

**TOWN MANAGER PROPOSED  
CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD  
2022-2023 THROUGH 2027-2028**



**DECEMBER 1, 2021**

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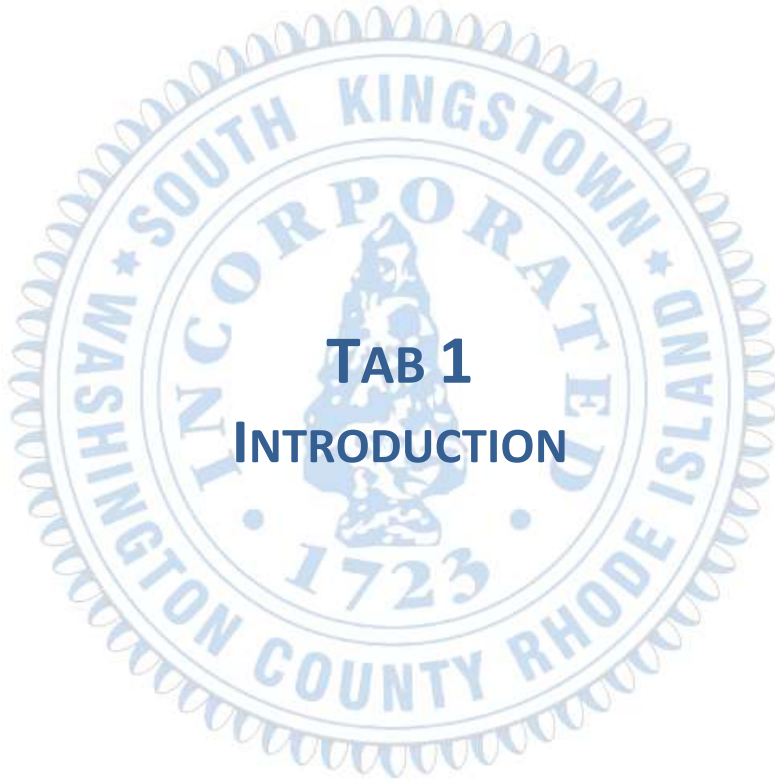
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**TAB 1**  
**INTRODUCTION**

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**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**



## How to Use this CIP Budget Document

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### Town Manager's Proposed Capital Improvement Program

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The Town Manager's Proposed Capital Improvement Program (CIP) for Fiscal Period 2022-2023 through 2027-2028 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 2022-2023. The Capital Budget, also called the Pay As You Go element, is the first year of the CIP and is incorporated into the FY 2022-2023 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 2022-2023 through 2027-2028.



## Capital Improvement Program FAQ

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### What is a capital project?

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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?

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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?

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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?

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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 2022-2023 Budget Calendar is presented on the following page.



## FY 2022-2023 Proposed Budget Calendar

### December 2021

- Wednesday, 1 Capital Improvement Program Budget submission to Town Council
- Monday, 20 Initial Budget Hearing with School Committee to discuss FY 2022-2023 Budget goals & objectives (RIGL § 16-2-21)

### January 2022

- Wednesday, 5 Work session #1 with Town Manager and School Committee to review proposed CIP
- Thursday, 6 Work session #2 with Town Manager and department heads to review proposed CIP
- Monday, 24 Public Hearing on six-year CIP Fiscal Period 2022-2023 through 2027-2028, and Adoption of CIP (*deadline is February 1*)

## What is the CIP planning process?

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

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

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

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



## What are the different types of capital projects?

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

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

## What are the CIP’s funding sources?

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

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

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



## CIP & Capital Budget Ordinance

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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

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#### SEC. 6-41 CAPITAL IMPROVEMENT PROGRAM

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

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

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

#### SEC. 6-43 SUBMISSION TO TOWN COUNCIL; CONTENTS

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

#### SEC. 6-44 TOWN COUNCIL ADOPTION

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

#### SEC. 6-45 PUBLIC RECORDS

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

## Statistical Profile



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

### Geography

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

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

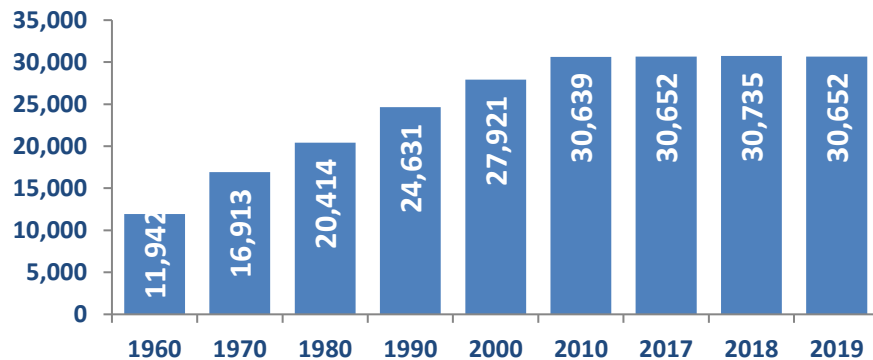
### Population

The US Census Bureau's American Community Survey data indicate the 2019 population of South Kingstown was 30,652, as compared to the Town's population of 30,226 in 2010. This ACS's forecasted 1.4% increase in population (equivalent to 426 people) over a nine-year period suggests a stable population; however, particular focus on the redistribution of community age groupings is of notable importance as it indicates a continued and significant loss of children under the age of 14 and a significant increase in the number of residents over age sixty. This shift in the demographic is consistent with what has been recorded in the last several years.

U.S. Census American Community Survey								
Population	2000	Percent	2010	Percent	2019	Percent	9 Year	Percent
Under age 5	1,473	5.3%	1,201	4.0%	977	3.2%	(224)	-18.7
Age 5-14	3,714	13.3%	3,479	11.5%	2,746	9.0%	(733)	-21.1
Age 15-19	4,117	14.7%	4,597	15.2%	5,657	18.5%	1,060	23.1
Age 20-34	5,112	18.3%	5,023	16.6%	5,607	18.3%	584	11.6
Age 35-44	4,203	15.1%	3,453	11.4%	2,525	8.2%	(928)	-26.9
Age 45-59	5,167	18.5%	6,696	22.2%	5,101	16.6%	(1,595)	-23.8
Age 60 Plus	4,135	14.8%	5,777	19.1%	8,039	26.2%	2,262	39.2
<b>Total Ages</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,226</b>	<b>100.0%</b>	<b>30,652</b>	<b>100.0%</b>	<b>426</b>	<b>1.4%</b>



## Population Growth



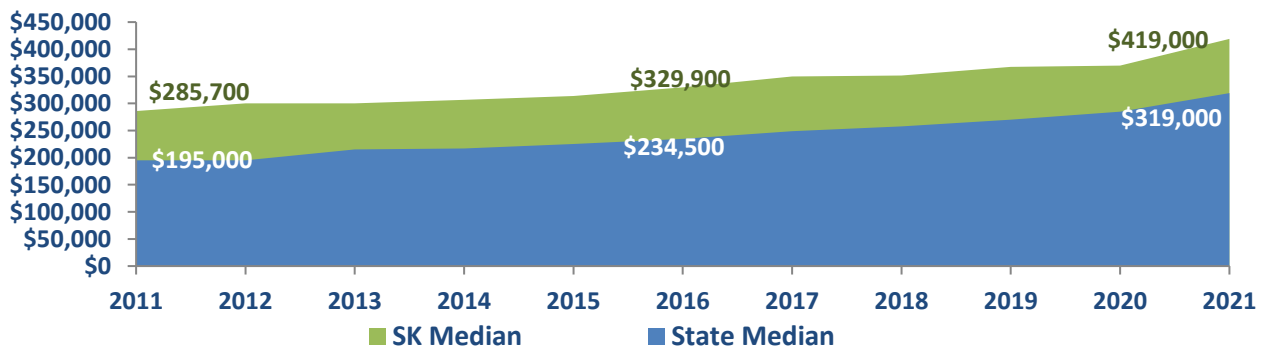
### HOUSING

For 2019, the US Census Bureau 2015-2019 American Community Survey (ACS) 5-Year Estimates reported a total of 12,969 housing units in the Town of South Kingstown, of which 79.4% (10,291) were occupied year round, and the remaining 20.6% (2,678) were seasonal, recreational, occasional use, or vacant. Of the 10,291 occupied housing units, 72.6% were owner occupied and 27.4% were renter occupied. The average household size of an owner occupied unit was 2.51 persons, while the average household size of a rented unit was 2.31 persons.

### MEDIAN OWNER OCCUPIED HOME VALUE AND HOME SALE PRICES

The US Census Bureau 2015-2019 American Community Survey (ACS) 5-Year Estimates reported that in 2019, the median value of owner occupied homes in South Kingstown was \$371,400 as compared to \$353,800 in 2018, \$344,000 in 2017, \$334,900 in 2016, and \$370,900 in 2011. The 2021 Housing Fact Book published by HousingWorks RI at Roger William University indicates the median sale price of a single-family home in South Kingstown as of December 31, 2020 was \$419,900. The median sale price of a single family home state-wide during the same period was \$319,000. The following graph demonstrates the difference between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten-year term.

## Median Single Family House Prices



Source: 2021 Housing Fact Book - HousingWorksRI at RWU



**AVERAGE SINGLE HOUSEHOLD TAX ASSESSMENT AND TAX LEVY DATA**

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	% Increase
2012-2013	8,825	\$287,000	\$348,115	\$5,048	\$12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
2017-2018	8,996	350,000	351,549	5,382	97	1.84%
2018-2019	9,042	351,500	352,944	5,534	152	2.82%
2019-2020	9,072	367,500	399,110	5,767	233	4.21%
2020-2021	9,071	370,000	399,154	5,768	1	0.01%
2021-2022	9,142	419,000^	401,370	5,800	32	0.55%
<b>10 Year Increase</b>	<b>317</b>	<b>\$132,000</b>	<b>\$53,255</b>	<b>\$752</b>	<b>\$76</b>	<b>1.43%</b>

\*10 year average

^ Median Sales Price – 2021 Housing Fact Book - HousingWorksRI at RWU

5 Year Property Tax Levy - History					
Fiscal Year	Town	School	Total	\$ Increase	% Increase
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%
2019-2020	19,414,907	55,731,836	75,146,743	2,642,685	3.64%
2020-2021	19,043,319	56,272,617	75,315,936	169,193	0.23%
2021-2022	19,022,543	56,955,464	75,978,007	662,071	0.88%
<b>5 Year Increase</b>	<b>\$1,613,657</b>	<b>\$3,996,725</b>	<b>\$5,177,949</b>	<b>\$5,579,709</b>	<b>1.55%*</b>

\*5 year average

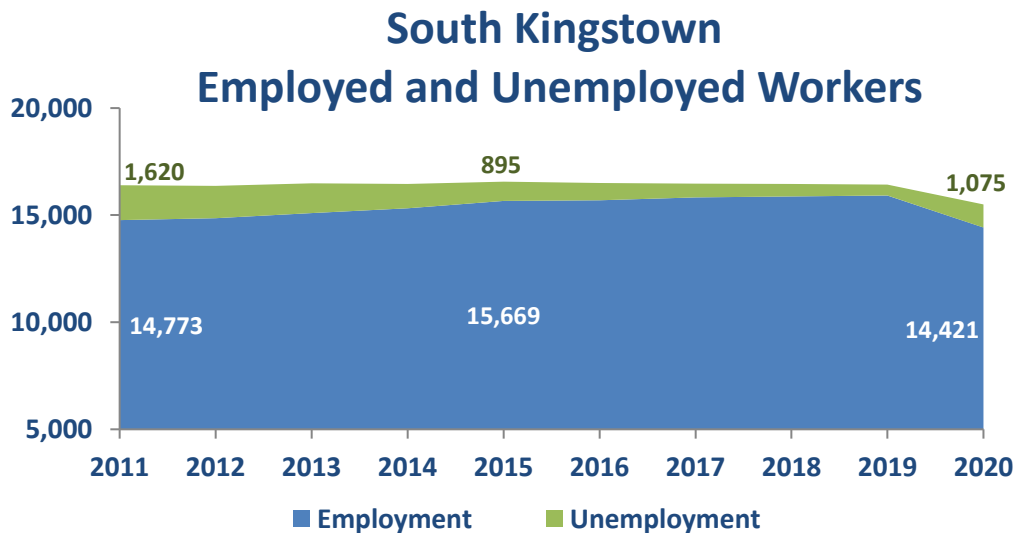
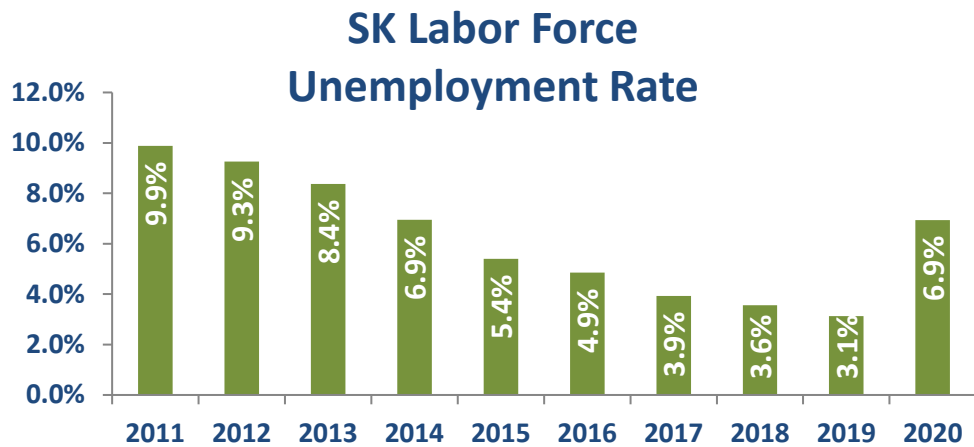
Tax Roll Comparison	FY 2020-2021 \$14.45			FY 2021-2022 \$14.45			
	December 2019 Taxable Value	Tax Rate Levied	% of Tax Roll	December 2020 Taxable Value	Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$4,494,020,600	\$64,938,598	85.67%	\$4,527,996,100	\$65,429,544	86.04%	85.39%
Commercial/Industrial	552,988,700	7,990,687	10.54%	554,941,400	\$8,018,903	10.54%	10.46%
Tangible	114,464,194	1,654,008	2.18%	107,007,815	\$1,546,263	2.03%	2.02%
<b>Total Value</b>	<b>\$5,161,473,494</b>	<b>\$74,583,292</b>	<b>98.39%</b>	<b>\$5,189,945,315</b>	<b>\$74,994,710</b>	<b>98.62%</b>	<b>97.87%</b>
<b>Less Exemptions</b>	<b>(\$61,133,730)</b>	<b>(\$883,590)</b>	<b>-1.2%</b>	<b>(\$64,135,165)</b>	<b>(\$926,775)</b>	<b>-1.22%</b>	<b>-1.21%</b>
<b>Flexible Tax Base</b>	<b>\$5,100,339,764</b>	<b>\$73,699,702</b>	<b>97.23%</b>	<b>\$5,125,810,150</b>	<b>\$74,067,935</b>	<b>97.40%</b>	<b>96.66%</b>
Motor Vehicles - \$18.71	\$222,096,894	\$4,155,433	4.23%	\$229,007,988	\$4,284,739	4.35%	5.59%
Less Exemptions	(76,522,830)	(1,432,700)	-1.46%	(92,107,099)	(\$1,724,169)	-1.75%	-2.25%
<b>Net Motor Vehicles</b>	<b>\$145,574,064</b>	<b>\$2,722,733</b>	<b>2.77%</b>	<b>\$136,900,889</b>	<b>\$2,560,570</b>	<b>2.60%</b>	<b>3.34%</b>
<b>Total Tax Roll/Levy</b>	<b>\$5,245,913,828</b>	<b>\$76,422,435</b>	<b>100.00%</b>	<b>\$5,262,711,039</b>	<b>\$76,628,505</b>	<b>100.00%</b>	<b>100.00%</b>

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



**EMPLOYMENT**

During Calendar 2020, the average labor force in the Town of South Kingstown was 15,496 with employment at 14,421 yielding an unemployment rate of 6.9%. Statewide, the unemployment rate for Calendar year 2020 was 9.4%. The September 2021 unemployment rate stands at 3.6% as compared to the statewide rate of 4.4%. It should be noted that the rates shown for 2020 reflect the local consequences of the COVID-19 pandemic. While the unemployment rate is significantly higher in 2020 than it was 2019, it is also substantially lower than the statewide 2020 unemployment rate. South Kingstown’s relatively low pandemic-induced unemployment can be attributed to the characteristics of the local job market (the University of Rhode Island is one of our largest employer) and the workforce participation profile of the Town’s residents (a large number of professionals whose work was not suspended during the pandemic).



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



**FINANCIAL POSITION COMPARISON**

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

Fiscal Year 2020-2021	Washington County Communities				
	South Kingstown	Narragansett	North Kingstown	Westerly	Charlestown
<b>Assessments By Class - \$</b>					
Residential	\$4,433,073,541	\$4,532,153,339	\$3,637,178,670	\$5,608,036,080	\$2,673,655,497
Commercial	552,802,029	325,580,471	785,026,804	671,521,100	85,318,318
Tangible	114,464,194	107,339,983	183,538,760	133,872,207	21,444,445
Motor Vehicle	145,574,064	76,945,036	180,559,202	114,923,126	46,321,074
<b>Total (\$)</b>	<b>\$5,245,913,828</b>	<b>\$5,042,018,829</b>	<b>\$4,786,303,436</b>	<b>\$6,528,352,513</b>	<b>\$2,826,739,334</b>
<b>Assessments By Class - %</b>					
Residential	84.51%	89.89%	75.99%	85.90%	94.58%
Commercial	10.54%	6.46%	16.40%	10.29%	3.02%
Tangible	2.18%	2.13%	3.83%	2.05%	0.76%
Motor Vehicle	2.77%	1.53%	3.77%	1.76%	1.64%
<b>Total (%)</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Assessments By Class - Tax Rate (MF)</b>					
Residential	\$14.45	\$10.48	\$17.09	\$11.31	\$8.23
Commercial/Tangible	\$14.45	\$14.15	\$17.09	\$11.31	\$8.23
Motor Vehicle	\$18.71	\$16.46	\$22.04	\$29.67	\$13.08
Tax Levy FY 21 (MF)	\$76,422,435	\$54,889,286	\$82,691,888	\$75,946,082	\$23,488,397
Percent Increase / Prior Year FY 20 (MF)	0.39%	2.35%	0.82%	0.84%	0.30%
Levy Per Capita (MF)*	\$2,493	\$3,438	\$3,152	\$3,369	\$3,012
Bond Rating FY 19 (PFMB)	Aa1	Aa2	Aa2	Aa3	Aa2
Gross Direct Debt FY 20 (CAFR)	\$13,647,587	\$25,836,643	\$51,776,023	\$79,037,519	\$4,103,892
Debt Per Capita FY20	\$445.24	\$1,667	\$1,974	\$3,506	\$526.21
Debt Per Capita/ Per Capita Income	1.14%	3.38%	4.19%	8.55%	1.18%
Net Pension Liability FY 20 (CAFR)	70,738,866	84,175,272	97,499,733	53,564,442	5,434,132
Combined Direct Debt and Pension Liability	84,386,453	110,011,915	149,275,756	132,601,961	9,538,024
Average Single Residential Unit (Town Data)	\$401,370	\$634,929	\$392,471	\$482,596	\$544,982
Tax Levy on Avg Residential (Town Data)	\$5,800	\$6,654	\$6,707	\$5,458	\$4,485
Personal Income (ACS) & (BEA)	\$1,883,987,778	\$1,205,991,612	\$1,951,887,035	\$1,459,394,042	\$549,177,701
Median Family Income (ACS)	\$112,978	\$131,548	\$11,395	\$97,107	\$92,246
Per Capita Income (ACS)	\$38,927	\$49,277	\$47,120	\$40,999	\$44,597
Population (ACS)	30,652	15,500	26,235	22,544	7,799

Sources: RI Division of Municipal Finance (MF); US Census 2015-2019 American Community Survey (ACS); Bureau of Economic Analysis (BEA); Public Finance Management Board Debt Affordability Study July 25, 2019 (PFMB); Comprehensive Annual Financial Report FY ended 6/30/20 (CAFR).

