meets all required life safety codes should the building be required to house a 24 hour per day EMS operation.



JUSTIFICATION

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

CATEGORY

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

Public Safety Project Descriptions, *Continued*



FUNDING TIMELINE

- Multi-year funded capital projects

EMS Program	Adopted 2018-2019	Proposed 2019-2020
EMS Transport Vehicle Replacement #3	\$90,000	\$90,000
EMS Medical Diagnostics/Equipment	13,000	13,000
South Station Improvements	20,000	20,000
Total		\$123,000



Public Safety Project Descriptions, *Continued*

DEPARTMENT

Public Safety – Fire Alarm Division

PROGRAM TITLE

Fire Alarm Equipment Replacement

PROJECT DESCRIPTION

Funding for equipment replacement is proposed in FY 2019-2020 as shown below:

- **Prism Digitizers (panic and burglar alarms): \$30,000**

The new radio box project is underway with installation occurring in all Town Buildings. This project is evolving outside original bid with installation of panic buttons and burglar alarm modifications for inside building staff safety. The new Prism Digitizers in Police Dispatch proposed for FY 2019-2020 will replace the older 3505 digitize equipment and will integrate with the new generation alarm boxes having panic buttons. Additional features include more memory and easier user interaction. FY 2019-2020 funding will be supplemented by \$10,000 in reserve funding for a total project cost of \$40,000.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital project

Fire Alarm Program	Adopted 2018-2019	Proposed 2019-2020
Prism Digitize Equipment	\$0	\$30,000
Total		\$30,000

General Government Project Descriptions



DEPARTMENT

Information Technology (IT)

PROGRAM TITLE

IT Equipment Replacement Program

PROGRAM DESCRIPTION

It is proposed to upgrade the email Exchange server licensing in FY 2019-2020. The Town in 2014 established an in-house email service for staff utilizing Microsoft Exchange 2013 on a virtual server. Since then, email services have absorbed an additional 110 email accounts when Police, EMS and Library personnel were added to the Town email. The IT Department proposes to either upgrade Exchange or investigate the possibility of utilizing cloud based email in FY 2019-2020, taking into account the cost of cloud based email services versus licensing upgrades and the needs of staff. It's important to note that cloud based email would increase annual operating expenses in the off years; whereas, in-house email would require a refresh approximately every 5 years.

JUSTIFICATION

The Town's email system is a business communication tool used daily by all staff to provide exceptional customer service. Funding is required to upgrade the enterprise-wide email system or potentially move to a cloud hosted solution. Current software will reach end-of-life in 2020.

CATEGORY

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

FUNDING TIMELINE

- Single year funded capital program

Information Technology	Adopted 2018-2019	Proposed 2019-2020
Upgrade of Exchange Server Licensing	\$0	\$15,000
Total		\$15,000

General Government Project Descriptions, *continued*



DEPARTMENT

Tax Assessment

PROGRAM TITLE

Property Appraisal Program

PROGRAM DESCRIPTION

The Town's last full mass appraisal, or revaluation, was completed as of December 31, 2012 and a statistical revaluation is scheduled to be completed for December 31, 2018. The next full revaluation is mandated for completion for December 31, 2021; no State subsidy will be provided for this project. The next statistical revaluation is scheduled for December 31, 2024, with State Reimbursement anticipated in the amount of 60% of this cost.

Reserve funding is proposed in FY 2019-2020 for the 2021 full revaluation. It is noted that full revaluations do not receive any State reimbursement, therefore the full cost will be borne by the Town, estimated at \$504,000.

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

Property Appraisal Program	Adopted 2018-2019	Proposed 2019-2020
2021 Full Revaluation	\$0	\$100,000
Total		\$100,000

General Government Project Descriptions, *continued*



DEPARTMENT

Town Hall

PROGRAM TITLE

Facility Improvements and Pool Vehicle Replacement Program

PROGRAM DESCRIPTION

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

- **Reserve funding for Town Hall Improvements: \$15,000**
 Funding is maintained in the Town Hall Reserve Fund for upgrades and improvements to the Town Hall complex as needed. As of June 30, 2018 a balance of \$35,486 is anticipated. Proposed facility improvements in FY 2019-2020 include the installation of new carpeting in the Council Chambers.
- **Reserve funding for Vehicle Replacement: \$20,000**
 Reserve funding is proposed as the first of a two-year funding cycle for the replacement in FY 2020-2021 of a truck utilized daily by the Facilities Superintendent traveling between various municipal facilities. The ten year old truck is used to transport materials and tools, and in the winter is also used for snow plowing of municipal parking lots, and will be replaced with a pickup truck with utility body, lift gate and snow plow.