\*Levy per capita from MF is calculated using the 5 Year ACS 2015-219 U.S. Census Bureau Data, Population Division.

**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 2016-2017 through FY 2021-2022.

**MUNICIPAL BUDGET TRENDS**

Fiscal Year Assessment Date	2016-2017 12/31/2015	Percent Share	2017-2018 12/31/2016	Percent Share	2018-2019 12/31/2017	Percent Share	2019-2020 12/31/2018	Percent Share	2020-2021 12/31/2019	Percent Share	2021-2022 12/31/2020	Percent Share	5 Year Inc/(Dec)	5 Year Average Annual Inc	Percent Inc/(Dec)
<b>General Fund Revenue Statement</b>															
Current Year Property Taxes	\$69,418,078	90.89%	\$70,711,723	91.13%	\$72,504,058	90.27%	\$74,907,098	90.38%	\$76,745,663	89.24%	\$76,402,551	88.79%	\$6,984,473	\$1,396,895	1.92%
Prior Year Taxes and Penalty	918,500	1.20%	918,250	1.19%	883,250	1.10%	873,250	1.05%	878,250	1.02%	878,250	1.02%	(\$40,250)	(8,050)	-0.90%
State Aid	1,788,062	2.34%	1,965,792	2.99%	2,507,572	3.12%	2,594,632	3.13%	3,067,818	3.57%	3,268,298	3.80%	\$1,480,236	296,047	12.41%
Local Revenue	3,652,197	4.78%	3,018,677	3.91%	3,875,788	4.83%	3,957,948	4.78%	4,950,792	5.76%	4,182,836	4.86%	\$530,639	106,128	2.73%
Fund Balance Forwarded	600,000	0.79%	600,000	0.78%	550,000	0.68%	550,000	0.66%	361,061	0.42%	1,320,208	1.53%	\$720,208	144,042	27.06%
<b>Total General Fund Revenues</b>	<b>\$76,376,837</b>	<b>100.00%</b>	<b>\$77,214,442</b>	<b>100.00%</b>	<b>\$80,320,668</b>	<b>100.00%</b>	<b>\$82,882,928</b>	<b>100.00%</b>	<b>\$86,003,584</b>	<b>100.00%</b>	<b>\$86,052,143</b>	<b>100.00%</b>	<b>\$9,675,306</b>	<b>\$1,935,061</b>	<b>2.40%</b>
<b>Municipal Expenditure Program</b>															
Municipal Program	\$23,198,755	29.74%	\$22,287,855	28.43%	\$22,983,475	28.61%	\$24,376,434	29.55%	\$26,232,589	30.50%	\$26,302,438	30.57%	\$3,103,683	\$620,737	2.61%
School Fund Transfer	51,387,349	65.89%	52,415,096	66.86%	53,952,664	67.17%	54,492,191	66.06%	55,994,773	65.11%	55,994,773	65.07%	\$4,607,424	921,485	1.72%
Capital Budget	1,440,450	1.85%	1,499,500	1.91%	1,532,500	1.91%	1,634,000	1.98%	1,830,990	2.13%	1,809,700	2.10%	\$369,250	73,850	4.65%
School Debt Service	1,226,887	1.57%	1,272,922	1.62%	1,134,851	1.41%	1,036,073	1.26%	1,024,800	1.19%	960,691	1.12%	(\$266,196)	(53,239)	-4.67%
Town Debt Service	740,546	0.95%	921,881	1.18%	1,040,107	1.29%	949,221	1.15%	920,432	1.07%	984,541	1.14%	\$243,995	48,799	5.34%
<b>General Fund Cost</b>	<b>\$77,993,987</b>	<b>100.00%</b>	<b>\$78,397,254</b>	<b>100.00%</b>	<b>\$80,320,668</b>	<b>100.00%</b>	<b>\$82,487,919</b>	<b>100.00%</b>	<b>\$86,003,584</b>	<b>100.00%</b>	<b>\$86,052,143</b>	<b>100.00%</b>	<b>\$8,058,156</b>	<b>\$1,611,631</b>	<b>1.99%</b>
Plus 3rd Party School Aid	\$8,538,985		\$8,158,264		\$7,248,908		\$6,494,989		\$5,862,057		\$5,973,397		(\$2,565,588)	(513,118)	-7.07%
<b>School/Municipal Cost</b>	<b>\$86,532,972</b>		<b>\$86,555,518</b>		<b>\$87,569,576</b>		<b>\$88,982,908</b>		<b>\$91,865,641</b>		<b>\$92,025,540</b>		<b>\$5,492,568</b>	<b>\$1,098,514</b>	<b>1.24%</b>
<b>School Fund Revenue Statement</b>															
General Fund Tax Transfer	\$51,387,349	85.75%	\$52,415,096	86.53%	\$53,952,664	88.16%	\$54,492,191	89.35%	\$55,994,773	90.52%	\$55,994,773	90.36%	\$4,607,424	921,485	1.72%
State Aid	7,318,713	12.21%	6,837,992	11.29%	6,108,908	9.98%	5,353,387	8.78%	5,090,057	8.23%	5,231,308	8.44%	(\$2,087,405)	(417,481)	-6.80%
Local Revenue	1,220,272	2.04%	1,320,272	2.18%	1,140,000	1.86%	1,141,602	1.87%	772,000	1.25%	742,089	1.20%	(\$478,183)	(95,637)	-8.55%
<b>Total School Fund Revenues</b>	<b>\$59,926,334</b>	<b>100.00%</b>	<b>\$60,573,360</b>	<b>100.00%</b>	<b>\$61,201,572</b>	<b>100.00%</b>	<b>\$60,987,180</b>	<b>100.00%</b>	<b>\$61,856,830</b>	<b>100.00%</b>	<b>\$61,968,170</b>	<b>100.00%</b>	<b>\$2,041,836</b>	<b>\$408,367</b>	<b>0.67%</b>
<b>Combined Revenue Statement</b>															
Property Taxes	\$69,418,078	81.75%	\$70,367,625	82.42%	\$72,504,058	82.80%	\$74,907,098	83.81%	\$76,745,663	83.54%	\$76,402,551	83.02%	\$6,984,473	1,396,895	1.92%
State Aid	9,106,775	10.72%	9,147,882	10.72%	8,616,480	9.84%	7,948,019	8.89%	8,157,875	8.88%	8,499,606	9.24%	(\$607,169)	(121,434)	-1.41%
Local Revenues	6,390,969	7.53%	5,857,199	6.86%	6,449,038	7.36%	6,522,800	7.30%	6,962,103	7.58%	7,123,383	7.74%	\$732,414	146,483	2.28%
<b>Total Revenues</b>	<b>\$84,915,822</b>	<b>100.00%</b>	<b>\$85,372,706</b>	<b>100.00%</b>	<b>\$87,569,576</b>	<b>100.00%</b>	<b>\$89,377,917</b>	<b>100.00%</b>	<b>\$91,865,641</b>	<b>100.00%</b>	<b>\$92,025,540</b>	<b>100.00%</b>	<b>\$7,109,718</b>	<b>\$1,421,944</b>	<b>1.62%</b>
<b>Real and Tangible Property Roll</b>															
Residential	\$3,813,311,701	82.58%	\$3,842,225,124	83.20%	\$3,882,445,124	83.44%	\$4,390,145,043	84.13%	\$4,433,073,541	84.51%	\$4,486,270,424	84.82%	\$146,361	Flexible Rate	\$14.45
Commercial/Industrial/Utilities	491,551,644	10.65%	478,964,955	10.37%	481,995,863	10.36%	545,424,264	10.45%	552,802,029	10.54%	559,435,653	10.58%	\$18,251	Motor Vehicle	\$18.71
Tangible	113,800,099	2.46%	112,676,078	2.44%	113,421,110	2.44%	114,091,164	2.19%	114,464,194	2.18%	114,464,194	2.16%	\$3,734	Tangible	\$14.45
<b>Net Real and Tangible Property Roll</b>	<b>\$4,418,663,444</b>	<b>95.7%</b>	<b>\$4,433,866,157</b>	<b>96.0%</b>	<b>\$4,477,862,097</b>	<b>96.2%</b>	<b>\$5,049,660,471</b>	<b>96.8%</b>	<b>\$5,100,339,764</b>	<b>97.2%</b>	<b>\$5,160,170,271</b>	<b>97.6%</b>	\$168,347		
<b>Net Real and Tangible Property Roll</b>	<b>\$4,418,663,444</b>	<b>95.69%</b>	<b>\$4,433,866,157</b>	<b>96.01%</b>	<b>\$4,477,862,097</b>	<b>96.24%</b>	<b>\$5,049,660,471</b>	<b>96.76%</b>	<b>\$5,100,339,764</b>	<b>97.23%</b>	<b>\$5,160,170,271</b>	<b>97.56%</b>	\$168,347		
Annual Increase in Flex. Roll	\$238,178,747	5.70%	\$15,202,713	0.34%	\$43,995,940	0.99%	\$571,798,374	12.77%	\$50,679,293	1.00%	\$59,830,507	1.17%			
<b>Motor Vehicle Excise Tax Roll</b>															
Motor Vehicles - Excise	\$198,929,263	4.31%	\$184,249,032	3.99%	\$175,178,185	3.76%	\$168,826,026	3.24%	\$145,574,064	2.77%	\$129,142,576	2.44%	\$4,213		
<b>Total Taxable Property Values</b>	<b>\$4,617,592,707</b>	<b>100.0%</b>	<b>\$4,618,115,189</b>	<b>100.0%</b>	<b>\$4,653,040,282</b>	<b>100.0%</b>	<b>\$5,218,486,497</b>	<b>100.0%</b>	<b>\$5,245,913,828</b>	<b>100.0%</b>	<b>\$5,289,312,847</b>	<b>100.0%</b>	<b>\$172,560</b>	<b>2019 ACS 5 Yr</b>	<b>30,652</b>
<b>Taxable Property Increase/(Decrease)</b>	<b>\$243,343,988</b>	<b>5.56%</b>	<b>\$522,482</b>	<b>0.01%</b>	<b>\$34,925,093</b>	<b>0.76%</b>	<b>\$565,446,215</b>	<b>12.15%</b>	<b>\$27,427,331</b>	<b>0.53%</b>	<b>\$43,399,019</b>	<b>0.83%</b>			
<b>Property Tax Distribution</b>															
Municipal Share	\$17,380,729	24.69%	\$17,408,886	24.41%	\$18,001,394	24.50%	\$19,414,907	25.50%	\$19,043,319	24.95%	\$19,022,543	24.71%	\$1,641,814	\$328,363	1.85%
School Share	52,037,349	73.92%	52,958,739	74.25%	54,502,664	74.17%	55,731,836	73.21%	56,272,617	73.74%	56,955,464	73.98%	\$4,918,115	983,623	1.85%
Overlay	980,220	1.39%	954,168	1.34%	977,553	1.33%	978,566	1.29%	999,735	1.31%	1,012,713	1.32%	\$32,493	6,499	0.67%
<b>Total Property Tax Levy</b>	<b>\$70,398,298</b>	<b>100.00%</b>	<b>\$71,321,793</b>	<b>100.00%</b>	<b>\$73,481,611</b>	<b>100.00%</b>	<b>\$76,125,309</b>	<b>100.00%</b>	<b>\$76,315,671</b>	<b>100.00%</b>	<b>\$76,990,720</b>	<b>100.00%</b>	<b>\$6,592,422</b>	<b>\$1,318,484</b>	<b>1.83%</b>
Increase Over Prior Year	\$1,893,316	2.76%	\$923,495	1.31%	\$2,159,818	3.03%	\$2,643,698	3.60%	\$190,362	0.25%	\$675,049	0.88%			
<b>Tax Rate Distribution</b>															
Municipal Share	\$3.78	25.05%	\$3.79	24.74%	\$3.89	24.81%	\$3.73	25.80%	\$3.65	25.26%	\$3.62	25.05%	Note: FY 2010-2011 Statistical Revaluation		
School Share	11.31	74.95%	11.52	75.26%	11.79	75.19%	10.72	74.20%	\$10.80	74.74%	\$10.83	74.95%	Note: FY 2013-2014 Full Revaluation		
Total Property Tax Rate	\$15.09	100.00%	\$15.31	100.00%	\$15.68	100.00%	\$14.45	100.00%	\$14.45	100.00%	\$14.45	100.00%	Note: FY 2016-2017 Statistical Revaluation		
Tax Rate Increase (Decrease)	(\$0.43)	-2.77%	\$0.22	1.45%	\$0.37	2.43%	(\$1.23)	-7.84%	\$0.00	0.00%	\$0.00	0.00%	Note: FY 2019-2020 Statistical Revaluation		



# SOUTH KINGSTOWN

Population	1990	2000	2019
Total Population	24,631	27,921	30,652
Male	11,790	13,268	14,654
Female	12,841	14,653	15,998
16 years +	20,383	22,336	26,667
21 years +	15,019	17,528	20,236
65 years +	2,800	3,248	5,824
White	23,000	25,440	27,551
Black/African American	362	437	820
American Indian & Alaskan Native	451	449	527
Asian & Pacific Islander	735	874	736
Some other race	83	203	328
Two or more races	-	618	690
Hispanic or Latino (of any race)	306	493	1,485
Educational Attainment	1990	2000	2019
Population (Age 25+)	13,110	16,149	18,169
Less than 9th grade	4.6%	2.3%	0.5%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	18.1%
Some College, no degree	16.5%	17.6%	15.2%
Associate Degree	6.2%	6.0%	6.6%
Bachelor Degree	19.6%	26.9%	29.1%
Graduate/Professional Degree	19.4%	19.9%	26.6%
Median Household Income	1990	2000	2019
	\$36,481	\$56,325	\$89,917
Annual Average Labor Force Estimates	2006	2008	2019
Labor Force	16,041	15,750	16,432
Employment	15,372	14,314	15,917
Unemployment	669	1,436	515
Unemployment Rate	4.2%	9.1%	3.1%

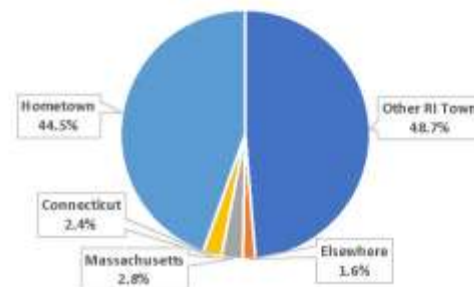
- South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2019, South Kingstown added another 2,731 (+9.8%) residents.
- Over 62 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2019. The share of local residents without a high school diploma or GED decreased between 2000 and 2019, falling from 8.7 percent to 4.5 percent.
- Between 2009 and 2019, employment in South Kingstown increased by 682 (+5.1%) jobs. Private sector employers reported a gain of 762 (+7.9%) jobs, while public sector employment fell by 79 (-2.1%) jobs. In comparison, statewide total employment grew by 37,029 (+8.3%) jobs.
- South Kingstown's unemployment rate averaged 3.1 percent in 2019, tied for the 13th lowest in the state and below the state average of 3.6 percent.

Establishment Employment	2006	2009	2018
Total Private & Government	13,765	13,330	14,012
Total Private Only	9,977	9,633	10,395
Government	3,788	3,696	3,617
Health Care & Social Assistance	2,351	2,524	3,072
Accommodation & Food Services	1,248	1,279	1,800
Retail Trade	1,484	1,330	1,244
Other Services	758	718	610
Manufacturing	956	739	567
Wholesale Trade	778	785	509
Construction	434	283	459
Educational Services	251	270	379
Professional & Technical Services	373	308	374
Administrative Support & Waste Management	248	246	343
Finance & Insurance	289	244	342
Real Estate & Rental & Leasing	102	289	239
Arts, Entertainment, & Recreation	212	224	231
Transportation & Warehousing	198	130	141
Information	145	149	125
Agriculture, Forestry, Fishing & Hunting	108	73	110
Management of Companies & Enterprises	13	24	21
Mining	*	*	*
Utilities	*	*	*

### Language Population Age 18-64, 2019

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

### Where South Kingstown Residents Work, 2015



Source: Rhode Island Department of Labor and Training. State of the State – A Statistical Profile of Rhode Island Cities and Towns



**TAB 2  
BUDGET MESSAGE**

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

**TOWN MANAGER PROPOSED  
CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD 2022-2023 THROUGH 2027-2028**

**TO: THE HONORABLE TOWN COUNCIL**  
**FROM: THERESA L. MURPHY, INTERIM TOWN MANAGER**  
**RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**  
**DATE: DECEMBER 1, 2021**

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One of the primary obligations of local government is to provide and maintain Town infrastructure such as roads, public safety equipment, recreation facilities and school facilities. The Proposed Capital Budget and Capital Improvement Program for the Fiscal Period 2022-2023 through 2027-2028 is designed to meet the Town government's commitment to the residents and taxpayers of South Kingstown by balancing infrastructure needs with the Town's ability to pay. This year's CIP proposes an increase in tax-funded projects during the 2022-2023 fiscal year and no increase in long-term debt over what was adopted by the Town Council last year.

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

### **Capital Improvement Program Overview**

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

The CIP is a comprehensive six-year plan that proposes \$19,498,705 in direct-revenue spending and an estimated \$121,422,285 in debt-funded purchases. The majority of the proposed capital expenditures are associated with improving transportation infrastructure, including the repaving of roads, rehabilitation of recreational facilities, and school infrastructure improvements. The second largest purchase described in this plan is the replacement of the town's public safety radio communications systems with a unified and fully-interoperable radio network so police, fire and emergency medical personnel can talk to each other and the dispatch center from nearly every location in South Kingstown.

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

### **Changes from Last Year's Plan**

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#### ***Capital Budget Increase***

The first year of the CIP is referred to as the *Capital Budget* or the "Pay As You Go" portion of the *Capital Plan* because it represents that part of the plan that must be funded from tax revenues in the operating budget under consideration for the next fiscal year. A *Capital Budget* for FY 2022-2023 of \$1,845,500 is proposed, which is \$35,800 more than was approved for capital expenses in FY2021-2022.



### ***Strategic Public Borrowing***

There is no new bonded debt proposed for the FY2022-2023 capital plan. This plan is based on a level recommendation in the estimated cost of the School Department's long term school facilities program requirements which reflects placeholders for expected future bonding.

Related to the School Department's long term plan, the School Committee currently has four active internal subcommittees exploring strategic planning, redistricting, budgeting, and building and facilities plans to assist in formulating the FY2022-2023 budget. The information provided by the subcommittees will also support a Master Plan which is required by the Rhode Island Department of Education, including the Necessity of Construction and Stage I & II applications. The School Department also intends to hire an Educational Facilities Master Planner to work with the subcommittees to prepare a Stage I Necessity of Construction application for submission in September 2022. As a Master Plan is developed and revised the long term planning estimates are subject to change but it is important to reflect the future needs of the School Department within this six year program.

In terms of future borrowing, South Kingstown will continue to protect its longstanding, strong credit rating. Community and market circumstances are carefully considered before making any recommendation. Interest rates continue to remain favorable with municipalities successfully offering general obligation bonds at below 3% per year. However, it is important to bear in mind that future construction costs may be adversely impacted by current market conditions and the potential for prolonged supply chain issues as a result of the Covid-19 pandemic.

### ***Allocation of Real Estate Conveyance Tax Revenues***

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

In FY2020 a portion of the real estate conveyance tax revenue was redirected to the Affordable Housing Trust Fund to support projects that assist in the creation and preservation of affordable housing units. A municipal Affordable Housing Trust Fund was created in 2008. The balance in the Housing Trust Fund as June 30, 2021 is approximately \$86,233. These funds will be made available to support projects on the ground during calendar year 2023. The continued capitalization of the Housing Trust Fund, at the same rate as established in the current year, is proposed.

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

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



plantings. The continuation of this program will help achieve the Council’s goals of improving South Kingstown’s villages and preserving our open spaces.

**Summary of Changes**

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

- Increase in the total projected cost of the six-year program of \$6,925,638 over the prior year’s adopted estimate of \$114,496,647. The total cost of the CIP over the next six years is now estimated to be \$121,422,285.
- General Fund Pay-As-You-Go funding for FY 2022-2023 is proposed at \$1.85M
- Increase in School Department 6-year funding from \$95,789,600 to \$103,765,197

**Summary of Long Term Debt Management Approach**

**Bonded Debt Level Position**

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

**Long Term Financial Program**

The second element of the Long Term Debt Management section presents a detailed project cost and revenue summary for all planned capital projects. This CIP planning program documents twenty-two (22) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$121,422,285.

**Projected Debt Service Schedules**

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

Future Bonding Sale Schedule	Bond Value	Referendum
Road/Bridge Improvements	\$3,850,000	11/3/2020
Communication Improvements	2,200,000	11/3/2020
Recreation Improvements	450,000	11/3/2020
Neighborhood Guild Improvements	1,000,000	11/7/2006
<b>Total FY 2021-2022</b>	<b>\$7,500,000</b>	
School Building Improvements-Phase 1	39,330,000	TBD
<b>Total FY 2023-2024</b>	<b>\$39,330,000</b>	
School Building Improvements-Phase 2	39,330,000	TBD
<b>Total FY 2024-2025</b>	<b>\$39,330,000</b>	
<b>Total New Debt</b>	<b>\$86,160,000</b>	



### ***Fair Share Development Fees***

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

### **Summary of Short-term and Long-term Expenditure Elements**

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#### ***Annual Funding Element***

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

For the FY 2022-2023 General Fund's Capital Budget, funding in the amount of \$1,845,500 is proposed, reflecting a \$35,800 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 \$50,000 for FY 2022-2023.

Significant building improvements associated with the Neighborhood Guild in the amount of \$1,100,000 are slated for FY 2022-2023. This project has been delayed because of COVID-19 and staffing shortages.

The proposed FY 2022-2023 Water Enterprise Fund capital budget seeks financial support in the amount of \$307,000. 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 \$385,000 is proposed for the Wastewater Enterprise Fund's FY 2022-2023 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 an increase of \$23,000 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 2022-2023 capital budget for the School Fund is presented in the amount of \$621,586. This proposed spending plan is \$84,373 more than the current year appropriation.

A summary of the Town Manager's Proposed FY 2022-2023 Capital Budget as detailed within the Annual Funding Element of the CIP is presented on the following page.



Capital Budget Program	2021-2022 Adopted	2022-2023 Proposed	Increase (Decrease)
General Fund (101)	\$1,809,700	\$1,845,500	\$35,800
Senior Services Fund (304)	40,000	50,000	10,000
Neighborhood Guild (306)	1,125,000	1,100,000	(25,000)
Water Enterprise Fund (702)	157,000	307,000	150,000
Wastewater Enterprise Fund (704)	362,000	385,000	23,000
School Fund (400)	537,213	621,586	84,373
<b>TOTAL Capital Budget Program</b>	<b>\$4,030,913</b>	<b>\$4,309,086</b>	<b>\$278,173</b>

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

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

Capital Improvement Program	2021-2022 Adopted 6-Year Plan	2022-2023 Proposed 6-Year Plan	Increase (Decrease)
General Fund (101)	\$10,692,700	\$11,853,470	\$1,160,770
Senior Services Fund (304)	250,000	290,000	40,000
Water Enterprise Fund (702)	983,000	966,000	(17,000)
Wastewater Enterprise Fund (704)	2,431,000	2,249,000	(182,000)
School Fund (400)	3,319,638	11,295,235	7,975,597
Annual Funding Element	17,676,338	26,653,705	8,977,367
Bonding Program Element	114,496,647	121,422,285	6,925,638
<b>Total Capital Improvement Program</b>	<b>\$132,172,986</b>	<b>\$148,075,991</b>	<b>\$15,903,005</b>
Less Pay As You Go Transfers	(\$6,191,700)	(\$7,397,470)	(\$1,205,770)
<b>Total Capital Improvement Program</b>	<b>\$125,981,286</b>	<b>\$140,678,521</b>	<b>\$14,697,235</b>

### Major Projects of Interest

#### *Transportation Infrastructure Improvements*

A total of \$8,414,970 is proposed for road and transportation improvements over the next six years. The transportation improvements proposed in the six-year period will come through the annual expenditure program, with the exception of \$3,850,000 which will be funded through the bond approved on November 3, 2020. The bond-funded projects include \$3.5M to construct a seawall to protect Matunuck Beach Road



## Budget Message, *continued*

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from catastrophic erosion and to accelerate the Town's repaving program on town roads throughout town. As approved by the Town Council, \$350,000 in bond-funding will support community-wide traffic signage and bicycle/pedestrian safety infrastructure improvements.

In late spring 2018, the Town finished the first phase of the Matunuck Beach Road protection seawall. In November 2019 the Town's application for the second phase of the seawall was approved by the Rhode Island Coastal Resources Management Council (CRMC). The Town awarded a contract for construction of phase II in November 2021 and work is projected to begin in the current fiscal year.

### ***Public Safety Radio Program***

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

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

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

### ***School Department Proposed Capital Program***

As noted in the School Department's program description, the district's facilities plan has taken on a few iterations and has been the source of many deep discussions, however the vision and commitment to the future ready core for our children has remained the same.

The School Department currently has four active internal subcommittees exploring strategic planning, redistricting, budget, and building and facilities plans. The information provided by these subcommittees will support a Master Plan required by the Rhode Island Department of Education.

School capital projects scheduled beyond the 2022-2023 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid. In order to receive school housing aid for projects proposed for consideration subsequent to FY 2022-2023, the School District will be required to submit a new "Necessity of School Construction" Application to RIDE, which is currently under development.



The estimated cost of the School Department's school facilities program requirements is \$92,469,962 and reflects placeholders in FY2024 and FY2025 for anticipated future bonding. It is fully expected that the Town's long term CIP will need to be adjusted or redefined as the District and the Town continue to work with the State to implement an effective school improvement program.

### ***Emergency Services Facilities***

The increase in need for expanded Emergency Services in the form of personnel and infrastructure has become apparent over the last five years. In recent years the EMS division has expanded services by adding additional staff and expanding the second ambulance service from a 12 hour shift to a 24 hour shift. The demand for EMS services in areas of Town where average response times exceed the acceptable industry standard substantiates the Department's long term plan to increase the number of EMS vehicles and associated staffing from two to three ambulances. To further address the increased demand and excessive response times, the Town is currently exploring options for construction of a third EMS bay in the Southern region of Town where the year round population has increased, and the emergency response times are highest. While funding for construction of a new EMS bay is not reflected in this CIP program, it is important to note that this project is under consideration. Currently, the Union Fire District (UFD) has offered to work with the Town and SKEMS to site a new EMS bay on the UFD-owned parcel on Matunuck Schoolhouse Road. This plan proposes that UFD will fund the construction of a new EMS bay along with reconstruction of the Fire Station, and the Town would reimburse UFD, for the cost of the EMS bay, over the course of a ten year lease agreement.

### **Capital Improvement Program Issues of Concern**

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- School Department Projects scheduled beyond the 2022-2023 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid. The district's facilities plan has taken on a few iterations and has been the source of many deep discussions, however the vision and commitment to the future ready core for our children has remained the same. The School Department has expressed its commitment to creating a master plan that will be the basis for preparation and development of Stage I and II facilities funding applications to RIDE in September of 2022.
- The continued short and long-term impacts of the Covid-19 pandemic could continue to present challenges related to construction costs, supply chain issues and labor shortages. Projected budget estimates within this document are subject to increased fluctuation due to these uncertainties.
- It is difficult to predict whether the recent spike in inflation will extend into the next two years and further impact limited resources for addressing capital improvement needs.

### **In Closing**

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This proposed Capital Improvement Program for the Fiscal Period 2022-2023 through 2027-2028 is the result of extensive analyses conducted by the entire management team. It represents the administrative leadership team's best efforts to identify and anticipate the community needs over the next six years. Now, the Town Council must evaluate the program proposed for the fiscal period FY 2022-2023 through 2027-2028 to determine whether all identified community needs have been addressed.



Like all Capital Improvement Programs, this is a dynamic document. The CIP, as presented, will change as the needs of the Town evolve, and as major projects such as future School Facilities Improvements, the Town-Wide Radio Project and the Matunuck Beach Seawall Project go into construction.

I would like to thank the Town's Department Directors for their assistance and cooperation in the preparation of this document. My sincere thanks to Finance Director, Zachary Saul, and Executive Assistant, Colleen Camp, for their efforts in preparing this important planning document.

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

  
Theresa L. Murphy  
Interim Town Manager



**TAB 3**  
**LONG TERM DEBT MANAGEMENT**

Overview ..... 3 - 1  
Bonded Debt Level Position ..... 3 - 2  
Long Term Financial Program ..... 3 - 8  
Projected Debt Service Schedules ..... 3 - 21  
Fair Share Development Fees ..... 3 - 25

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**



# Overview of Long Term Debt Management

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## Objective

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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

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

### BONDED DEBT LEVEL POSITION

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

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

### LONG TERM FINANCIAL PROGRAM

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

### PROJECTED DEBT SERVICE SCHEDULES

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

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

### FAIR SHARE DEVELOPMENT FEES

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

## Bonded Debt Level Position

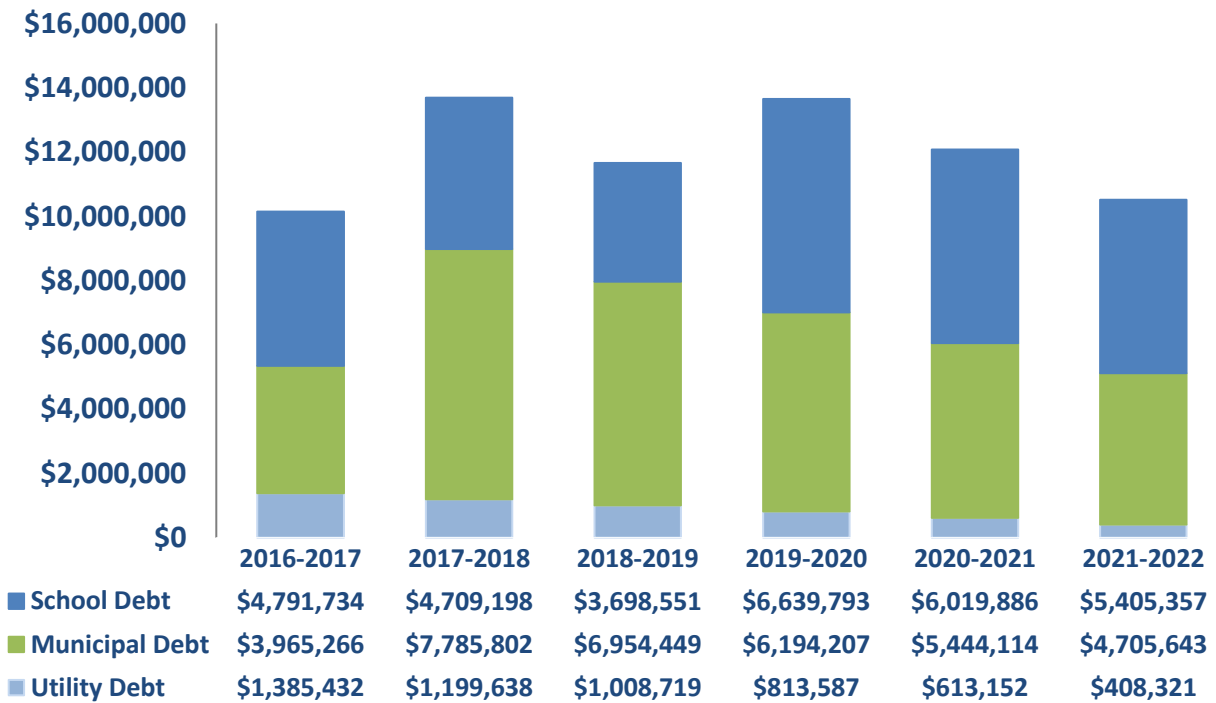


The first element of the Capital Improvement Program’s *Long Term Debt Management* section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

### Prior Year Bonded Debt Level

The chart below documents the Town’s bonded debt level over the last six fiscal years. The Town’s debt level was reported at \$10,142,432 on June 30, 2017, while as of June 30, 2022 the Town’s bonded debt level rose to \$10,519,321, an increase of \$376,889, or 3.72% from the FY 2016-2017 level.

### Prior Year Municipal Bonded Debt Level





## Bonded Debt Level Position, *continued*

### Projected Bonded Debt Level with No Additional Bonding

The chart below documents the Town's projected bonded debt level over the next six-year term of the CIP July 1, 2022 through June 30, 2028. 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, 2022 is projected at \$10,519,321. The Town plans to sell \$7,500,000 in authorized/unissued municipal bonds prior to the close of FY 2021-2022. Of this amount, \$6,500,000 will fund costs associated with municipal improvements and \$1,000,000 will fund costs associated with facility improvements for the Neighborhood Guild. Over the next six years, \$4,241,000 equating to 46.2% of the Town's bonded debt will be retired. The Town's outstanding debt as of June 30, 2028, assuming no additional debt is incurred subsequent to June 30, 2022, is estimated at \$4,940,000.



### Planned Capital Project Bonding

While the chart above shows the projected debt level if no additional bonding were to occur, the proposed six-year FY 2022-2023 through FY 2027-2028 CIP includes several projects that will require the issuance of General Obligation Bonds. In FY 2021-2022 the Town intends to issue \$7,500,000 in General Obligation Bonds. Additional, borrowing of \$78,660,000 for school related projects may occur, pending approval by the School Committee and Town Council over the 6-year term of the CIP is planned as follows:

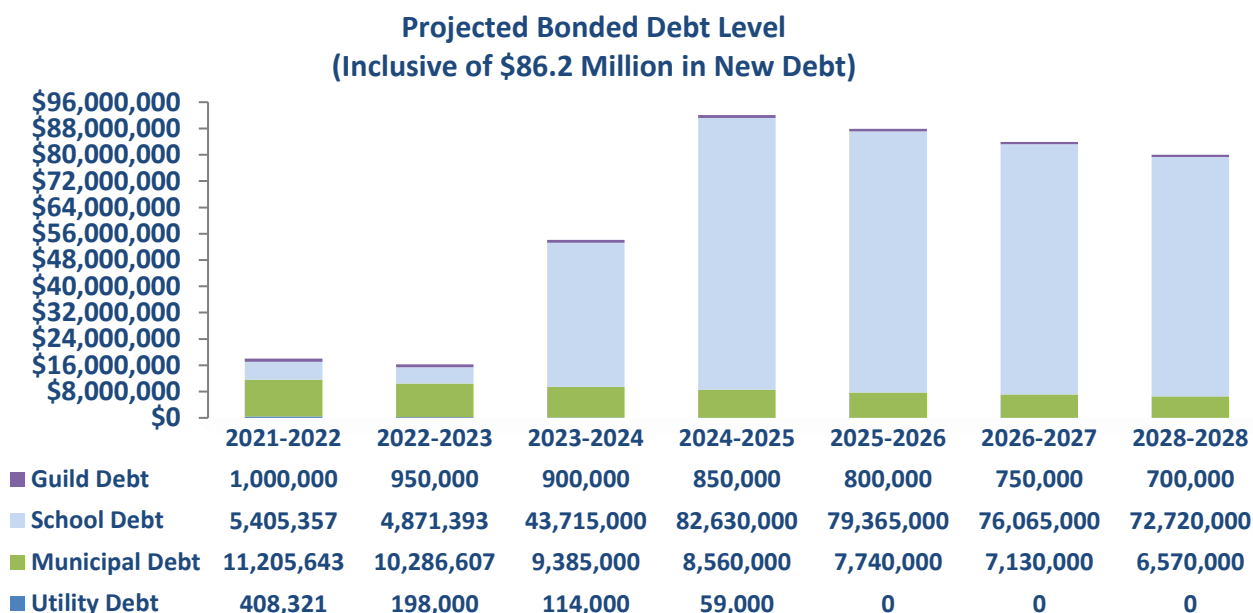
Future Bonding Sale Schedule	Bond Value	Referendum Date
Road/Bridge/Seawall Improvements	\$3,850,000	11/3/2020
Communication Improvements	2,200,000	11/3/2020
Recreation Improvements	450,000	11/3/2020
Neighborhood Guild Improvements	1,000,000	11/7/2006
<b>Total FY 2021-2022</b>	<b>\$7,500,000</b>	
School Building Improvements-Phase 1	39,330,000	TBD
<b>Total FY 2023-2024</b>	<b>\$39,330,000</b>	
School Building Improvements-Phase 2	39,330,000	TBD
<b>Total FY 2024-2025</b>	<b>\$39,330,000</b>	
<b>Total New Debt</b>	<b>\$86,160,000</b>	



## Bonded Debt Level Position, *continued*

### Projected Bonded Debt Level

Implementation of the proposed FY 2022-2023 through FY 2027-2028 Capital Improvement Program will require the Town to incur an additional \$86,160,000 in long-term general obligation bonds over the next six years. During this term, the Town's Projected Bonded Debt Level is expected to increase. The Town plans to incur new debt as proposed within this document provided the voters approve referendum questions requesting authorization to potentially fund \$78.7 million dollars of school facility improvements. During FY 2021 voters approved \$6.5 million for municipal improvements. The Town's projected outstanding debt level as of June 30, 2028 will be \$79,990,000 which equates to \$61,970,679 more than the debt level as of June 30, 2022.



### 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, 2022.
- **FUTURE DEBT LOADING:** The second schedule, shown on page 3 - 6, projects the Town issuing \$86.2 million between fiscal years 2022 and 2025 in three separate issuances. The first projected issue includes \$7.5 million in the third quarter of FY 2022 (\$6.5m Municipal Improvements and \$1m Neighborhood Guild), \$39.33 million in FY 2024 and \$39.33 million in FY 2025 for potential School Facilities Improvements. The school facilities improvements are contingent upon voter approval of a School Committee and RIDE approved long-term project that potentially authorizes \$78.7 million at a date to be determined by the Town Council.
- **ALL MUNICIPAL DEBT LEVEL SUMMARY:** The third schedule, shown on page 3 - 7, provides a proposed combined Debt Level Summary that includes both the Outstanding Debt Level and Future Debt Loading.