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital program

Town Hall Improvements & Pool Vehicle Replacement	Adopted 2017-2018	Proposed 2018-2019
Town Hall Improvements	\$25,000	\$15,000
Facilities Superintendent Vehicle Replacement	25,000	20,000
Total		\$35,000



Senior Services Project Descriptions

DEPARTMENT

Senior Services

PROGRAM TITLE

Adult Day Services Facility Improvements

PROGRAM DESCRIPTION

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



JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Two-year funded capital project

	Estimated	Proposed
Adult Day Service Center Improvements	2018-2019	2019-2020
Front Entrance Portico Replacement	\$15,000	\$20,000
Total		\$20,000

Senior Services Project Descriptions, *continued*



DEPARTMENT

Senior Services

PROGRAM TITLE

Transportation Program

PROGRAM DESCRIPTION

In April 2012, the Department purchased a new eighteen passenger senior van. The vehicle replaced a 2003 van which remains in operation as a back-up vehicle and is used when primary van is in the garage for repairs and for programming trips as needed. As the local population ages and more seniors become unable to drive themselves, it is anticipated that the transportation program will see an increase in ridership.



Reserve funding is proposed in FY 2019-2020 for future replacement of the back-up senior van in 2023.

JUSTIFICATION

- Transportation is a critical service for many seniors who are currently living independently in the community. It allows for passengers to get back and forth to the Senior Center for socialization, a nutritious meal, and various other activities; as well as grocery shopping.

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital project

	Estimated	Proposed
Senior Transportation Program	2018-2019	2019-2020
Back-up Senior Van Replacement	\$0	\$10,000
Total		\$10,000



Water Fund Project Descriptions

DEPARTMENT

Public Services – Utilities – Water Division

PROGRAM TITLE

Water Program

PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2019-2020 include:

- **Victoria Lane and Mautucket Road Water Tank Cleaning: \$53,000**

The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last power washed in the Fall 2017 and are in need exterior cleaning once again in order to remove mold that grows on the polyurethane based exterior paint system. Specialized high-reach lifts will be required for both tanks, with the Mautucket Road tank expected to cost \$1340,000 as compared to \$13,000 for Victoria Lane tank, due to the height of the tank.



- **Water Main Replacement Program: \$25,000**

The South Shore and Middlebridge water systems date back to 1970 and 1975, respectively. Given the increasing age of the distribution systems, reserve funding in the amount of \$25,000 is proposed for future water main replacement.



- **Public Services Department Office Building Contribution - \$10,000**

Reserve funding in the amount of \$10,000 is proposed for future maintenance improvements for the Public Services Department administration build located on US Route 1 south across from Marina Park.



JUSTIFICATION

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

CATEGORY

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

Water Fund Project Descriptions, *continued*



FUNDING TIMELINE

- Multi-year funded capital projects

Water Enterprise Fund	Proposed FY2019-2020
Water Tank Cleaning - Victoria Land and Mautucket Road	\$53,000
Water Main Replacement Program	\$25,000
Public Services Building Contribution	\$10,000
Net Equipment Replacement	\$88,000

Wastewater Fund Project Descriptions



DEPARTMENT

Public Services – Utilities – Wastewater Division

PROGRAM TITLE

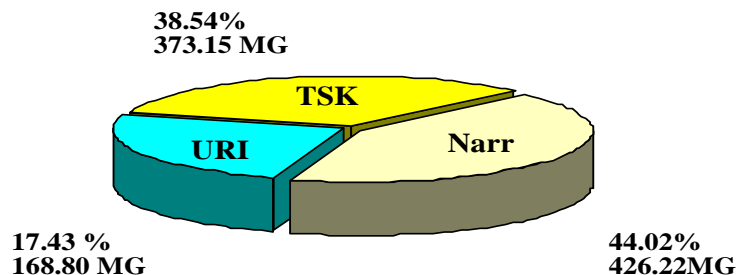
Wastewater Program

PROGRAM DESCRIPTION

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

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution. WWTF flow apportionment for FY 2017-2018 is shown below:

FY 2017-2018 Regional WWTF Partner Flow Shares



Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2017-2018: SK=68.31%; URI=31.69% to the Silver Lake pump station and FY2017-2018: SK=12.68%; URI=87.32% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

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



Wastewater Fund capital improvements proposed for FY 2019-2020 are shown below:

▪ **WWTF Building Improvements: \$40,000**

The Regional Wastewater Treatment Facility (WWTF) was constructed in the mid-1970's, whereby concrete repairs are necessary in various parts of the main building and out buildings. Work may include removal of spalled concrete, reinforcing steel preparation and concrete patch repairs in addition to more extensive repairs of the easterly primary clarifier tank wall. FY 2019-2020 funding represents the third year of a three-year funding cycle for this work. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- 2019-2020 Reserve Funding.....\$40,000
- TSK Regional Partner Share (38.54%).....\$15,416

▪ **Silver Lake Pump Station Upgrades: \$20,000**

The Silver Lake Pump Station has a grinder for the incoming flow of wastewater. The grinder has cutters that need replacement every 3 years. They were last replaced in 2017. Silver Lake pump station flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$20,000
- TSK Regional Partner Share (68.31%).....\$13,662

▪ **Kingston Pump Station Upgrades: \$20,000**

The Kingston Pump Station has a grinder for the incoming flow of wastewater. The grinder has cutters that need replacement every 3 years. They were last replaced in 2017. Kingston pump station flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost\$20,000
- TSK Regional Partner Share (17.43%).....\$3,486

▪ **Septage Building Control Panel: \$20,000**

The Septage Building Control Panel is in need of repair. The electrical and flow meter (to the SCADA system) need to be replaced, which will be done in house to reduce costs. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$20,000
- TSK Regional Partner Share (38.54%).....\$7,708



▪ **Primary Treatment Upgrade: \$50,000**

Since originally constructed in the mid-70's the wastewater treatment facilities primary treatment train has processed millions of gallons of wastewater. However, it was recently noted that the side wall of primary 4 has begun to fail by bowing inward. As such, a new cast-in-place concrete tank wall is under design. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- Total Projected Cost\$50,000
- TSK Regional Partner Share (38.54%)\$19,270

▪ **Regional WWTF Chemical Building Ventilation: \$20,000**

The Chemical Building is in need of a ventilation system to remove fumes from the Sodium BiSulfite and Sodium Hypochlorite stored in this building. WWTF flow cost sharing as shown below will be used for this project:



- Total Projected Cost\$20,000
- TSK Regional Partner Share (38.54%)\$7,708

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

The Regional WWTF has four final clarifiers. Clarifiers 1 and 2 were originally installed in 1978. They are in need of repair and may need new center columns, weirs, skimmer arms and drive units. FY 2019-2020 funding represents the first year of a three-year funding cycle for this work. WWTF flow cost sharing as shown below will be used for this project:



- 2019-2020 Reserve Funding\$100,000
- TSK Regional Partner Share (38.54%)\$38,540

▪ **Collection System Evaluation: \$25,000**

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. However, interceptor inspection and cleaning (if required) is done by third party contractors due to its large diameter. FY 2019-2020 represents the second year of a two-year funding cycle for interceptor evaluation. A consulting engineer with expertise in collection system maintenance will be retained to evaluate the Town's interceptor. Silver Lake pump flows cost sharing will be used for this project:



- Total Projected Cost\$25,000
- TSK Regional Partner Share (68.31%)\$17,078

Wastewater Fund Project Descriptions, *continued*



- **Collection System Maintenance Equipment: \$30,000**

The Wastewater Division proactively cleans its small diameter collection system on an every other year basis. The Hydro-Jetter currently being used to clean the sewer lines is a 2003 model and in need of replacement. Since this piece of equipment is used primarily on local small diameter sewer mains, all equipment expense will be paid by South Kingstown only as shown below:



- Total Projected Cost\$30,000
- TSK Regional Partner Share (100.00%).....\$30,000

- **Rolling Stock Equipment Replacement: \$32,000**

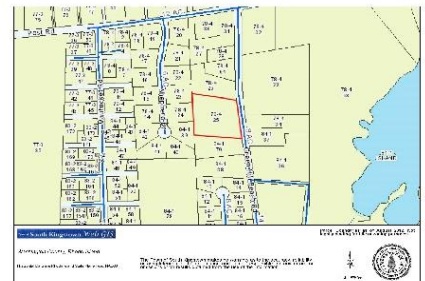
A replacement vehicle for the Wastewater Division is proposed in FY 2019-2020. The Wastewater Division currently has four pickup/ utility body trucks, and one SUV. The new vehicle will replace a 2009 Chevrolet 2500 Silverado with a plow and 25,000 miles. Although this vehicle has very low mileage it is plagued with corrosion due to the nature of the wastewater. WWTF flow cost sharing being used is shown below:



- Total Projected Cost\$32,000
- TSK Regional Partner Share (38.54%).....\$12,333

- **GIS & GPS Upgrade: \$10,000**

Upgrades to the Town's GIS system and GPS unit are required periodically, including the Wastewater Division's GIS infrastructure data layer. FY 2019-2020 funding of \$10,000 will be used for this project, which will be paid in its entirety by the Town.



- Total Projected Cost \$10,000
- TSK Regional Partner Share (100.00%).... \$10,000

JUSTIFICATION

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

CATEGORY

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

Wastewater Fund Project Descriptions, *continued*



FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	Estimated 2018-2019	Proposed 2019-2020
WWTF, Telemetry & Pump Stations		
WWTF Building Infrastructure Upgrade	\$60,000.00	\$40,000
WWTF Telemetry and Control Upgrade	35,000	0
Local Pump Station Improvements	30,000	0
Silver Lake P. S. Upgrades	0	20,000
Kingston P. S. Upgrades	150,000	20,000
Solids Handling		
Solids Handling Upgrade	348,000	0
Septage Building	150,000	20,000
Primary Treatment		
Primary Treatment Upgrade		50,000
Secondary Treatment		
Chemical Storage Building Repair	0	20,000
Clarifer Repair	100,000	100,000
RAS Pump Replacement	125,000	0
Collection System		
Evaluation Report	25,000	25,000
Equipment & GIS		
Collection System Maint. Equipment	0	30,000
Rolling Stock Equipment Replacement	0	32,000
Geographic Information System Upgrade	0	10,000
Total		\$2,367,000

School Fund Project Descriptions



DEPARTMENT

School Fund

PROGRAM TITLE

Technology - Equipment Replacement

PROGRAM DESCRIPTION

The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. A detailed list of projects for FY 2019-2020 are shown on page 6 -7.

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	Adopted 2018-2019	Proposed 2019-2020
Technology		
High School Computer Labs	\$0	\$45,000
Telecommunications Program	25,000	25,000
Storage Array	0	\$40,000
Computer Equity/Replacement	50,000	50,000
Student Computer Initiative (1:1 Ratio)	175,000	175,000
Network Hardware	25,000	75,000
Total		\$410,000

School Fund Project Descriptions, *continued*



DEPARTMENT

School Fund

PROGRAM TITLE

District-wide Projects

PROGRAM DESCRIPTION

The School Department's proposed district-wide projects for FY 2019-2020 are detailed on page 6 – 7.

JUSTIFICATION

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

CATEGORY

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

FUNDING TIMELINE

- Multi-year funded capital projects

School Fund District Wide Projects	Adopted 2018-2019	Proposed 2019-2020
District-wide Projects		
Vehicle Replacement Program	\$0	\$45,000
High School Storage Shed	0	10,000
Alarm Radio Boxes & Panic Buttons	0	35,000
Central Office Carpet	0	20,000
CCMS Press box Storage Shed	0	17,000
Total		\$127,000
Total School Fund		\$512,000
Unassigned Funds Forwarded	0	0
Total School Fund		\$512,000



TAB 6
CAPITAL IMPROVEMENT PROGRAM

General Fund..... 6 - 1
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Neighborhood Guild Fund..... 6 - 4
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Wastewater Fund..... 6 - 6
School Fund..... 6 - 7
Long Range Program Element..... 6 - 8
CIP Summary 6 - 9