## OUTSTANDING DEBT LEVEL

Bond Name	Issue Date	June 30, 2022	June 30, 2023	June 30, 2024	June 30, 2025	June 30, 2026	June 30, 2027	June 30, 2028
<b>Town Debt</b>								
Town Bond 2012	11/13/12	\$175,643	\$76,607	\$0	\$0	\$0	\$0	\$0
Town Bond 2015	04/21/15	1,070,000	815,000	560,000	305,000	50,000	0	0
Town Bond 2017 Rec Center	08/30/17	3,235,000	3,035,000	2,830,000	2,625,000	2,420,000	2,220,000	2,020,000
Town Bond 2017 Transportation	08/30/17	225,000	185,000	145,000	105,000	70,000	35,000	0
<b>Subtotal Town Debt</b>		<b>\$4,705,643</b>	<b>\$4,111,607</b>	<b>\$3,535,000</b>	<b>\$3,035,000</b>	<b>\$2,540,000</b>	<b>\$2,255,000</b>	<b>\$2,020,000</b>
<b>School Debt</b>								
School Bond 2010	05/01/10	\$480,000	\$420,000	\$360,000	\$300,000	\$240,000	\$180,000	\$120,000
School Bond 2012	11/13/12	185,357	66,393	0	0	0	0	0
School Bond 2015	04/21/15	475,000	360,000	245,000	135,000	50,000	0	0
School Bond 2017	08/01/17	780,000	730,000	680,000	630,000	580,000	530,000	480,000
School Bond 2020	05/12/20	3,485,000	3,295,000	3,100,000	2,905,000	2,710,000	2,515,000	2,320,000
<b>Subtotal School Debt</b>		<b>\$5,405,357</b>	<b>\$4,871,393</b>	<b>\$4,385,000</b>	<b>\$3,970,000</b>	<b>\$3,580,000</b>	<b>\$3,225,000</b>	<b>\$2,920,000</b>
<b>Wastewater Debt</b>								
\$0.5M Diane Drive Sewers	11/13/03	\$59,000	\$30,000	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Wastewater Debt</b>		<b>\$59,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Solid Waste Debt</b>								
\$2.0M Rose Hill Superfund	09/13/02	\$128,321	\$0	\$0	\$0	\$0	\$0	\$0
\$0.95M West Kingston Superfund	11/22/05	221,000	168,000	114,000	59,000	0	0	0
<b>Subtotal Solid Waste Debt</b>		<b>\$349,321</b>	<b>\$168,000</b>	<b>\$114,000</b>	<b>\$59,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Municipal Debt</b>		<b>\$10,519,321</b>	<b>\$9,181,000</b>	<b>\$8,034,000</b>	<b>\$7,064,000</b>	<b>\$6,120,000</b>	<b>\$5,480,000</b>	<b>\$4,940,000</b>
<b>General Fund Debt</b>		<b>\$10,111,000</b>	<b>\$8,983,000</b>	<b>\$7,920,000</b>	<b>\$7,005,000</b>	<b>\$6,120,000</b>	<b>\$5,480,000</b>	<b>\$4,940,000</b>

<b>FUTURE DEBT LOADING</b>							
	<b>June 30, 2022</b>	<b>June 30, 2023</b>	<b>June 30, 2024</b>	<b>June 30, 2025</b>	<b>June 30, 2026</b>	<b>June 30, 2027</b>	<b>June 30, 2028</b>
<b>Neighborhood Guild Improvements</b>							
Referendum 11/2006	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000	\$750,000	\$700,000
<b>Subtotal Planned Guild Debt</b>	<b>\$1,000,000</b>	<b>\$950,000</b>	<b>\$900,000</b>	<b>\$850,000</b>	<b>\$800,000</b>	<b>\$750,000</b>	<b>\$700,000</b>
<b>Municipal Related General Obligation Bonds</b>							
<b>Road Improvement Program</b>							
Referendum 11/2020	\$3,850,000	\$3,657,500	\$3,465,000	\$3,272,500	\$3,080,000	\$2,887,500	\$2,695,000
<b>Communication Program</b>							
Referendum 11/2020	2,200,000	2,090,000	1,980,000	1,870,000	1,760,000	1,650,000	1,540,000
<b>Recreation Program</b>							
Referendum 11/2020	450,000	427,500	405,000	382,500	360,000	337,500	315,000
<b>Subtotal Planned Municipal Debt</b>	<b>\$6,500,000</b>	<b>\$6,175,000</b>	<b>\$5,850,000</b>	<b>\$5,525,000</b>	<b>\$5,200,000</b>	<b>\$4,875,000</b>	<b>4,550,000</b>
<b>School Related General Obligation Bonds</b>							
<b>General School Building Improvements</b>							
Referendum TBD	\$0	\$0	\$39,330,000	\$39,330,000	\$37,905,000	\$36,430,000	\$34,910,000
Referendum TBD	0	0	0	39,330,000	37,880,000	36,410,000	34,890,000
<b>Subtotal Planned School Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$39,330,000</b>	<b>\$78,660,000</b>	<b>\$75,785,000</b>	<b>\$72,840,000</b>	<b>\$69,800,000</b>
<b>Total Planned Future Debt</b>	<b>\$7,500,000</b>	<b>\$7,125,000</b>	<b>\$46,080,000</b>	<b>\$85,035,000</b>	<b>\$81,785,000</b>	<b>\$78,465,000</b>	<b>\$75,050,000</b>
Existing Bonded Debt Level	\$10,519,321	\$9,181,000	\$8,034,000	\$7,064,000	\$6,120,000	\$5,480,000	\$4,940,000
<b>PROJECTED BONDED DEBT LEVEL</b>	<b>\$18,019,321</b>	<b>\$16,306,000</b>	<b>\$54,114,000</b>	<b>\$92,099,000</b>	<b>\$87,905,000</b>	<b>\$83,945,000</b>	<b>\$79,990,000</b>
<b>BONDS ISSUED</b>							
Proposed New Guild Debt	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000	\$750,000	\$700,000
Proposed New Municipal Debt	6,500,000	6,175,000	5,850,000	5,525,000	5,200,000	4,875,000	4,550,000
Proposed New School Debt	0	0	39,330,000	78,660,000	75,785,000	72,840,000	69,800,000
Existing Overall Debt	10,519,321	9,181,000	8,034,000	7,064,000	6,120,000	5,480,000	4,940,000
<b>Projected Combined Debt Level</b>	<b>\$18,019,321</b>	<b>\$16,306,000</b>	<b>\$54,114,000</b>	<b>\$92,099,000</b>	<b>\$87,905,000</b>	<b>\$83,945,000</b>	<b>\$79,990,000</b>

## ALL MUNICIPAL DEBT SUMMARY

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Municipal Debt Level	\$4,705,643	\$4,111,607	\$3,535,000	\$3,035,000	\$2,540,000	\$2,255,000	\$2,020,000
School Debt Level	5,405,357	4,871,393	4,385,000	3,970,000	3,580,000	3,225,000	2,920,000
Utilities Debt Level	408,321	198,000	114,000	59,000	0	0	0
<b>Total Bonded Debt Level</b>	<b>\$10,519,321</b>	<b>\$9,181,000</b>	<b>\$8,034,000</b>	<b>\$7,064,000</b>	<b>\$6,120,000</b>	<b>\$5,480,000</b>	<b>\$4,940,000</b>
Planned Municipal Debt	\$6,500,000	\$6,175,000	\$5,850,000	\$5,525,000	\$5,200,000	\$4,875,000	\$4,550,000
Planned School Debt	0	0	39,330,000	78,660,000	75,785,000	72,840,000	69,800,000
Planned Guild Debt	1,000,000	950,000	900,000	850,000	800,000	750,000	700,000
<b>Total Planned New Debt</b>	<b>\$7,500,000</b>	<b>\$7,125,000</b>	<b>\$46,080,000</b>	<b>\$85,035,000</b>	<b>\$81,785,000</b>	<b>\$78,465,000</b>	<b>\$75,050,000</b>
<b>Projected Gross Debt Level</b>	<b>\$18,019,321</b>	<b>\$16,306,000</b>	<b>\$54,114,000</b>	<b>\$92,099,000</b>	<b>\$87,905,000</b>	<b>\$83,945,000</b>	<b>\$79,990,000</b>
<b>Non Property Tax Related Debt</b>							
Less School Debt Reimbursement	\$1,795,857	\$1,626,168	\$15,236,000	\$28,867,250	\$27,734,250	\$26,587,250	\$25,422,000
Less Neighborhood Guild Reimbursement	1,000,000	950,000	900,000	850,000	800,000	750,000	700,000
<b>Projected Net Debt Level</b>	<b>\$15,223,464</b>	<b>\$13,729,832</b>	<b>\$37,978,000</b>	<b>\$62,381,750</b>	<b>\$59,370,750</b>	<b>\$56,607,750</b>	<b>\$53,868,000</b>
Gross Bonded Debt Per Capita	\$588	\$529	\$1,748	\$2,960	\$2,811	\$2,671	\$2,533
Net Bonded Debt Per Capita	\$497	\$446	\$1,227	\$2,005	\$1,899	\$1,801	\$1,706
Gross Per Capita Debt as a % of Per Capita Income	1.42%	1.26%	4.07%	6.75%	6.29%	5.86%	5.44%
Net Per Capita Debt as a % of Per Capita Income	1.20%	1.06%	2.85%	4.57%	4.25%	3.95%	3.67%
Gross Bonded Debt as a % of Taxable Property Base	0.35%	0.31%	1.03%	1.73%	1.64%	1.55%	1.46%
Net Bonded Debt as a % of Taxable Property Base	0.30%	0.26%	0.72%	1.17%	1.11%	1.04%	0.98%
<b>Per Capita Income 2019 (ACS) + 2.0% Annual Growth*</b>	<b>\$41,310</b>	<b>\$42,136</b>	<b>\$42,979</b>	<b>\$43,838</b>	<b>\$44,715</b>	<b>\$45,609</b>	<b>\$46,521</b>
Taxable Property Base 1.0% Annual Growth	\$5,160,170,271	\$5,211,771,974	\$5,263,889,693	\$5,316,528,590	\$5,369,693,876	\$5,423,390,815	\$5,477,624,723
Property Tax Levy 3.0% Annual Growth	\$75,978,007	\$78,257,347	\$80,605,067	\$83,023,219	\$85,513,916	\$88,079,333	\$90,721,713
Net Revenues - General Fund 3.0% Growth	\$86,052,143	\$88,633,707	\$91,292,718	\$94,031,500	\$96,852,445	\$99,758,018	\$102,750,759
Population + 0.05 % Annual Growth	30,652	30,805	30,959	31,114	31,270	31,426	31,583

\*2015-2019 American Community Survey 5-Year Estimates

# Long Term Financial Program



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.

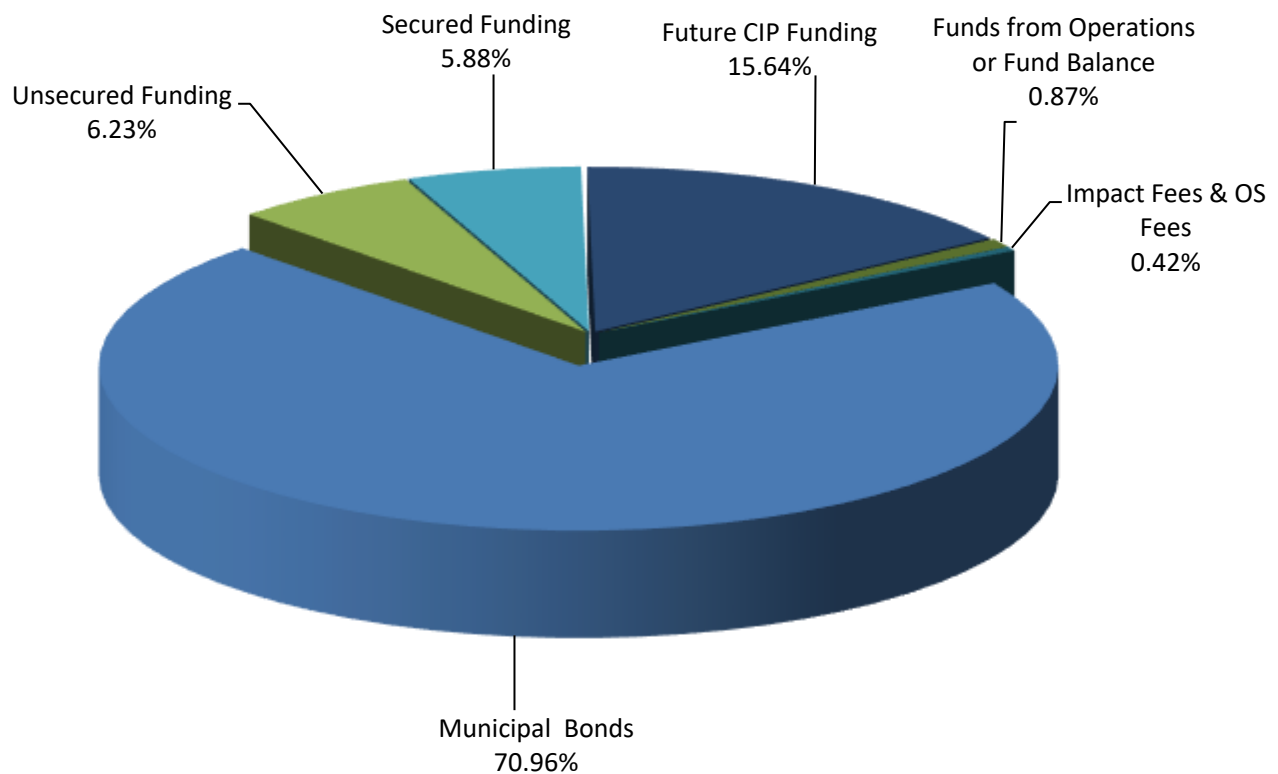
## Summary of Proposed Capital Projects & Programs

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 \$121,422,285. 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 2022-2023 through FY 2027-2028**

Program Type	Adopted 6-Year Program	Proposed 6-Year Program	Municipal Bonds	Undefined Funding Sources	Secured and Available Funds	Future CIP Income	Funds from Fund Balance or Oper. Trans.	Municipal Impact Fees & Open Space Fees
<b>Leisure Services Program</b>								
Open Space Acquisition Program	\$225,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$225,000
Town Affordable Housing	225,000	225,000	0	0	0	0	0	225,000
Village Infrastructure	60,000	60,000	0	0	0	0	0	60,000
Saugatucket Park Improvements	100,000	80,000	0	0	0	50,000	30,000	0
Neighborhood Guild Renovations	1,125,000	1,125,000	1,000,000	0	125,000	0	0	0
Marina Park Improvements	335,101	559,000	75,000	98,218	0	175,000	210,782	0
Town Beach Improvement Program	285,000	379,755	75,000	0	0	125,000	179,755	0
Old Mountain Field Renovation	610,000	773,410	300,000	0	280,000	90,000	103,410	0
Harbor Patrol - Equipment Replacement	0	200,000	0	0	80,000	120,000	0	0
Senior Services Program	250,000	290,000	0	0	0	290,000	0	0
<b>Leisure Services Program Total</b>	<b>\$3,215,101</b>	<b>\$3,917,165</b>	<b>\$1,450,000</b>	<b>\$98,218</b>	<b>\$485,000</b>	<b>\$850,000</b>	<b>\$523,947</b>	<b>\$510,000</b>
<b>General Municipal Programs</b>								
Information Technology Program	\$323,200	\$400,000	\$0	\$0	\$0	\$400,000	0	\$0
Planning Program	270,000	270,000	0	0	0	270,000	0	0
Administrative Services Program	0	50,000	0	0	0	50,000	0	0
Library Program	35,000	260,000	0	0	0	260,000	0	0
Property Revaluation Program	939,176	626,453	0	0	310,740	180,000	135,713	0
Public Works Improvement Program	8,910,070	8,414,970	3,850,000	0	0	4,164,970	400,000	0
Police Department Program	530,000	385,000	0	0	0	385,000	0	0
Infrastructure-Analog UHF Radio System	2,200,000	2,200,000	2,200,000	0	0	0	0	0
Emergency Medical Program	582,000	479,000	0	0	0	479,000	0	0
Communications Department	182,000	149,000	0	0	0	149,000	0	0
Town Hall Improvement Program	520,500	475,500	0	0	0	475,500	0	0
South Road School Building	0	30,000	0	0	0	30,000	0	0
<b>General Municipal Program Total</b>	<b>\$14,491,946</b>	<b>\$13,739,923</b>	<b>\$6,050,000</b>	<b>\$0</b>	<b>\$310,740</b>	<b>\$6,843,470</b>	<b>\$535,713</b>	<b>\$0</b>
<b>School Department Programs</b>								
General Building Renovations, Technology, & District-Wide Projects	\$95,789,600	\$103,765,197	\$78,660,000	\$7,469,962	\$6,340,000	\$11,295,235	\$0	\$0
<b>School Department Program Total</b>	<b>\$95,789,600</b>	<b>\$103,765,197</b>	<b>\$78,660,000</b>	<b>\$7,469,962</b>	<b>\$6,340,000</b>	<b>\$11,295,235</b>	<b>\$0</b>	<b>\$0</b>
<b>Utility Programs</b>								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kingston Force Main Replacement	1,000,000	0	0	0	0	0	0	0
<b>Utility Program Total</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL Six Year Program</b>	<b>\$114,496,647</b>	<b>\$121,422,285</b>	<b>\$86,160,000</b>	<b>\$7,568,180</b>	<b>\$7,135,740</b>	<b>\$18,988,705</b>	<b>\$1,059,660</b>	<b>\$510,000</b>



### Third Party Revenue Sources

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

#### STATE SCHOOL HOUSING AID

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

#### FAIR SHARE DEVELOPMENT FEES

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

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

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

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

Fair Share Fees - School Related	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Fund Balance June 30 <sup>th</sup>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Debt Service	0	0	0	0	0	0	0
<b>Unassigned Fund Balance June 30<sup>th</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Fair Share Fees - Recreation Related	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Fund Balance June 30 <sup>th</sup>	\$670,671	\$716,761	\$800,433	\$888,135	\$1,009,656	\$1,133,796	\$1,260,575
Annual Income	151,659	153,479	155,320	157,184	159,070	160,979	162,911
Recreation Improvement Future Debt Service	0	(37,125)	(36,394)	(35,663)	(34,931)	(34,200)	(33,469)
Existing Rec. Debt Service	(105,569)	(32,681)	(31,225)	0	0	0	0
<b>Unassigned Fund Balance June 30<sup>th</sup></b>	<b>\$716,761</b>	<b>\$800,433</b>	<b>\$888,135</b>	<b>\$1,009,656</b>	<b>\$1,133,796</b>	<b>\$1,260,575</b>	<b>\$1,390,017</b>



It is noted that in FY 2019-2020, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School were completed. Funds on hand as of the close of FY 2016-2017 in the Education related Fair Share Fee Program were sufficient to meet all future debt service requirements associated with construction of the Broad Rock Middle School; therefore, the collection of education-related fair share fees was suspended effective July 1, 2017. Continued suspension is proposed for the 2022-2023 fiscal year, as detailed on page 3 - 25.

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

### **NEIGHBORHOOD GUILD REINVESTED INCOME**

The Trustees of the South Kingstown School Trust Funds also manage a Trust Fund for the operation, maintenance, and expansion of the Neighborhood Guild. The market value of the funds held in trust for the Guild as of June 30, 2021 was \$20,797,022. Income from this Trust Fund in the amount of \$415,000 was forwarded to the Neighborhood Guild Special Revenue Fund for FY 2021-2022 in order to offset operational and maintenance costs of this recreational facility. 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, 2021, this fund had assets of \$666,330. Annual debt service payments associated with the planned sale in fiscal year 2022 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. The four remaining assessments have an outstanding balance of \$15,883 as of June 30, 2021.

### **REAL ESTATE CONVEYANCE TAX PROGRAM**

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

Since 1998, the Town Council's policy has been to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2022 will be \$850,824. Two changes to the Real Estate Conveyance Tax program were adopted in the FY 2020-2021 CIP. First, the allocation of new funds (the 77.3% above the 1998 basis) be evenly divided between the Open Space



## Long Term Financial Program, *continued*

Reserve Fund and the Affordable Housing Trust Fund. In other words, each fund would receive 38.65% of the annual revenue above the 1998 basis.

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

### **SUPERFUND PROGRAM REIMBURSEMENT**

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

### **Impact of Non-Property Revenues on Long Term Municipal Borrowing**

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

### **Debt-Related Property Tax Burden**

Over the next six-year CIP term, the projected debt-related property tax rate for Municipal and School Related Debt Service is forecasted to increase from \$0.36 per thousand dollars of assessed valuation in FY 2022-2023 to \$0.72 in FY 2027-2028.