TOWN MANAGER PROPOSED
CAPITAL IMPROVEMENT PROGRAM
FISCAL PERIOD 2019-2020 THROUGH 2024-2025

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

General Fund (101)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Recreation Program								
Park Rehabilitation/Improvements	\$153,000	\$152,000	\$140,000	\$180,000	\$187,000	\$180,000	\$175,000	\$1,014,000
Equipment Acquisition/Replacement	119,000	119,000	148,000	140,000	156,500	147,500	138,000	849,000
Subtotal - Recreation Dept	\$272,000	\$271,000	\$288,000	\$320,000	\$343,500	\$327,500	\$313,000	\$1,863,000
Public Services Program								
Road Improvement Program	\$670,000	\$670,000	\$700,000	\$710,000	\$720,000	\$730,000	\$730,000	\$4,260,000
Equipment Acquisition/Replacement	353,000	355,000	384,000	374,000	364,000	399,000	432,000	2,308,000
Subtotal - Public Services Dept	\$1,023,000	\$1,025,000	\$1,084,000	\$1,084,000	\$1,084,000	\$1,129,000	\$1,162,000	\$6,568,000
Public Safety Program								
Computer System Equipment	\$10,000	\$20,000	\$20,000	\$25,000	\$25,000	\$10,000	\$10,000	\$110,000
Communications Equipment	15,000	0	20,000	20,000	20,000	20,000	20,000	100,000
Public Safety Building - General	10,000	15,000	20,000	25,000	25,000	25,000	25,000	135,000
Animal Control Vehicle Replacement	0	0	0	15,000	20,000	0	0	35,000
Harbor Patrol - Equipment Replacement	0	0	25,000	0	0	0	0	25,000
Subtotal - Public Safety Dept	\$35,000	\$35,000	\$85,000	\$85,000	\$90,000	\$55,000	\$55,000	\$405,000
Emergency Medical Services								
Medical Diagnostics/Equipment	\$13,000	\$13,000	\$26,000	\$34,000	\$34,000	\$48,000	\$20,000	\$175,000
Facilities Improvements - SouthStation	20,000	20,000	0	0	0	0	0	20,000
EMS Vehicle Replacement #1	0	0	85,000	80,000	80,000	0	0	245,000
EMS Vehicle Replacement #2	30,000	0	0	40,000	30,000	0	0	70,000
EMS Vehicle Replacement #3	60,000	90,000	0	0	0	0	85,000	175,000
Subtotal - EMS Dept	\$123,000	\$123,000	\$111,000	\$154,000	\$144,000	\$48,000	\$105,000	\$685,000
Fire Alarm Division								
Prism Digitizers - panic and burglar alarms	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
800mhz Radios (Interoperability)	10,000	0	0	0	0	0	0	0
Radio Replacement	12,500	0	12,500	12,500	0	0	0	25,000
Vehicle Replacement	7,000	0	0	7,000	16,000	7,000	25,000	55,000
Subtotal - Fire Alarm Division	\$29,500	\$30,000	\$12,500	\$19,500	\$16,000	\$7,000	\$25,000	\$110,000

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

General Fund (101), continued	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Library Program								
Systemwide Facilities Planning Contract	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Subtotal - Library Program	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
General Government								
Information Technology Program	\$0	\$15,000	\$50,000	\$50,000	\$50,000	\$70,000	\$50,000	\$285,000
Property Appraisal Program	0	100,000	100,000	100,000	150,000	0	0	450,000
Town Hall - Renovations and Upkeep	25,000	15,000	25,000	30,000	30,000	35,000	35,000	170,000
Pool Car/Facilities Super Truck	25,000	20,000	20,000	0	25,000	0	0	65,000
Subtotal - General Government	\$50,000	\$150,000	\$195,000	\$180,000	\$255,000	\$105,000	\$85,000	\$970,000
TOTAL General Fund (101)	\$1,532,500	\$1,634,000	\$1,790,500	\$1,842,500	\$1,932,500	\$1,671,500	\$1,745,000	\$10,616,000