### **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 \$145.94 in FY 2022-2023 to 306.76 in FY 2027-2028, as noted in the chart below:

<b>Property Tax Related To Debt Service</b>	<b>2022-2023</b>	<b>2027-2028</b>
<b>Average House Assessment</b>	<b>\$405,384</b>	<b>\$426,062</b>
<b>Fiscal Year 2022-2023</b>		
Tax Rate of	\$0.36	
Tax Due	\$145.94	
<b>Fiscal Year 2027-2028</b>		
Tax Rate of	\$0.72	
Tax Due		\$306.76
<b>Increase in Cost Per Household</b>		<b>\$160.82</b>



### Credit Industry Benchmarks

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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 fiscal 2019 median range for municipalities in the 20,000 to 50,000-population group for Net Direct Debt as a percentage of a community's taxable full value at 0.5% for Aaa rated communities, and 1.0% for Aa rated municipalities.<sup>1</sup> Standard & Poor's (S&P's) 2016 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)<sup>2</sup>.

South Kingstown's FY 2021-2022 projected gross debt level as a percentage of the Town's Assessed Valuation, based upon the December 31, 2020 Assessment, is 0.35% and is predicted to increase to 1.46% in FY 2027-2028. The Town's projected net debt level for FY 2021-2022 is 0.30%, and is expected to increase to 0.98% in the 2027-2028 fiscal year. The chart on the following page 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 July 25, 2019 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.<sup>3</sup> It should be noted the Debt Affordability Study released on July 25, 2019 is the most recent available report from the PFMB at time of preparing this CIP.

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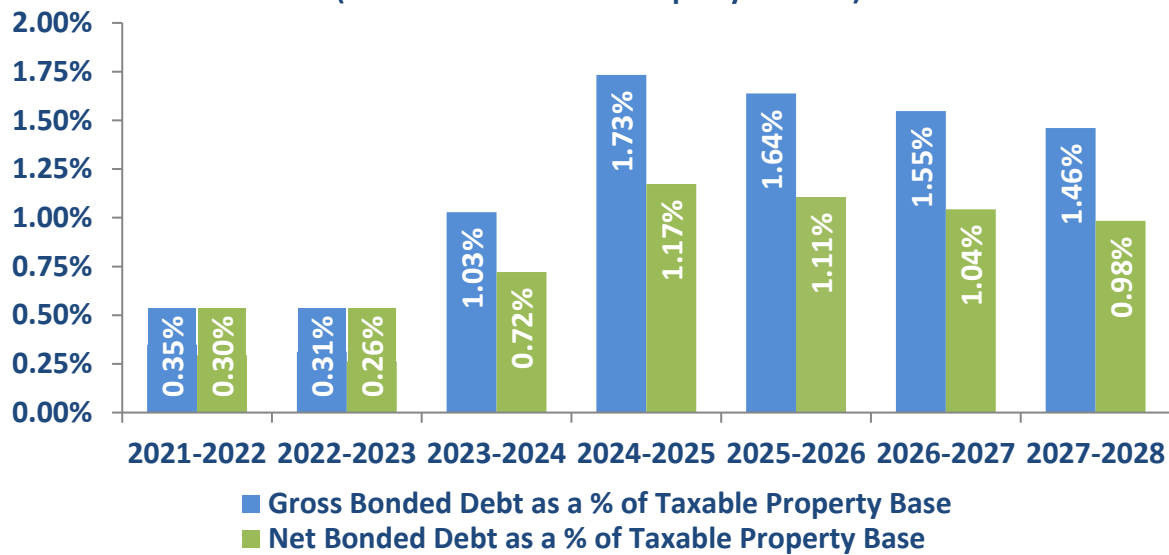
<sup>1</sup> Moody's Investor Service. Sector Profile, Local Government – US Medians –Tax Base and Revenue Increases Outpace Growth of Long-Term Liabilities dated May 10, 2021.

<sup>2</sup> S&P Global Ratings. U.S. Public Finance Ratings Criteria – Tax-Secured and Utilities. 2016 Edition.

<sup>3</sup> State of RI, PFMB and Office of the General Treasurer – Debt Affordability Study, issued July 25, 2019.



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



**MARKET VALUE PER CAPITA**

The market value of the Town’s projected taxable property roll for June 30, 2022, including motor vehicle values, as of December 31, 2020 was \$5,289,312,847. The Town’s 2020 population is estimated at 30,652. The resultant market value per capita is \$172,560. Moody’s reports an average full value per capita of \$209,015 (Aaa) and \$102,447 (Aa) for communities with a population between 20,000 and 50,000.<sup>4</sup>

Moody’s Investment Service for Local Government Ratings for populations under 50,000 also indicates that the median of what share the top ten (10) taxpayers represent of the whole tax base is 6.4% for Aa1 communities in New England and 8.0% for Aa1 communities in the United States. In South Kingstown, the ratio is 3.9% as of June 30, 2020.

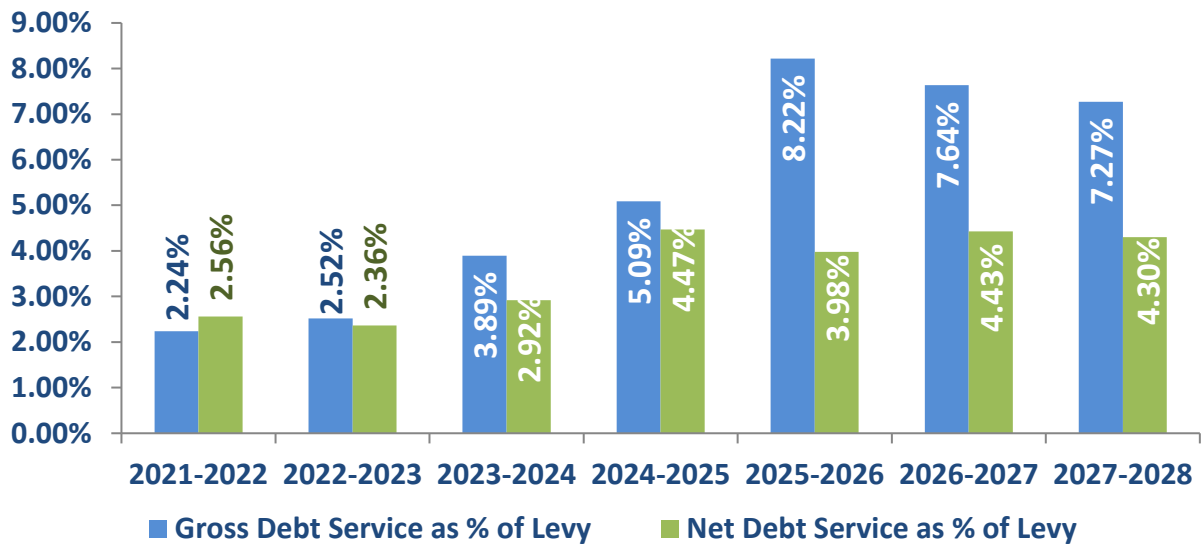
<sup>4</sup>Moody’s Investor Service. Sector Profile, Local Government – US Medians – Tax Base and Revenue Increases Outpace Growth of Long-Term Liabilities dated May 10, 2021.



**DEBT SERVICE AS A PERCENTAGE OF TAX LEVY**

The chart presented below illustrates the relationship between a 3% annual growth rate in the property tax levy and the portion of the levy that will be required to meet debt service costs. As noted, the base year FY 2021-2022 reflects that 2.24% of the property tax levy is needed to meet gross debt service debt payments and 2.56% of the levy is needed to meet net debt service requirements.

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



**GROSS BONDED DEBT PER CAPITA**

Gross bonded debt as of June 30, 2022 is projected at \$18,019,321 which equates to \$588 per capita. The Town’s Gross Bonded Debt level is forecasted to gradually increase to \$53,868,000 or \$2,533 per capita in the 2027-2028 fiscal year.

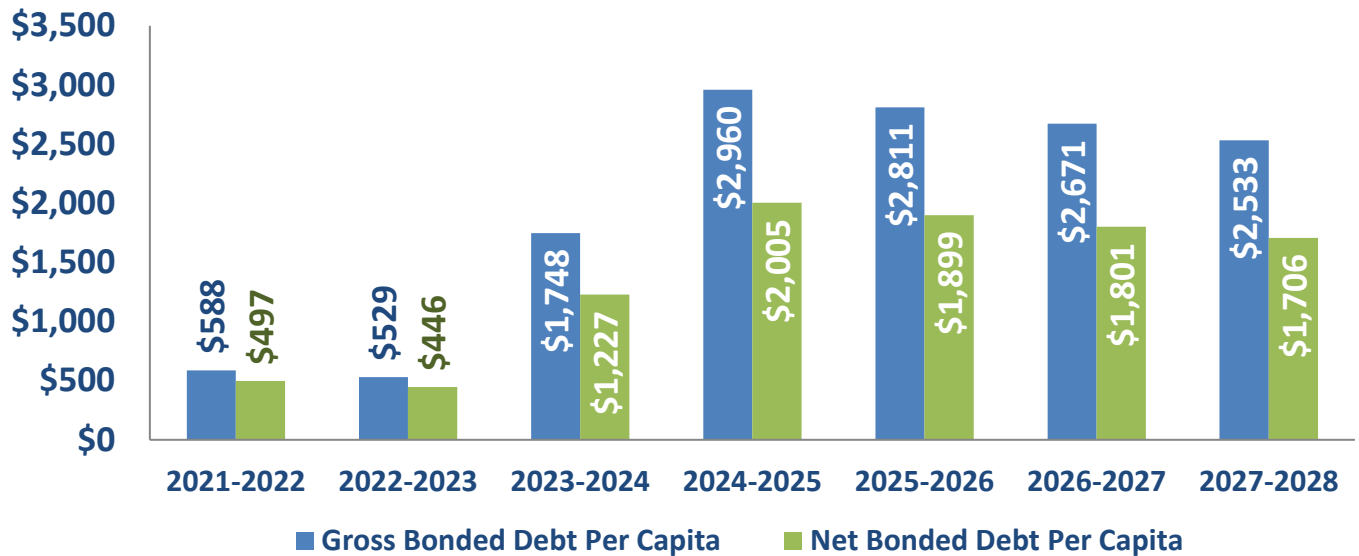
The RI General Treasurer’s office no longer provides a ranking of the average debt per capita for Rhode Island communities, inclusive of debt associated with General Obligations, Loans and Capital Leases. The PFMB Debt affordability study issued on July 25, 2019 does list each communities Gross Direct Debt and population. Per the data provided in this report the calculated State average is \$2,849.<sup>5</sup>

The chart on the following page presents the Town’s debt per capita projections for the term of the proposed Capital Improvement Program for the Fiscal Period 2022-2023 through 2027-2028.

<sup>5</sup> State of RI, PFMB and Office of the General Treasurer – Debt Affordability Study, issued July 25, 2019.



### Debt Per Capita



#### DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME

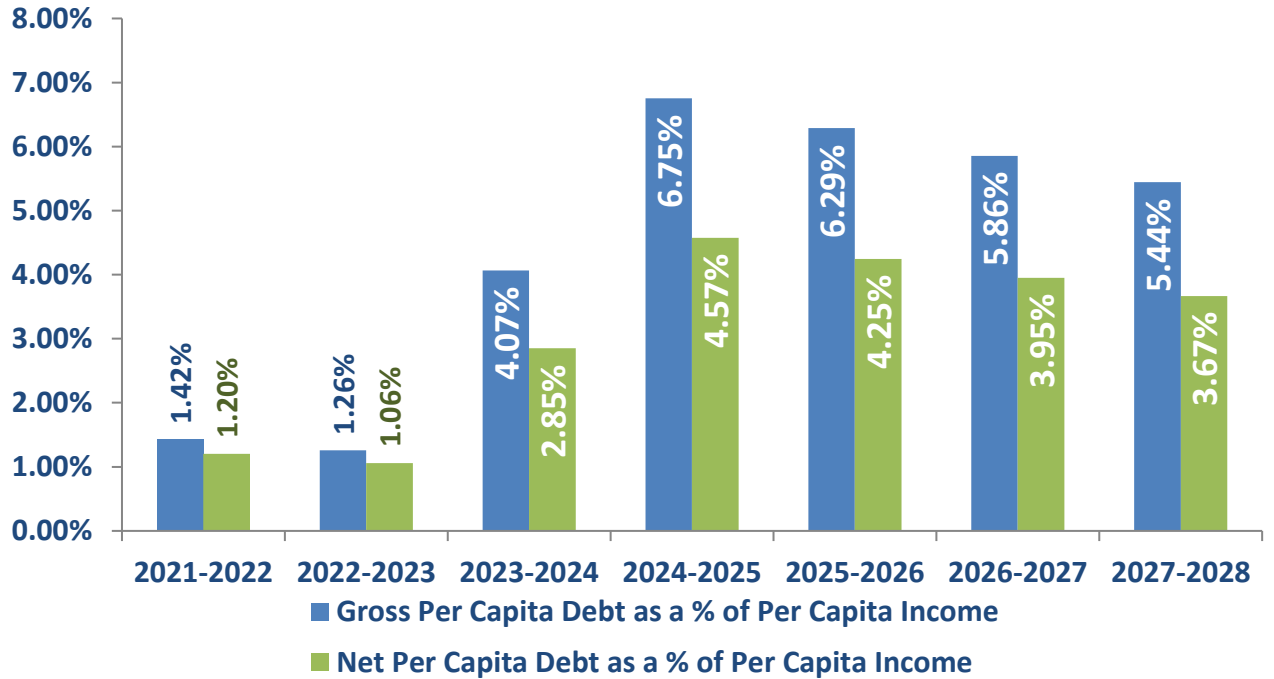
Using the data provided in the RI General Treasurer Debt Affordability Study issued on July 25, 2019, Gross Direct Debt for all RI communities as a percentage of Personal Income was calculated to be 5.07% as of June 30, 2018.<sup>6</sup> South Kingstown’s ratio was calculated to be 0.64% for the fiscal year ending June 30, 2021.

South Kingstown’s projected gross per capita debt, exclusive of capital lease obligations, accrued vacation time, unfunded claims, and accrued pension liabilities, as a percentage of estimated per capita income as of June 30, 2022 is estimated at 1.42%. Gross per capita debt as a percentage of projected per capita income is estimated to increase to 5.44% as of June 30, 2028.

<sup>6</sup> State of RI, PFMB and Office of the General Treasurer – Debt Affordability Study, issued July 25, 2019.



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

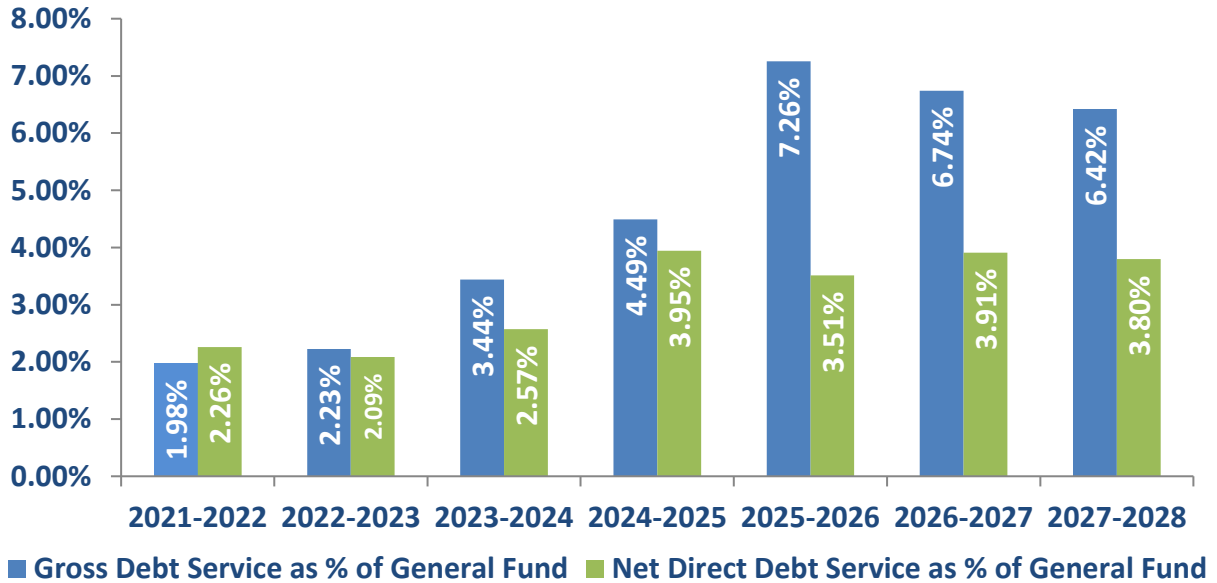


**DEBT SERVICE NOT TO EXCEED 10% OF OPERATING REVENUES**

South Kingstown’s gross debt service payment is 1.98% of the Town’s FY 2021-2022 General Fund Budget Program. This percentage is projected to increase to 6.42% in FY 2027-2028. The S&P benchmark for debt service as a percent of operating revenue is presented as a negative factor in the agency’s rating methodology should it exceed 10%. Moody’s dropped this indicator from their 2012 analysis due to concern with refunding proceeds distorting the value of the measure and a lack of reporting consistency. The chart on the next page illustrates the projected value of municipal and school related debt service as a percentage of the Town’s General Fund over the next six-year term of the FY 2022-2023 through FY 2027-2028 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 2020-2021 fiscal year with an unaudited Unassigned Fund Balance of 15,804,333 or 18.18% of the Adopted General Fund Budget for FY 2021-2022. The Governmental Finance Officers Association (GFOA) in October 2009 issued a Best Practices memorandum entitled *Appropriate Level of Unassigned Fund Balance in the General Fund* that states in part:

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

To meet this best management guideline, an unrestricted fund balance of \$14,490,092 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 on the following page is a table detailing the value of the General Fund’s Unassigned Fund Balance (UFB) as of June 30, 2020 and the unaudited June 30, 2021 and the projected balance as of June 30, 2022.

## Long Term Financial Program, *continued*

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<b>Unassigned Fund Balance June 30, 2020</b>	<b>\$16,151,839</b>
Unaudited Fund Balance as a % of FY 2020-2021 Budget	18.64%
FY 2020-2021 Estimated Operating Surplus	\$1,095,912
Recognition of FMV of Investments	(236,918)
Funds Forwarded to Finance FY 2019-2020 Program	(361,061)
Timing of Encumbrances Budget versus Financial Reporting	(53,319)
Cancellation of Prior Year Encumbrances Is Not GAAP Revenue	(108,361)
Change in Committed Funds to Various Programs From FY20	(683,759)
<b>Estimated Unaudited Unassigned Fund Balance June 30, 2021</b>	<b>\$15,804,333</b>
Estimated Fund Balance as a % of FY 2021-2022 Budget	18.18%
FY 2021-2022 Estimated Operating Surplus	\$750,000
Recognition of FMV of Investments	(330,000)
Funds Forwarded to Finance FY 2020-2021 Program	(1,320,208)
<b>Estimated Unassigned Fund Balance June 30, 2022</b>	<b>\$14,954,125</b>
Estimated Fund Balance as a % of Est. FY 2022-2023 Budget	16.65%

## Long Term Financial Program, *continued*



### Aa1 BOND RATING

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

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

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

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



## Projected Debt Service Schedules

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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

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#### 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, 2023 is found on page 3 - 22. This schedule provides a detailed listing of all existing bond issues, their debt service requirements, third party revenue sources, and the Town's debt level, should no additional long term borrowing occur over the term of the CIP.