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

Senior Services Program (304)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Adult Day Services Center Improvements								
Replacement of Exterior Doors	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$14,000
Front Entrance Portico Replacement	15,000	20,000	0	0	0	0	0	20,000
Senior Center Facility Improvements								
Sanitize Ductwork/HVAC Units	\$23,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asphalt Roof Shingle Replacement	0	0	23,000	0	0	0	0	23,000
Gas Hot Water Heater Replacement	0	11,000	0	0	0	0	0	11,000
Exterior Re-side/Stain/Paint Above Flat Roof	0	0	15,000	0	0	0	0	15,000
HVAC Replacement Reserve	0	0	0	0	0	10,000	10,000	20,000
Parking Lot Improvements-Reclaim & Pav	0	0	0	0	10,000	15,000	15,000	40,000
Senior Transportation								
Senior Van - 12 Passenger	\$0	\$10,000	\$10,000	\$20,000	\$20,000	\$0	\$0	\$60,000
TOTAL Senior Services Fund (304)	\$38,000	\$41,000	\$48,000	\$34,000	\$30,000	\$25,000	\$25,000	\$203,000

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND**

Neighborhood Guild Fund (306)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Neighborhood Guild Improvements								
Exterior Main Entrance Alcove	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	75,000
Window Replacement/HVAC	0	875,000	0	0	0	0	0	875,000
Roof Replacement	0	50,000	0	0	0	0	0	50,000
Interior Restoration	0	30,000	0	0	0	0	0	30,000
Security/Surveillance System	0	15,000	0	0	0	0	0	15,000
Floor Cleaning Machine	0	10,000	0	0	0	0	0	10,000
TOTAL Neighborhood Guild Fund (306)	\$0	\$1,055,000	\$0	\$0	\$0	\$0	\$0	\$1,055,000

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

Water Fund (702)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Water Storage								
	Projected							
Mautucket Water Tank Cleaning	\$0	\$13,000	\$0	\$15,000	\$0	\$17,000	\$0	\$45,000
Mautucket Tank Repair	0	0	10,000	0	0	0	0	10,000
Victoria Lane Water Tank Cleaning	0	40,000	0	42,000	0	44,000	0	126,000
Victoria Lane Tank Repair	0	0	10,000	0	0	0	0	10,000
SCADA/Telemetry Upgrades	35,000	0	0	0	0	38,000	0	38,000
Water Supply								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	0	0	0	20,000	0	0	20,000
Water Supply Mgmt Plan Reaffirmation	0	0	0	0	30,000	0	0	30,000
Pump Station Infrastructure	0	0	12,000	0	0	0	0	12,000
Water Quality Study/Disinfection Station	0	0	12,000	0	0	0	25,000	37,000
Water Distribution								
Leak Detection Reserve	\$15,000	\$0	\$20,000	\$25,000	\$0	\$0	\$0	\$45,000
Water Main Replacement Reserve	0	25,000	0	25,000	0	25,000	25,000	100,000
Equipment & GIS								
DPS Office Building Contribution	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$15,000	\$35,000
Rolling Stock Equipment Replacement	29,000	0	0	0	37,000	0	35,000	72,000
GIS Upgrade	0	0	20,000	0	0	0	20,000	40,000
Metering Services								
TOTAL Water Fund (702)	\$79,000	\$88,000	\$94,000	\$107,000	\$107,000	\$124,000	\$120,000	\$640,000

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

Wastewater Fund (704)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
WWTF, Telemetry & Pump Stations	Projected							
WWTF Building Infrastructure Upgrade	\$60,000	\$40,000	\$50,000	\$0	\$65,000	\$0	\$0	\$155,000
WWTF Telemetry and Control Upgrade	35,000	0	0	0	0	35,000	0	35,000
WWTF Standby Generator Replacement	0	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	0	20,000	0	0	0	20,000
Local Pump Station Improvements	30,000	0	30,000	10,000	50,000	0	20,000	110,000
Silver Lake P. S. Upgrades	0	20,000	100,000	10,000	20,000	0	20,000	170,000
Kingston P. S. Upgrades	150,000	20,000	80,000	10,000	50,000	0	10,000	170,000
Solids Handling								
Solids Handling Upgrade	\$348,000	\$0	\$0	\$125,000	\$0	\$0	\$0	\$125,000
Waste Sludge Pumps	0	0	50,000	0	0	50,000	0	100,000
Septage Holding Tank	0	0	0	0	50,000	0	0	50,000
Septage Building	150,000	20,000	0	0	0	0	0	20,000
Primary Treatment								
Influent Headworks	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Primary Treatment Upgrade	0	50,000	0	0	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	50,000	0	50,000
Secondary Treatment								
Chemical Storage Building Repair	\$0	\$20,000	\$0	\$40,000	\$0	\$40,000	\$0	\$100,000
Aeration Equipment Upgrade	0	0	0	50,000	0	150,000	150,000	350,000
Clarifer Repair	100,000	100,000	100,000	100,000	0	0	0	300,000
RAS Pump Replacement	125,000	0	0	0	125,000	0	0	125,000
Collection System								
Evaluation Report	\$25,000	\$25,000	\$0	\$0	\$0	\$25,000	\$25,000	\$75,000
Interceptor Repair and Cleaning	0	0	100,000	0	50,000	0	0	150,000
Kingstown Force Main Replacement	0	0	0	0	0	0	0	0
Equipment & GIS								
Collection System Maint. Equipment	\$0	\$30,000	\$0	\$0	\$25,000	\$0	\$0	\$55,000
Rolling Stock Equipment Replacement	0	32,000	35,000	0	0	0	40,000	107,000
DPS Building Improvement Contribution	0	0	0	20,000	0	0	20,000	40,000
Geographic Information System Upgrade	0	10,000	0	12,000	0	25,000	10,000	57,000
TOTAL Wastewater Fund (704)	\$1,023,000	\$367,000	\$545,000	\$437,000	\$435,000	\$375,000	\$295,000	\$2,454,000

**Superintendent Proposed
CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND**

School Fund (400)	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
Technology								
High School Computer Labs	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000	\$90,000
Computer Equity/Replacement	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Server Room UPS	0	0	0	0	25,000	0	25,000	50,000
Wireless Access Points	0	0	0	0	0	0	100,000	100,000
Subtotal Technology	\$275,000	\$385,000	\$375,000	\$300,000	\$350,000	\$325,000	\$445,000	\$2,180,000
District-wide Projects								
HVAC Roof Top Units	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Alarm Systems	50,000	0	0	0	0	0	0	0
Radio Boxes (Fire Alarm)	20,000	0	0	0	0	0	0	0
Window and Door Replacement	0	0	0	0	50,000	0	0	50,000
Track Resurfacing	0	0	0	0	35,000	0	0	35,000
Storage Shed High School	0	10,000	0	0	0	0	0	10,000
Alarm Radio Boxes & Panic Buttons	0	35,000	0	0	0	0	0	35,000
Carpet Central Office	0	20,000	0	0	0	0	0	20,000
Press Box Storage Shed CCMS	0	17,000	0	0	0	0	0	17,000
Guidance Space Renovation	0	0	0	0	0	0	0	0
Subtotal District-wide Projects	\$120,000	\$127,000	\$0	\$50,000	\$85,000	\$50,000	\$0	\$312,000
TOTAL School Fund (400)	\$395,000	\$512,000	\$375,000	\$350,000	\$435,000	\$375,000	\$445,000	\$2,492,000
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
TRANSFER School Fund (400)	\$395,000	\$512,000	\$375,000	\$350,000	\$435,000	\$375,000	\$445,000	\$2,492,000

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

(Includes Bonds and all other Funding Sources)