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

#### ALL FUTURE DEBT SERVICE SCHEDULE

The chart entitled *All Future Debt Service Schedule* found on page 3 - 23 documents the projected cost of debt service for general obligation bonds that are proposed for sale over the course of the six-year CIP. All new municipal debt is planned with a twenty-year equal principal repayment schedule and a projected interest rate of 3.25%. In FY 2021-2022, \$6.5 million in new bonds will be issued for municipal improvements. In FY 2021-2022, \$1 million in new bonds, which have been previously authorized, will be issued for improvements to the Guild. For purposes of this CIP and information purposes only, in FY 2023-2024, \$39.33 million in new bonds are listed for issuance for School Facility Improvements. In FY 2024-2025, an additional \$39.33 million in School Facility Improvements are listed for issuance. The School Facility debt is planned with a twenty-year level debt repayment schedule and a projected interest rate of 3.25%. Of the \$86.2 million dollars estimated for school facility and municipal improvements \$78.66 million is contingent upon voter approval, but is being programmed in to the six-year capital improvement plan. The School Facility Improvement Plan in the CIP will be modified as the School Committee continues to develop a comprehensive plan that will meet the educational needs of its students, faculty while considering its fiscal impact on the Town.

#### ALL MUNICIPAL DEBT SERVICE PROGRAM

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

**REQUIRED DEBT SERVICE COST SCHEDULE FY 2022-2023 THROUGH FY 2027-2028**

Debt Service Function	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028
<b>Municipal Debt Service</b>							
School Debt Service	\$811,064	\$713,161	\$649,129	\$560,675	\$519,925	\$471,481	\$408,763
Town Debt Service	889,143	722,717	685,956	592,794	572,744	352,109	295,844
<b>Debt Service Fund (Town &amp; School) Debt</b>	<b>\$1,700,207</b>	<b>\$1,435,878</b>	<b>\$1,335,086</b>	<b>\$1,153,469</b>	<b>\$1,092,669</b>	<b>\$823,591</b>	<b>\$704,606</b>
Guild Debt Service	0	0	0	0	0	0	0
Wastewater Debt Service	29,520	29,932	30,315	0	0	0	0
Solid Waste Debt Service	184,842	186,224	56,797	56,722	59,589	0	0
<b>Total Municipal Debt Service</b>	<b>\$1,914,569.17</b>	<b>\$1,652,033</b>	<b>\$1,422,197</b>	<b>\$1,210,190</b>	<b>\$1,152,257</b>	<b>\$823,591</b>	<b>\$704,606</b>
<b>Third Party Revenue Sources</b>							
State School Construction Aid	\$241,547	\$219,459	\$194,739	\$168,203	\$155,978	\$141,444	\$122,629
South Road School Debt Service Transfer	8,903	0	0	0	0	0	0
School Related Fair Share Development Fees	0	0	0	0	0	0	0
Recreation Related Fair Share Development Fees	105,569	69,806	67,619	35,663	34,931	34,200	33,469
Real Estate Conveyance Tax Transfer	250,000	266,146	236,704	208,088	205,288	71,575	0
<b>Total Third Party Revenues</b>	<b>\$606,019</b>	<b>\$555,411</b>	<b>\$499,062</b>	<b>\$411,953</b>	<b>\$396,196</b>	<b>\$247,219</b>	<b>\$156,098</b>
<b>Percent of Debt Service</b>	<b>35.6%</b>	<b>38.7%</b>	<b>37.4%</b>	<b>35.7%</b>	<b>36.3%</b>	<b>30.0%</b>	<b>22.2%</b>
<b>Net Direct Debt Service Cost</b>	<b>\$1,094,188</b>	<b>\$880,467</b>	<b>\$836,024</b>	<b>\$741,516</b>	<b>\$696,473</b>	<b>\$576,371</b>	<b>\$548,509</b>
<b>Projected Property Tax Rate for Debt Service</b>	<b>\$0.22</b>	<b>\$0.17</b>	<b>\$0.16</b>	<b>\$0.14</b>	<b>\$0.13</b>	<b>\$0.11</b>	<b>\$0.10</b>
<b>Gross Bonded Debt Level as of June 30th</b>	<b>\$18,019,321</b>	<b>\$16,306,000</b>	<b>\$54,114,000</b>	<b>\$92,099,000</b>	<b>\$87,905,000</b>	<b>\$83,945,000</b>	<b>\$79,990,000</b>
Less: State School Aid For Debt Retirement	\$1,795,857	\$1,626,168	\$15,236,000	\$28,867,250	\$27,734,250	\$26,587,250	\$25,422,000
Less: Wastewater Fund Debt Retirement	59,000	30,000	0	0	0	0	0
Less: Neighborhood Guild Debt Retirement	0	0	0	0	0	0	0
Less: Solid Waste Fund Debt Retirement	349,321	168,000	114,000	59,000	0	0	0
<b>Net Bonded Debt Level - Retired from Tax Base</b>	<b>\$15,815,143</b>	<b>\$14,481,832</b>	<b>\$38,764,000</b>	<b>\$63,172,750</b>	<b>\$60,170,750</b>	<b>\$57,357,750</b>	<b>\$54,568,000</b>
Gross Bonded Debt Per Capita	\$588	\$529	\$1,748	\$2,960	\$2,811	\$2,671	\$2,533
Net Bonded Debt Per Capita	\$516	\$470	\$1,252	\$2,030	\$1,924	\$1,825	\$1,728
Gross Per Capita Debt as a Percent of Per Capita Income	1.42%	1.26%	4.07%	6.75%	6.29%	5.86%	5.44%
Net Per Capita Debt as a Percent of Per Capita Income	1.25%	1.12%	2.91%	4.63%	4.30%	4.00%	3.71%
Gross Bonded Debt as % of Taxable Property Base	0.35%	0.31%	1.03%	1.73%	1.64%	1.55%	1.46%
Net Bonded Debt as % of Taxable Property Base	0.31%	0.28%	0.74%	1.19%	1.12%	1.06%	1.00%
Gross Debt Service as % of Projected Tax Levy	2.24%	1.83%	1.66%	1.39%	1.28%	0.94%	0.78%
Net Debt Service as % of Projected Tax Levy	1.44%	1.13%	1.04%	0.89%	0.81%	0.65%	0.60%
Per Capita Income (ACS) 2019 + 2.0% Annual Growth	\$41,310	\$42,136	\$42,979	\$43,838	\$44,715	\$45,609	\$46,521
Flexible Tax Base 1.0% Annual Growth	\$5,160,170,271	\$5,211,771,974	\$5,263,889,693	\$5,316,528,590	\$5,369,693,876	\$5,423,390,815	\$5,477,624,723
Property Tax Levy 3.0% Annual Growth	\$75,978,007	\$78,257,347	\$80,605,067	\$83,023,219	\$85,513,916	\$88,079,333	\$90,721,713
Net Revenues General Fund 3.0% Growth	\$86,052,143	\$88,633,707	\$91,292,718	\$94,031,500	\$96,852,445	\$99,758,018	\$102,750,759
Population (ACS) 2019 + .05% Annual Growth	30,652	30,805	30,959	31,114	31,270	31,426	31,583

### All FUTURE DEBT SERVICE COST SCHEDULE

Debt Issue	Bond Amount	Issue Date	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
<b>Future Neighborhood Guild Bond Program</b>									
Neighborhood Guild Renovations	\$1,000,000	01/15/22	\$0	\$82,500	\$80,875	\$79,250	\$77,625	\$76,000	\$74,375
<b>Subtotal Neighborhood Guild Debt Service</b>			<b>\$0</b>	<b>\$82,500</b>	<b>\$80,875</b>	<b>\$79,250</b>	<b>\$77,625</b>	<b>\$76,000</b>	<b>\$74,375</b>
<b>Future Municipal Bond Program</b>									
Road Improvement Program	\$3,850,000	01/15/22	\$0	\$317,625	\$311,369	\$305,113	\$298,856	\$292,600	\$286,344
Communications Program	2,200,000	01/15/22	0	181,500	177,925	174,350	170,775	167,200	163,625
Recreation Program	450,000	01/15/22	0	37,125	36,394	35,663	34,931	34,200	33,469
<b>Subtotal New Municipal Debt Service</b>	<b>\$6,500,000</b>		<b>\$0</b>	<b>\$536,250</b>	<b>\$525,688</b>	<b>\$515,125</b>	<b>\$504,563</b>	<b>\$494,000</b>	<b>\$483,438</b>
<b>Future School Bond Program</b>									
School Building Improvements	39,330,000	TBD	\$0	\$0	1,278,225	1,278,225	2,703,225	2,706,913	2,703,975
School Building Improvements	39,330,000	TBD	0	0	0	1,278,225	2,728,225	2,701,100	2,703,325
<b>Subtotal School Debt Service</b>	<b>\$78,660,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,278,225</b>	<b>\$2,556,450</b>	<b>\$5,431,450</b>	<b>\$5,408,013</b>	<b>\$5,407,300</b>
<b>Total Planned New Debt Service</b>	<b>\$86,160,000</b>		<b>\$0</b>	<b>\$618,750</b>	<b>\$1,884,788</b>	<b>\$3,150,825</b>	<b>\$6,013,638</b>	<b>\$5,978,013</b>	<b>\$5,965,113</b>
<b>Third Party Revenue Sources</b>									
Neighborhood Guild Trust Fund			\$0	\$82,500	\$80,875	\$79,250	\$77,625	\$76,000	\$74,375
State School Construction Aid 35% of Prior Yr. + 35% New Debt			0	0	0	0	2,872,499	1,689,463	1,689,241
<b>Total Third Party Revenues</b>			<b>\$0</b>	<b>\$82,500</b>	<b>\$80,875</b>	<b>\$79,250</b>	<b>\$2,950,124</b>	<b>\$1,765,463</b>	<b>\$1,763,616</b>
<b>Property Tax Requirement</b>			<b>\$0</b>	<b>\$536,250</b>	<b>\$1,803,913</b>	<b>\$3,071,575</b>	<b>\$3,063,514</b>	<b>\$4,212,549</b>	<b>\$4,201,497</b>

## ALL MUNICIPAL DEBT SERVICE PROGRAM FY 2022-2023 THROUGH FY 2027-2028

Debt Service Function	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028
<b>Existing Municipal Debt Service</b>							
School Debt Service	\$811,064	\$713,161	\$649,129	\$560,675	\$519,925	\$471,481	\$408,763
Town Debt Service	889,143	722,717	685,956	592,794	572,744	352,109	295,844
Wastewater Debt Service	29,520	29,932	30,315	0	0	0	0
Solid Waste Debt Service	184,842	186,224	56,797	56,722	59,589	0	0
<b>Subtotal Municipal Debt Service</b>	<b>\$1,914,569</b>	<b>\$1,652,033</b>	<b>\$1,422,197</b>	<b>\$1,210,190</b>	<b>\$1,152,257</b>	<b>\$823,591</b>	<b>\$704,606</b>
<b>Proposed New Debt Issues</b>							
New Guild Debt \$1.0M/20Yrs	\$0	\$82,500	\$80,875	\$79,250	\$77,625	\$76,000	\$74,375
New Public Services/Comm./Recreation Debt \$6.5M/20Yrs	0	536,250	525,688	515,125	504,563	494,000	483,438
New School Debt \$78.7M/20 Yrs.	0	0	1,278,225	2,556,450	5,431,450	5,408,013	5,407,300
<b>Subtotal Planned New Debt Service</b>	<b>\$0</b>	<b>\$618,750</b>	<b>\$1,884,788</b>	<b>\$3,150,825</b>	<b>\$6,013,638</b>	<b>\$5,978,013</b>	<b>\$5,965,113</b>
<b>Total Debt Service</b>	<b>\$1,914,569</b>	<b>\$2,270,783</b>	<b>\$3,306,985</b>	<b>\$4,361,015</b>	<b>\$7,165,895</b>	<b>\$6,801,603</b>	<b>\$6,669,719</b>
<b>Town and School Debt Service</b>	<b>\$1,700,207</b>	<b>\$1,972,128</b>	<b>\$3,138,998</b>	<b>\$4,225,044</b>	<b>\$7,028,681</b>	<b>\$6,725,603</b>	<b>\$6,595,344</b>
<b>Less Other Income</b>							
School Housing Aid	\$241,547	\$219,459	\$194,739	\$168,203	\$3,028,476	\$1,830,907	\$1,811,869
South Road School Fund	8,903	0	0	0	0	0	0
Fair Share Development - School	0	0	0	0	0	0	0
Fair Share Development - Recreation	105,569	69,806	67,619	35,663	34,931	34,200	33,469
Real Estate Conveyance Tax	250,000	266,146	236,704	208,088	205,288	71,575	0
Planned Debt Service Fund Balance Forward	(850,812)	(433,283)	289,936	103,091	359,986	888,921	850,006
<b>Total Third Party Revenue</b>	<b>(\$244,793)</b>	<b>\$122,128</b>	<b>\$788,998</b>	<b>\$515,044</b>	<b>\$3,628,681</b>	<b>\$2,825,603</b>	<b>\$2,695,344</b>
<b>Total Property Tax Need</b>	<b>\$1,945,000</b>	<b>\$1,850,000</b>	<b>\$2,350,000</b>	<b>\$3,710,000</b>	<b>\$3,400,000</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>
Flexible Tax Base 1.0% Annual Growth	5,160,170,271	\$5,211,771,974	\$5,263,889,693	\$5,316,528,590	\$5,369,693,876	\$5,423,390,815	\$5,477,624,723
Estimate Tax Rate Debt Service	\$0.38	\$0.36	\$0.45	\$0.71	\$0.64	\$0.73	\$0.72
Estimated Tax Bill on Average Assessed SHU	\$153.56	\$146.06	\$185.53	\$292.90	\$268.43	\$307.90	\$307.90
<b>Gross Town and School Debt Service</b>	<b>\$1,700,207</b>	<b>\$1,972,128</b>	<b>\$3,138,998</b>	<b>\$4,225,044</b>	<b>\$7,028,681</b>	<b>\$6,725,603</b>	<b>\$6,595,344</b>
<b>Net Town and School Debt Service</b>	<b>\$1,945,000</b>	<b>\$1,850,000</b>	<b>\$2,350,000</b>	<b>\$3,710,000</b>	<b>\$3,400,000</b>	<b>\$3,900,000</b>	<b>\$3,900,000</b>
Gross Debt Service as % of Property Tax Levy	2.24%	2.52%	3.89%	5.09%	8.22%	7.64%	7.27%
Net Direct Debt Service as % of Property Tax Levy	2.56%	2.36%	2.92%	4.47%	3.98%	4.43%	4.30%
Gross Debt Service as % of General Fund	1.98%	2.23%	3.44%	4.49%	7.26%	6.74%	6.42%
Net Direct Debt Service as % of General Fund	2.26%	2.09%	2.57%	3.95%	3.51%	3.91%	3.80%
<b>Per Capita Income 2019 (ACS) + 2.0% Annual Growth</b>	<b>\$41,310</b>	<b>\$42,136</b>	<b>\$42,979</b>	<b>\$43,838</b>	<b>\$44,715</b>	<b>\$45,609</b>	<b>\$46,521</b>
Taxable Property Base 1.0% Annual Growth	5,160,170,271	5,211,771,974	5,263,889,693	5,316,528,590	5,369,693,876	5,423,390,815	5,477,624,723
Property Tax Levy 3.0% Annual Growth	75,978,007	78,257,347	80,605,067	83,023,219	85,513,916	88,079,333	90,721,713
Net Revenues General Fund 3.0% Growth	86,052,143	88,633,707	91,292,718	94,031,500	96,852,445	99,758,018	102,750,759
Average Assessed Value - Single Family Unit (1%)	\$401,370	\$405,384	\$409,437	\$413,532	\$417,667	\$421,844	\$426,062
Taxable Property Base Per Capita	168,347	169,184	170,026	170,872	171,722	172,577	173,435
<b>Population 2019 (ACS) + 0.5% Annual Growth</b>	<b>30,652</b>	<b>30,805</b>	<b>30,959</b>	<b>31,114</b>	<b>31,270</b>	<b>31,426</b>	<b>31,583</b>



## Fair Share Development Fees

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

### EDUCATIONAL FACILITIES

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

### OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

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

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

## Determination of FY 2022-2023 Fair Share Development Fees

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### EDUCATIONAL FACILITIES

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

### OPEN SPACE, CONSERVATION, PARK, AND RECREATIONAL LAND

For the FY 2022-2023 Capital Improvement Program, it is proposed to continue utilization of the current methodology for calculation of the fee per dwelling unit for open space, conservation, park, and recreation land and/or facilities. The methodology is evaluated annually, including values related to estimated persons per household and the value of land within the community. It is also proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for housing units with two or fewer bedrooms.

## Fair Share Development Fees, *continued*



Recreational/Open Space Fees	FY2021-2022		FY2022-2023	
	Single Household	2-Bedroom or Less Units	Single Household	2-Bedroom or Less Units
Estimated Value of Land Per Acre	\$140,000	\$140,000	\$140,000	\$140,000
Fair Market Value (10,000 Sq. Ft) lot/Per 1,000 persons	10.50	10.50	10.50	10.50
Persons Per Owner Occupied Household Unit	2.56	2.00	2.51	1.95
<b>Proposed Recreation Fee for FY 2022-2023</b>	<b>\$3,763</b>	<b>\$2,940</b>	<b>\$3,690</b>	<b>\$2,867</b>

*Fee calculations in the current year employed household size documented in American Community Survey 5-Year Estimates 2015-2019 was used. Land values are updated annually by the Town Assessor.*

Based on the foregoing, the proposed FY 2022-2023 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$3,690 (base fee), with two bedrooms or fewer proposed at \$2,867.

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

- The purchase and development of new municipal parkland will cost on average \$140,000 per parcel. This cost factor is based on the estimated Market Value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the Town-wide need for recreation land to be 10.50 acres per 1,000 persons.
- The average household size of an owner-occupied unit is 2.51 persons per unit.<sup>7</sup> For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.95 persons per household (78% of single household average).

### 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.

<sup>7</sup> 2015-2019 American Community Survey 5-Year Estimates – selected Housing Characteristics for Town of South Kingstown.

## Fair Share Development Fees, *continued*

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

- 80% AMI income for 4-person household (\$69,200 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2008 Income Limits
- Real estate taxes of \$314 per month based on an estimated affordable assessment of the unit
- Interest rate of 3.10% for a thirty (30) year mortgage<sup>8</sup>
- Hazard insurance of \$120 per month based upon RI Housing Loan Servicing Division data

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$260,454. *(Note: recalculated using RI Housing web based calculator)*<sup>9</sup>

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

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

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<sup>8</sup> Rhode Island Housing – Freddie Mac Primary Mortgage Market Survey; 30 year fixed rate mortgage; <http://www.freddiemac.com/pmms/#>; accessed 11/18/21.

<sup>9</sup> Rhode Island Housing – Purchase Price Calculator for Determining Maximum Sales Price of a Deed Restricted Affordable Home; <https://www.rihousing.com/purchase-price-calculator/>



**TAB 4**  
**LONG TERM PROGRAM DESCRIPTIONS**

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**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**

# Open Space and Leisure Service Programs



## Open Space, Farm, and Conservation Purpose Land Acquisition Program

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

The chart below provides an inventory of preserved acreage in the community by year from 2014 - 2021. The total preserved acreage in South Kingstown is currently 11,858.59 acres or 32.61% of the total land area. It is noted that the Town also continues to support the Community Partnership for Preservation through the provision of technical assistance, such as providing GIS mapping and land evidence record support, during ongoing negotiations with local property owners.

	July 2014	July 2015	July 2016	July 2017	July 2018	July 2019	July 2020	July 2021
Agricultural Land Preservation Comm.	956.37	956.4	956.4	956.4	956.4	956.4	956.4	956.4
Audubon Society of Rhode Island	659.07	659.1	659.1	659.1	659.1	659.1	730.67	730.67
Cluster / Private	1,193.30	1,201.84	1,183.30	1,202.40	1,183.76	1,183.76	1,202.40	1,224.04
US Fish and Wildlife Service	799.2	799.2	799.2	799.2	799.2	799.2	799.2	799.2
Girl Scouts of Rhode Island	186.4	186.4	186.4	186.4	186.4	186.4	186.4	186.4
Narrow River Land Trust	107.94	107.94	107.94	107.9	107.94	107.94	107.94	107.94
South Kingstown Land Trust	2,312.10	2,327.30	2,396.90	2,453.30	2,493.80	2,572.00	2,572.00	2,572.00
State of Rhode Island	3,652.40	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,655.20	3,683.66
The Nature Conservancy	587	587	593.1	593.1	593.1	593.1	593.1	593.1
Town of South Kingstown	992.93	992.9	992.9	999.2	1,004.98	1,004.98	1,004.98	1,004.98
<b>Total Acres</b>	<b>11,446.71</b>	<b>11,473.28</b>	<b>11,530.44</b>	<b>11,612.20</b>	<b>11,639.88</b>	<b>11,718.08</b>	<b>11,808.29</b>	<b>11,858.39</b>
<b>% Land Area of Town</b>	<b>31.50%</b>	<b>31.50%</b>	<b>31.70%</b>	<b>31.90%</b>	<b>32.00%</b>	<b>32.20%</b>	<b>32.47%</b>	<b>32.61%</b>



## Open Space and Leisure Service Programs, *continued*

### FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME

In 1998 the Town Council established a policy to dedicate 77.3% of all local revenue generated (above the 1997-1998 basis) to the Open Space Reserve Fund to support the purchase of open space and critical natural habitat. Funds held in this reserve may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. Based on projects approved and currently underway, the estimated available balance as of June 30, 2022 will be \$850,824.

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

A summary of the Open Space Acquisition, Affordable Housing, and Village Infrastructure programs income and expense projections over the six-year term of the FY 2022-2023 through 2027-2028 Capital Improvement Program is presented below:

Open Space Acquisition, Affordable Housing, & Village Infrastructure Program								
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total
<b>Revenue Statement</b>								
Real Estate Conveyance Tax Proceeds	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$1,860,000
<b>Total Revenues</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$310,000</b>	<b>\$1,860,000</b>
<b>Expense Statement</b>								
Total Debt Service	\$336,807	\$266,146	\$236,704	\$208,088	\$205,288	\$71,575	\$0	\$987,800
Town Open Space Acquisitions	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Town Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Transfer to Debt Service Fund	(250,000)	(266,146)	(236,704)	(208,088)	(205,288)	(71,575)	0	(987,800)
Property Tax Support	\$171,807	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$510,000
<b>Fund Balance</b>	<b>\$850,824</b>	<b>\$809,678</b>	<b>\$797,973</b>	<b>\$814,886</b>	<b>\$834,598</b>	<b>\$988,023</b>	<b>\$1,213,023</b>	

### 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



## Open Space and Leisure Service Programs, *continued*

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expanded and evolved over the last century, to offer a year-round array of recreational opportunities for the citizens of South Kingstown.

Over the last several years the Guild has undergone infrastructure improvements including replacement of the exterior staircase at the building's main entrance and replacement of the wheelchair lift which provides access to the basement and first floor of the building. In 2019 a Building Conditions Report was performed and identified architectural, structural and MEP needs for both interior and exterior improvements. The scope of work for rehabilitating this facility is targeted at improving the building's overall infrastructure, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with capital projects shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. These improvements have been in the CIP for several years, however, other major capital projects have taken priority. Ideally, the following work will be advertised as an RFP to prequalified architectural/engineering firms for development of specifications in FY2023, with an anticipated construction timeline starting later the same year. Planned future improvements consist of the following elements:

### Exterior Main Entrance Alcove Rehabilitation

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

### Roof Replacement, Cupola Restoration, Chimney Re-pointing

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables are in need of restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$100,000.

### Replacement of Windows/Installation of new HVAC

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual air conditioning units 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 \$615,000.

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

The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired, high-efficiency sealed combustion boilers with new flue and intake pipes is recommended. Provision of a new 1200 amp 120/208 volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$200,000

### Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic

Over the last three years the majority of the Department's sports and fitness programs that were held at the Guild have transitioned to the Recreation Center. Plans for the Guild involve a transition to an education, arts,



## Open Space and Leisure Service Programs, *continued*

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and all around community center, with more emphasis on passive recreation programming. These changes will be integrated into the rehabilitation plans which propose renovations of the gymnasium, select activity areas, and the Department's administrative offices, at an estimated cost of \$100,000.

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

<b>Neighborhood Guild Improvements</b>	
<b>Income</b>	
Municipal Bond - Winter 2022	\$1,000,000
Guild Investment Income Fund	125,000
<b>Total Income</b>	<b>\$1,125,000</b>
<b>Expenses</b>	
Exterior Main Entrance Alcove	\$85,000
Window Replacement/ HVAC	615,000
Roof Replacement/Cupola/Chimney Re-pointing	100,000
Fire Protection/Fire Alarm/MEP Improvements	200,000
Interior Restoration	100,000
Security/Surveillance System	15,000
Floor Cleaning Machine	10,000
<b>Total Program Cost</b>	<b>\$1,125,000</b>

### **Marina Park Improvement Program**

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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. Summer activity and tourism creates a significant spike for this area in the summer months.

#### Main Public Boat Ramp

The final phase of Marina Park's planned improvements is rehabilitation of the public boat ramp. The existing ramp surface requires complete reconstruction due to its poor condition. The Town is currently contracted with an engineering firm for design services and specification development to advertise the project for construction in the current year. Preliminary designs plans project an estimated cost of \$534,000. Funding in the amount of \$75,000 was approved with the 2020 municipal bond referendum which brings the ramp and dock replacement fund balance to \$310,000. 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.

A summary of the Marina Park Improvement Program over the next six year term is shown on the following page:

## Open Space and Leisure Service Programs, *continued*



<b>Marina Park Improvement Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$210,782
Future Year CIP Funding – FY 2023-2028	175,000
Bond Funding	75,000
Additional Funding	98,218
<b>Total Income</b>	<b>\$559,000</b>
<b>Expenses</b>	
FY 2022-2023 Boat Ramp Re-Design/Reconstruction	\$534,000
FY 2027-2028 Automated Parking System	25,000
<b>Total Program Cost</b>	<b>\$559,000</b>

### Town Beach Improvement Program

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

The next six-year beach improvement program cost is estimated at \$379,755 and includes ongoing sand replenishment and erosion control activities; replacement of aging playground equipment, and infrastructure improvements to the pavilion. Additional funding in the amount of \$75,000 was recently approved as part of the November 2020 municipal bond referendum. Future beach facility improvements, not currently specified in the CIP but under consideration, include upgraded bar code reader technology for the parking lot entrance gate as well as credit card processing capabilities for customer convenience.

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

<b>Town Beach Improvement Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$169,755
FY2021-2022 CIP Transfer	10,000
Future Year CIP Funding – FY 2023-2028	125,000
Bond Funding	75,000
<b>Total Income</b>	<b>\$379,755</b>
<b>Expenses</b>	
FY 2023-2024 Pavilion	\$15,000
FY 2027-2028 Playground Upgrade	30,000
FY 2023-2028 Beach Erosion Mitigation Efforts (ongoing)	334,755
<b>Total Program Cost</b>	<b>\$379,755</b>



### Old Mountain Field Improvements

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

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

#### Construction of New Restroom/Concession Building

The existing restroom and storage facility at Old Mountain Field is approximately 50 years old and has undergone basic improvements over the years but is inadequate for the volume of activity that occurs at the Park on a regular basis. The concession building is also aged and in poor condition. It is proposed that a single new facility be constructed to accommodate an adequate number of restrooms, a small concession area, and park maintenance storage space. The facility would be similar to the Concession/Restrooms at Broad Rock Play Fields. The cost of a building of this type is estimated at approximately \$680,000. A combination of Capital reserve funds, \$300,000 from the 2021 municipal bond funding, and \$280,000 earmarked American Rescue Plan funds, will fully fund this project.

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

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

#### Tennis Court Resurfacing

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

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

## Open Space and Leisure Service Programs, *continued*



<b>Old Mountain Field Improvements</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$163,410
Future Year CIP Funding – FY 2023-2028	90,000
Bond Funding	300,000
ARPA Funds	280,000
<b>Total Income</b>	<b>\$833,410</b>
<b>Expenses</b>	
FY 2021-2022 Park Master Plan	\$20,000
FY 2021-2022 Baseball Infield Renovations	30,000
FY 2021-2022 Basketball Court Resurfacing	10,000
FY 2022-2023 Parking Re-design/construction	50,000
FY 2025-2026 Tennis Court Resurfacing	15,000
FY 2023-2026 Restroom/Concession Building Replacement	683,410
FY 2026-2027 Park Fence Replacement	25,000
<b>Total Program Cost</b>	<b>\$833,410</b>

### Saugatucket Park Improvements

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

Funding in the amount of \$30,000 was approved in FY 2018-2019 for the repaving of the pedestrian path which is in poor condition with cracks and general deterioration. In FY 2019-2020 the Town applied for and received award notification of an \$80,000 grant through the RI Department of Environmental Management Recreation Acquisition and Development grant program. These funds were sought to offset the cost of the new pedestrian path, replacement of the basketball court with combination basketball/pickle ball court, and installation of decorative fencing along the east side of the path that borders the river. A lower, more attractive fence option such as wrought iron, combined with clearing of brush, will allow for a scenic vista from the west side of the river across from the Riverwalk Park.

In the summer 2021, the Economic Development Committee in consultation with the Recreation Commission proposed additional elements to be included in the Saugatucket Park Improvement plan (as well as additional improvements along the Saugatucket) including stormwater management, and consideration for retaining the park's original design plans by the Olmsted Brothers firm in the 1930's.

This walking path, fence replacement and court installation is anticipated to begin in the spring/summer 2022.

## Open Space and Leisure Service Programs, *continued*



A summary of Saugatucket Park Improvements over the next six year term is shown below:

<b>Saugatucket Park Improvements</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$60,000
Future Year CIP Funding – FY 2023-2028	50,000
RIDEM Recreation Development Grant 2020	80,000
<b>Total Income</b>	<b>\$190,000</b>
<b>Expenses</b>	
FY 2021-2022 Walking Path Improvements	\$30,000
FY 2021-2022 Basketball/Pickle Ball Court Full Replacement	60,000
FY 2021-2022 Fence Replacement	20,000
FY 2021-2022 Storm Water Plan and Related Improvement	30,000
FY 2026-2028 Bike Path Connector (Behind WES)	50,000
<b>Total Expenditures</b>	<b>\$190,000</b>

### Harbor Patrol Boat - 19 Foot Boston Whaler

Planning has begun for replacement of Patrol Boat 1, a 2000 19' Boston Whaler, the primary patrol and emergency response boat for Pt. Judith Pond and the south shore area. The boat has been in service for 21 years and is nearing the end of its service life. It is starting to show signs of age as evidenced by the recent fuel tank failure and electrical problems, and it has been in and out of service during the last 3 summer seasons.

In line with the timing of what would be the next outboard motor replacement for PB1, the Harbormaster/NRO is instead recommending the replacement of the boat and accompanying equipment in FY 2027-2028 at an estimated cost of \$200,000. The Harbormaster/NRO has identified grant-funding sources that can be utilized to purchase a replacement boat. Once Town matching funds are in place the application process, for outside funding to offset the cost of the replacement boat, can begin. At the time of replacement, the patrol boat will have been in service for twenty-eight years reaching maximum service life. Installment funding is recommended beginning in FY 2023-2024 per year over a four-year period.

<b>Harbormaster Equipment Program</b>	
<b>Income</b>	
Future Year CIP Funding – FY 2023-2028	\$120,000
Grant Funding	80,000
<b>Total Income</b>	<b>\$200,000</b>
<b>Expenses</b>	
FY 2024-2027 19 Foot Boston Whaler and Associated Equipment	\$200,000
<b>Total Program Cost</b>	<b>\$200,000</b>

## Open Space and Leisure Service Programs, *continued*

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### Parks & Recreation Program Summary

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

**Proposed Parks Improvement Program**

Location	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	TOTAL
<b>Abbie Perry Park</b>								
Playground Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
<b>Broad Rock Playfields</b>								
Baseball field lights	0	0	50,000	50,000	0	0	0	100,000
Dog Park Fence Replacement	10,000	0	0	0	0	0	0	0
Tennis Court Resurfacing	0	0	0	0	42,000	0	0	42,000
<b>Brousseau Park</b>								
Composting Restroom	0	0	0	0	0	0	60,000	60,000
<b>Curtis Corner Playfields</b>								
Tennis Court Resurfacing	0	0	0	0	45,000	0	0	45,000
Playground Replacement	0	0	0	20,000	45,000	0	0	65,000
<b>Fagan Park</b>								
Playground Upgrades	0	0	10,000	0	0	0	0	10,000
Picnic Tables/Water fountain Replacement	0	10,000	0	0	0	0	0	10,000
<b>Green Hill Park</b>								
Playground Improvements	0	0	0	0	0	120,000	0	120,000
Tennis Court Resurfacing	0	0	15,000	0	0	0	0	15,000
Composting Restroom replacement	0	0	50,000	0	0	0	0	50,000
<b>Marina Park</b>								
Ramp & Dock Improvements	0	0	0	0	50,000	50,000	50,000	150,000
Automated Parking System	0	0	0	0	0	0	25,000	25,000
<b>Noyes Farm</b>								
Development: Trailhead, Trails, Signage	0	0	0	30,000	0	0	30,000	60,000
<b>Old Mountain Field</b>								
Baseball Field Protective Netting System	10,000	0	0	0	0	0	0	0
Baseball Infield Renovation	30,000	0	0	0	0	0	0	0
Fence Replacement	0	0	0	0	0	25,000	0	25,000
Restroom/Concession Building Replacement	0	50,000	0	0	0	0	0	50,000
Tennis Court Resurfacing	0	0	0	0	15,000	0	0	15,000

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**Proposed Parks Improvement Program**

Location	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	TOTAL
<b>Riverwalk Park</b>								
Fence Improvements	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
<b>Saugatucket Park</b>								
Bike Path Connector (behind WES)	0	0	0	0	0	25,000	25,000	50,000
<b>Stepping Stone Preschool</b>								
Playground Structure Replacement	0	0	0	0	0	15,000	0	15,000
Interior Building Improvements	0	0	0	5,000	0	0	0	5,000
<b>Town Beach</b>								
Beach Improvement Program	10,000	10,000	10,000	10,000	20,000	20,000	10,000	80,000
Exterior Pavilion - Roof Replacement	0	0	15,000	0	0	0	0	15,000
Playground Upgrade	0	0	0	0	0	0	30,000	30,000
<b>Town Farm Park</b>								
Playground Upgrade	0	0	0	0	0	0	15,000	15,000
<b>Treaty Rock Park</b>								
Playground Upgrades/Replacement	0	0	0	60,000	0	0	0	60,000
Basketball Court Improvements	0	0	0	0	0	12,000	0	12,000
<b>Tri-Pond Park</b>								
Trail Repairs and Wayfinding System	0	0	0	5,000	0	0	0	5,000
<b>Tuckertown Park</b>								
Play Structure Replacement	30,000	30,000	30,000	20,000	0	0	0	80,000
Tennis/basketball Court Resurfacing	0	20,000	0	0	0	0	0	20,000
<b>Village Green</b>								
Landscape improvements/seating wall	0	0	0	0	5,000	0	0	5,000
Playground Improvements	0	0	30,000	30,000	50,000	0	0	110,000
<b>West Kingston Park</b>								
Wood Rail Fence Replacement	0	0	0	0	10,000	0	0	10,000
Tennis Court Resurfacing	0	15,000	0	0	0	0	0	15,000
Basketball Court Rehabilitation	10,000	0	0	0	0	0	0	0
<b>William C. O'Neill Bike Path</b>								
Bike Path Asphalt Sealing / Repairs	0	0	0	10,000	10,000	0	10,000	30,000
<b>Main St. Comfort Station</b>								
Exterior Painting/Repairs	0	0	10,000	0	0	0	0	10,000
<b>Park Irrigation Systems</b>								
Repair and replacement of major components	0	0	0	10,000	10,000	0	0	20,000
<b>Park Tree Management</b>								
Pruning, removal, replacement of park trees	0	0	0	0	10,000	15,000	0	25,000
<b>Total</b>	<b>\$100,000</b>	<b>\$135,000</b>	<b>\$230,000</b>	<b>\$250,000</b>	<b>\$312,000</b>	<b>\$282,000</b>	<b>\$275,000</b>	<b>\$1,484,000</b>

## Proposed Parks & Recreation Program - Equipment Replacement Schedule

Equipment	Date	I.D.#	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year Total
			2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
1/2 Ton Pick-up Park Superintendent	2010	5158	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
3/4 Ton Pick-up w/lift gate, plow	2015	2960	0	0	45,000	0	0	0	0	45,000
3/4 Ton Pick-up w/lift gate, plow	2011	716	0		0	0	0	48,000	0	48,000
Pick up Truck/Tool Body,lift,plow	2015	672	50,000	0	0	0	0	0	0	0
Maint/Panel Truck - Van	2005	425	0	0	0	0	0	0	0	0
Box Truck	2018	695	0	0	0	0	40,000	0	0	40,000
Dump Truck/1 ton, stake body	2013	1219	0	50,000	0	0	0	0	0	50,000
Dump Truck 1 ton w/plow	2013	1460	0	0	0	0	0	0	65,000	65,000
Dump Truck 1 ton w/plow	2018	1510	0	0	0	60,000	0	0	0	60,000
Dump Truck 1.5 ton w/plow	2017	1525	0	0	55,000	0	0	0	0	55,000
Truck w/Stake Body	2021	5439	0	0	0	0	0	0	45,000	45,000
Adm. Vehicle SUV	2016	4564	0	0	0		30,000	0	0	30,000
Multi-Use Vehicle	2013	JD Gator	15,000	0	0	0	0	0	18,000	18,000
Infield Machine	2019	ABI Sports	0	0	18,000	0	0	0	0	18,000
Tractor	2007	JD4320	0	0	0	40,000	0	0	0	40,000
Tractor	2017	JD-4252	0	0	0	0	0	45,000	0	45,000
Tractor/Bobcat	2011	Toolcat 5600	50,000	0	0	0	0	0	0	0
12-foot mower	2014	TORO-GM 4000	0	0	80,000	0	0	0	0	80,000
12-foot mower	2012	JD-1600	0	0		0	0	0	0	0
12 Foot Mower	2013	TORO-GM 4000	0	80,000	0	0	0	0	0	80,000
Front-Mount Mower	2014	JD-1550	0	0	30,000	0	0	0	0	30,000
Front-Mount Mower	2010	JD1445	0	0	0	0	0	0	0	0
Front-Mount Mower	2012	JD1445	28,000	0	0	0	0	0	0	0
Front-Mount Mower	2019	JD1445	0	0	0	0	0	30,000		30,000
Front-Mount Mower	2019	JD1445	0	0	0	0	0	0	30,000	30,000
Front-Mount Mower	2008	JD w/bagger	0	0	0	58,000	0	0	0	58,000
Equipment trailer	2017	16 Ft Utility	0	0	0	0	8,000	0	0	8,000
Equipment trailer	2014	Box Trailer	0	0		0	5,000	0	0	5,000
Equipment trailer	2008	21ft-mow	0	0	0	0	12,000	0	0	12,000
Equipment trailer	2007	21ft-mow	0	0	0	0	12,000	0	0	12,000
Equipment trailer	2014	21ft-mow	0	0	0		0	0	12,000	12,000
Leaf removal vac.	2013	Giant Vac.	0	13,000	0	0	0	0	0	13,000
Toolcat	2016	Blower	0	0	0	10,000	0	0	0	10,000
Mini Excavator w/ brush attachment	2019	Excavator	0	0	0	0	0	60,000	0	60,000
Surf Rake	2020	Beach Groomer	0	0	0	0	0	0	62,000	62,000
GPS Line Painting Machine	New	Paint Machine	35,000	0	0	0	0	0	0	0
<b>Totals</b>			<b>\$178,000</b>	<b>\$143,000</b>	<b>\$228,000</b>	<b>\$168,000</b>	<b>\$142,000</b>	<b>\$183,000</b>	<b>\$232,000</b>	<b>\$1,096,000</b>
Less Capital Funds Forwarded			0	0						0
<b>Net Equipment Replacement</b>			<b>\$178,000</b>	<b>\$143,000</b>	<b>\$228,000</b>	<b>\$168,000</b>	<b>\$142,000</b>	<b>\$183,000</b>	<b>\$232,000</b>	<b>\$1,096,000</b>

## Open Space and Leisure Service Programs, *continued*

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### Senior Services Program

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The Senior Services Program consists of the Nutrition and Transportation programs, along with the Senior Center located on St. Dominic Road that has been in operation since 2000. Typically, it serves between 100 and 200 seniors per day by providing social services, meals, recreational activities, support groups, special events, health clinics, and other programs. This regional program is funded by the towns of South Kingstown and Narragansett. It is important to note that in the past nineteen months, since the start of the Covid-19 pandemic, the Senior Center has played a significant role in provision of critical services to South Kingstown and Narragansett seniors, including home delivery of daily meals during a 15 month period. The Senior Center and its staff also served as the primary call center for arranging Covid-19 vaccine appointments for over 3,000 South Kingstown residents.