	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Open Space and Recreational Programs								
Open Space Acquisition Program	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Neighborhood Guild Improvements	0	0	1,055,000	0	0	0	0	1,055,000
Marina Park Improvements	20,000	0	0	0	250,000	0	0	250,000
Town Beach Program	25,000	0	0	0	0	20,000	130,000	150,000
Old Mountain Field Improvements	40,000	30,000	0	0	0	0	425,000	455,000
General Municipal Programs								
Information Technology Program	\$0	\$15,000	\$50,000	\$50,000	\$50,000	\$70,000	\$50,000	\$285,000
Library System	95,000	0	0	15,000	0	0	0	15,000
Road Improvement Program	1,095,300	1,015,100	942,710	900,850	814,300	735,000	1,017,200	5,425,160
Police Element	110,510	95,000	20,000	0	250,000	50,000	0	415,000
Infrastructure-Analog UHF Radio System	0	0	0	886,000	0	0	0	886,000
EMS North Station Element	20,000	0	0	0	0	0	0	0
Emergency Medical Services Program	123,000	13,000	26,000	34,000	34,000	48,000	20,000	175,000
EMS Vehicle Element	75,001	90,000	85,000	120,000	110,000	0	85,000	490,000
Communications Program	29,500	30,000	12,500	19,500	16,000	7,000	25,000	110,000
Property Revaluation Program	0	0	0	514,873	0	0	251,600	766,473
Town Hall Improvements	35,000	35,000	35,000	50,000	45,000	70,000	50,000	285,000
Senior Services Program								
Vehicle Acquisition	\$0	\$10,000	\$10,000	\$20,000	\$20,000	\$0	\$0	\$60,000
Adult Day Services	15,000	20,000	0	14,000	0	0	0	34,000
Senior Center	23,000	0	38,000	0	10,000	25,000	25,000	98,000
Utility Department Programs								
Water Meter Replacement Program	\$0	\$600,000	\$600,000	\$0	\$0	\$0	\$0	\$1,200,000
Kingston Force Main Replacement	0	1,000,000	1,000,000	0	0	0	0	2,000,000
School Department Programs								
General Building Renovations Program	\$1,864,000	\$4,149,058	\$12,467,814	\$26,564,887	\$32,370,468	\$5,305,581	\$0	\$80,857,808
TOTAL Long Range Program	\$3,645,311	\$7,177,158	\$16,417,024	\$29,264,110	\$34,044,768	\$6,405,581	\$2,153,800	\$95,462,441

**Town Manager Proposed
CAPITAL IMPROVEMENT PROGRAM SUMMARY**

	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$3,645,311	\$7,177,158	\$16,417,024	\$29,264,110	\$34,044,768	\$6,405,581	\$2,153,800	\$95,462,441
Annual Funding Element	\$3,067,500	\$2,642,000	\$2,852,500	\$2,770,500	\$2,939,500	\$2,570,500	\$2,630,000	\$16,405,000
Less Road Improvement Transfers	(\$670,000)	(\$670,000)	(\$700,000)	(\$710,000)	(\$720,000)	(\$730,000)	(\$730,000)	(\$4,260,000)
Less Recreation Program Transfers	(85,000)	(90,000)	(130,000)	(40,000)	(30,000)	(50,000)	(30,000)	(\$370,000)
Less Public Safety/EMS/Fire Alarm Programs	(187,500)	(188,000)	(183,500)	(243,500)	(230,000)	(110,000)	(185,000)	(\$1,140,000)
Less Library Program	0	0	(15,000)	0	0	0	0	(\$15,000)
Less Information Technology Transfers	0	(15,000)	(50,000)	(50,000)	(50,000)	(70,000)	(50,000)	(\$285,000)
Less Revaluation Program	0	(100,000)	(100,000)	(100,000)	(150,000)	0	0	(\$450,000)
Less Town Hall Improvement Transfers	(25,000)	(15,000)	(25,000)	(30,000)	(30,000)	(35,000)	(35,000)	(\$170,000)
Less Senior Programs	(38,000)	(41,000)	(48,000)	(34,000)	(30,000)	(25,000)	(25,000)	(\$203,000)
Subtotal Annual Funding Transfers	(1,005,500)	(1,119,000)	(1,251,500)	(1,207,500)	(1,240,000)	(1,020,000)	(1,055,000)	(\$6,893,000)
NET TOTAL Capital Improvement Program	\$5,707,311	\$8,700,158	\$18,018,024	\$30,827,110	\$35,744,268	\$7,956,081	\$3,728,800	\$104,974,441

	2018-2019 Adopted	2019-2020 Proposed	Increase (Decrease)
Capital Budget Program			
General Fund (101)	\$1,532,500	\$1,634,000	\$101,500
Senior Services Fund (304)	38,000	41,000	3,000
Water Enterprise Fund (702)	79,000	88,000	9,000
Wastewater Enterprise Fund (704)	1,023,000	367,000	(\$656,000)
School Fund (400)	395,000	512,000	117,000
TOTAL Capital Budget Program	\$3,067,500	\$2,642,000	(\$425,500)