#### Senior Center Facility Improvements

The six-year Capital program for the Senior Center includes funding for redesign, reclamation and paving of the parking lot, roof shingle replacement, HVAC repair/replacement, interior rehabilitation and kitchen equipment upgrades. Reserve funding over the six-year term totals \$140,000.

#### 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 2012, the Department purchased an 18-passenger van. The vehicle replaced a 2003 van which remains in operation as a back-up vehicle. Based on the typical passenger volume (pre-Covid-19), the senior van transported an average of 7 to 12 passengers at any given time. The existing van capacity is eighteen plus a wheelchair. Continued reserve funding over the next three years totaling \$120,000 is proposed for future replacement of the back-up senior van in FY 2024-2025.

#### Adult Day Facility

A total of \$30,000 in funding is budgeted over the next six years for future infrastructure improvements at the Adult Day facility. In September of 2021, the Adult Day facility re-opened under the management of St. Elizabeth Community after being closed since June 2020. The Town retains ownership of the building and is responsible for ensuring that the building infrastructure is maintained. Anticipated future improvements include roof replacement, vinyl siding replacement and HVAC upgrades.

### Senior Services Program Summary

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A summary of the planned income and expense associated with the Senior Services Program over the six-year term of Capital Improvement Program is presented on the following page.

## Open Space and Leisure Service Programs, *continued*



<b>Senior Services Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$75,004
FY2021-2022 CIP Transfer	40,000
Future Year CIP Funding – FY 2023-2028	290,000
<b>Total Income</b>	<b>\$405,004</b>
<b>Expenses</b>	
<b>Adult Day Services Center Improvements</b>	
FY 2024-2028 Facilities Improvement Fund	\$30,000
<b>Senior Center Facility Improvements</b>	
FY 2020-2021 Exterior Paint/Shingles	\$50,000
FY 2021-2022 Concrete Walkway	30,000
FY 2021-2022 Facility Access Control	10,000
FY 2022-2023 Kitchen Equipment	10,000
FY 2024-2026 Asphalt Shingle Replacement	20,000
FY 2024-2026 Interior Rehab: Carpet, Furniture, Window Treatments	20,000
FY 2024-2027 HVAC Replacement Reserve	30,000
FY 2024-2028 Parking Lot Improvements - Reclaim & Paving	60,000
<b>Senior Transportation</b>	
FY 2024-2025 Senior Van	\$120,000
<b>Total Program Cost</b>	<b>\$380,000</b>



## Library Program

### Library Improvement Program

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

Electronic Building Access at all 3 locations -- estimated cost \$20,000

Implementation of an employee badge software would provide each of our 3 library buildings with proximity card reader access functionality. This system would also allow Facilities Superintendent remote access, which could be extremely valuable in emergency situations and time efficiencies. Implementation would increase security overall by monitoring who is entering during off hours, eliminating lost keys, and nullify the ability for individuals to have duplicate keys made without management knowledge.

Roof Replacement Peace Dale -- year 1 \$5,000 total estimated cost \$100,000

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

Roof Replacement Kingston – year 1 \$5,000 total estimated cost \$50,000

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

Parking Improvements – year 1 \$15,000 target \$90,000

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

Library Program	
<b>Income</b>	
Fund Held In Reserve at June 30, 2021 (est.)	\$122,643
FY 2021-2022 CIP Transfer	\$35,000
Future Year CIP Funding – FY 2023-2028	260,000
<b>Total Income</b>	<b>\$417,643</b>
<b>Expenses</b>	
Facility Study (TBD)	15,000
FY2021-2022 Water Service Line Replacement	35,000
FY2022-2023 Electronic Access – All Locations	20,000
FY2023-2026 Roof Replacement – Peace Dale	100,000
FY2023-2027 Roof Replacement – Kingston	50,000
FY2023-2028 Parking Improvements	90,000
<b>Total Program Cost</b>	<b>\$310,000</b>



## General Government Programs

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### Information Technology Program

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

#### Town Network Upgrade

During FY 2015-2016, the Town's network infrastructure was upgraded with 10G switches and firewalls, which is the backbone of the Town's network providing access to the internet, cloud based applications, on-premise software applications, file sharing across departments and email services. Without a solid foundation, services to the public and staff daily productivity could be adversely impacted. IT will investigate the latest technology that keeps the Town on a firm footing with its technology roadmap.

#### Town Server Infrastructure Upgrade

The Town's server infrastructure was refreshed during FY 2017-2018 into a converged environment. A converged environment takes components (such as servers and storage devices) into a single optimized computing platform. Currently, these servers house a multitude of applications used by staff daily to service our customers. The IT Department would like to plan for upgrading this equipment in FY2023-2024. The equipment by this time will have been in use for 5 years.

#### Physical Access Control & Video System

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

#### Cybersecurity Toolset

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

#### Voice over IP Phone System (VoIP)

The Town VoIP system will be about 6 years old and in need of replacement. IT will investigate options for on premise v. hosted solutions. Depending on future needs in FY 2026-2027, IT will evaluate the use of softphones and follow me features to improve "work from home" functionality.

#### Fiber Ring Equipment and Firewall Replacement

The Town's fiber ring equipment and firewall will need to be replaced in FY 2028-FY 2029. This fiber ring connects Town Hall with Public Services, Highway, the Guild, the Senior Center, Public Safety, the Animal Shelter, Peace Dale Library and South Kingstown High School to create private connections with high-speed bandwidth. Many of the Town's software applications and town-wide internet rely on this fiber ring being available and its equipment to be running at optimal performance.

## General Government Programs, *continued*



### Town Hall Audio Visual Equipment Replacement

The Town Council Chambers audio visual (AV) equipment will be upgraded in FY 2022 utilizing funds from the American Rescue Plan Act. By FY 2027-2028, this equipment will then be approximately six years old and will need to be upgraded.

<b>Information Technology Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$246,045
FY 2021-2022 CIP Transfer	83,200
Future Year CIP Funding – FY 2023-2028	400,000
<b>Total Income</b>	<b>\$729,245</b>
<b>Expenses</b>	
FY 2020-2021 Fiber Ring Equipment	\$100,000
FY 2021-2022 Vision Tax Software Upgrade	92,462
FY 2021-2022 Copy Machines	12,500
FY 2022-2023 Munis Migration	100,000
FY 2022-2023 Town Network Upgrade	50,000
FY 2023-2024 Town Server Infrastructure Upgrade	70,000
FY 2024-2025 Physical Access Control & Video System	80,000
FY 2025-2026 Cybersecurity Toolset	20,000
FY 2026-2027 Phone System Upgrade/Replacement	50,000
FY 2027-2028 Fiber Ring Equipment & Firewall Replacement	50,000
FY 2027-2028 Town Council Chamber Audio Visual Replacement	80,000
<b>Total Program Cost</b>	<b>\$704,962</b>

### Administrative Services Program

The Town currently employs 224 full time employees affiliated with four different Collective Bargaining Units as well as non-union employees. Full time jobs are classified in a traditional Grade/Step structure based on job type and scope of responsibility. The evolution of the general work environment as it relates to advancements in information technology and work process improvements, has resulted in fragmented updating of the Town's job descriptions and classifications over the past fifteen years. The result is a wide variance in descriptions and potential disparity among roles that have comparable duties and/or responsibility levels. To address these issues, a total of \$50,000 is proposed to be funded over a two year timeframe to contract for specialized consulting services for a comprehensive review of job descriptions, classifications and compensation schedules. An objective review by a third party analyst will allow for the consistent and equitable allocation of funds going forward to ensure that all town positions are classified based on accurate job descriptions and a fair compensation schedule.

## General Government Programs, *continued*



<b>Administrative Services Program</b>	
<b>Income</b>	
Future Year CIP Funding – FY 2023-2028	\$50,000
<b>Total Income</b>	<b>\$50,000</b>
<b>Expenses</b>	
FY2024-2025 Comprehensive Job Classification and Specification Evaluation	\$50,000
<b>Total Program Cost</b>	<b>\$50,000</b>

### Planning Program

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

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

Funding allocated over the 6-year term of the CIP will allow for:

- Revised Subdivision Regulations and Land Development Regulations and Design Guidelines (i.e., Landscaping, Parking, Lighting and Architecture) for commercial, mixed use, office and multi-family residential developments.
- Create documentation on policy creation for affordable housing initiatives.
- New housing policy and regulations regarding fee-in-lieu payment versus on-site Low/Moderate Income (LMI) unit creation and Permit Development Rights (PDRs).

A summary of the planned income and expense associated with the Planning Program over the six-year term of Capital Improvement Program is presented on the following page.



<b>Planning Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$30,346
Future Year CIP Funding – FY 2023-2028	270,000
<b>Total Income</b>	<b>\$300,346</b>
<b>Expenses</b>	
FY2023-2025 Development of Design Guidelines (Town Wide)	\$75,000
FY2023-2026 Comprehensive Review & Development of Updates to Regulations	125,000
FY2024-2025 Review & Development of LMIU Policy and Updates to Regulations	20,000
FY2024-2026 Development of Design Guidelines (Area Specific)	50,000
<b>Total Program Cost</b>	<b>\$270,000</b>

**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 revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, was completed as of December 31, 2012 and two statistical revaluations were completed in 2015 and 2018. A full revaluation is currently underway in 2021 and is scheduled to be completed by December 31, 2021. The next statistical revaluations are scheduled for December 31, 2024, and December 31, 2027, with State Reimbursement anticipated in the amount of 60% of the cost. The next full revaluation is mandated for completion for December 31, 2030; no State subsidy will be provided for this full revaluation project.

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

## General Government Programs, *continued*



<b>Property Revaluation Program</b>	
<b>Income</b>	
Reserve Funds Available June 30, 2020	\$267,916
FY 2020-2021 CIP Transfer	343,300
FY 2021-2022 CIP Transfer	30,000
State Reimbursement (up to 60%) for 12/31/24 Statistical Revaluation	146,340
State Reimbursement (up to 60%) for 12/31/27 Statistical Revaluation	164,400
Future Year CIP Funding – FY 2023-2028	180,000
<b>Total Income</b>	<b>\$1,131,953</b>
<b>Full Revaluation 12/31/21</b>	
(14,300 parcels @ \$35)	\$500,500
Software/Contingency/Tangible Property Account Review	5,000
<b>Full Revaluation Expenditures</b>	<b>\$505,500</b>
<b>Statistical Revaluation 12/31/24</b>	
(13,550 @ \$18)	\$243,900
Contingency	5,000
<b>Statistical Revaluation Expense</b>	<b>\$248,900</b>
<b>Statistical Revaluation 12/31/27</b>	
(13,700 @ \$20)	\$274,000
Contingency	5,000
<b>Statistical Revaluation Expense</b>	<b>\$279,000</b>
<b>Reserve Funding Expense</b>	
Reserve Funding	98,553
<b>Reserve Funding Expense</b>	<b>\$98,553</b>
<b>Total Program Cost</b>	<b>\$1,131,953</b>

### Facility Improvement Program

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

## General Government Programs, *continued*



### Town Hall Improvement Program

Maintenance and upkeep of the Town Hall building and facilities is an ongoing program. Improvements planned over the six-year CIP term include window replacement in the Personnel office; installation of air conditioning in the Council Chambers; exterior painting and roof cresting repair; and repair to the High Street entrance roof and doors and railing installation; upgrade of security and surveillance systems.

### Equipment and Vehicles

Equipment and Vehicles included in the Facilities Program includes the final of a three year reserve funding for the purchase in FY 2022-2023 of a 33ft electric articulating boom lift as well as 2<sup>nd</sup> of 2 year funding for a pickup truck utilized daily by the Facilities Superintendent. The truck is used to transport materials and tools, and in the winter is also used for snow plowing of municipal parking lots. Additionally, reserve funding is proposed for the upgrade or addition to the surveillance systems and access control systems town wide as the systems become obsolete or determined there is a need at town locations.

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

<b>Town Hall Improvement Program</b>	
<b>Income</b>	
Reserve Funds Available June 30, 2021 (est.)	\$116,032
FY 2021-2022 CIP Transfer	87,000
Future Year CIP Funding – FY 2023-2028	475,500
<b>Total Income</b>	<b>\$678,532</b>
<b>Expenses</b>	
<b>Town Hall Improvements</b>	
FY2020-2021 Replace Air Conditioning in Town Clerk’s Office	\$15,000
FY2021-2022 Aluminum Window Replacement Town Council Chamber	19,760
FY2021-2022 Exterior Painting and Roof Cresting	35,000
FY2022-2023 Aluminum Window Replacement (Planning & 2nd Floor)	24,000
FY2022-2023 Install HVAC in Town Council Chambers	50,000
FY2022-2023 High Street Front Entrance Repair and Hand Rail Installation	25,000
FY2023-2024 Town Hall Annex Roof Replacement	50,000
FY2023-2024 Replace Air Conditioning in Tax Collector's Office	15,000
FY2024-2027 Restroom Remodel/Update	30,000
FY2024-2025 Parking Lot Improvements	70,000
FY2025-2027 Flat Roof Replacement (Assessor/Building Inspector's Dept.)	75,000
FY2027-2028 Replace HVAC Building Inspector's Dept.	20,000
<b>Equipment &amp; Vehicles</b>	
FY2022-2023 Facilities Superintendent Truck	50,000
FY2022-2023 Electric Articulating Boom Lift	40,000
FY2022-2027 Security System	60,000
FY2024-2025 Facilities SUV	26,000
FY2025-2026 Cargo Van	40,000
<b>Total Program Cost</b>	<b>\$644,760</b>

## General Government Programs, *continued*

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### South Road Facility

The South Road Building, formerly the South Road Elementary School, has been in the town building inventory for four years. This building came with a small budget from the school department which has since been exhausted. The HVAC system, although functional, is older and needs upgrading. If the town is going to continue to rent the building, this should be a priority.

<b>South Road School Building Program</b>	
<b>Income</b>	
FY 2022-2023 CIP Transfer	\$10,000
Future Year CIP Funding – FY 2023-2028	20,000
<b>Total Income</b>	<b>\$30,000</b>
<b>Expenses</b>	
FY2022-2023 HVAC Repair	\$10,000
FY2023-2028 Ongoing Repairs and Improvements	20,000
<b>Total Program Cost</b>	<b>\$30,000</b>



## Public Services Improvement Programs

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### Public Works Road Improvement Program

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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 19 miles resurfaced, totaling 32.6% of 150 miles of Town owned roadways. Over the next six-year term of the CIP, 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 2022-2023 through FY 2027-2028 Capital Improvement Program are projected at \$8,414,970. Funding sources include Pay As You Go funding of \$4,164,970 over the six-year CIP term, Operating Budget Transfers of \$400,000 and the need for future authorization of \$3,850,000 in general obligation bonds.

## Public Services Improvement Programs, *continued*



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

<b>Public Works Road Improvement Program</b>	
<b>Income</b>	
Annual Capital Budget Transfers	\$4,164,970
General Obligation Bonds	3,850,000
General Fund Year End Transfers	400,000
<b>Total Income</b>	<b>\$8,414,970</b>
<b>Expenses</b>	
Arterial Road Program	\$2,522,895
Collector Road Program	701,125
Local Road Program	1,250,950
Sidewalk Improvements	350,000
Drainage/Erosion Control, TMDL Projects	3,475,000
Bridge and Dam Improvements	90,000
Highway Facility Program	25,000
<b>Total Program Cost</b>	<b>\$8,414,970</b>

### **PUBLIC SERVICES PROGRAM SUMMARY**

Charts entitled *Public Works Road Improvement Program* and *Public Works Equipment Replacement Schedule* can be found on the following pages. These charts provide a summary of the Public Works related projects and construction equipment and vehicles scheduled for acquisition over the six-year term of the FY 2022-2023 through FY 2027-2028 CIP.

PUBLIC WORKS IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total
<b>Arterial Road Program (ARP) - Reconstruction</b>								
Torrey Road	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal ARP- Reconstruction</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Arterial Road Program - Overlay</b>								
Moonstone Beach Road (Mill Pond to Route 1)	\$247,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Old North Road (Rt 138 to Flagg Rd)	567,000	0	0	0	0	0	0	0
Wordens Pond Road (Phase 2 of 2 - East End)	0	408,870	0	0	0	0	0	408,870
Green Hill Beach Road (School House Rd to Post Rd)	0	308,000	0	0	0	0	0	308,000
Robinson Street	0	0	204,000	0	0	0	0	204,000
Columbia Street	0	0	262,650	0	0	0	0	262,650
Kenyon Avenue	0	0	0	0	0	0	660,625	660,625
Gravelly Hill Road	0	0	0	615,000	0	0	0	615,000
Salt Pond Road (Woodruff to Kenyon)	0	0	0	0	63,750	0	0	63,750
<b>Subtotal ARP - Overlay</b>	<b>\$814,100</b>	<b>\$716,870</b>	<b>\$466,650</b>	<b>\$615,000</b>	<b>\$63,750</b>	<b>\$0</b>	<b>\$660,625</b>	<b>\$2,522,895</b>
<b>Total Arterial Road Program</b>	<b>\$814,100</b>	<b>\$716,870</b>	<b>\$466,650</b>	<b>\$615,000</b>	<b>\$63,750</b>	<b>\$0</b>	<b>\$660,625</b>	<b>\$2,522,895</b>
<b>Collector Road Program - Reconstruction/Reclamation</b>								
None Currently Proposed	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Collector Road Program - R/R</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Collector Road Program - Mill/Overlay</b>								
Frank Avenue	\$42,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Liberty Lane (Rt 138 to Bike Path)	0	0	335,625	0	0	0	0	335,625
James Trail (less ledge reconstruction area)	0	0	115,500	0	0	0	0	115,500
Bond Funded Acceleration - Road Resurfacing	0	250,000	0	0	0	0	0	250,000
<b>Subtotal Collector Road Program -Mill/Overlay</b>	<b>\$42,000</b>	<b>\$250,000</b>	<b>\$451,125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$701,125</b>
<b>Total Collector Road Program</b>	<b>\$42,000</b>	<b>\$250,000</b>	<b>\$451,125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$701,125</b>
<b>Local Road Program - Overlay</b>								
Waites Corner Road (Rt. 138 to Amtrak)	\$0	\$0	\$0	\$0	\$0	\$142,500	\$0	142,500
Oakwoods Dr	0	0	0	0	352,500	0	0	352,500
Oak Hill Rd	0	0	0	0	64,500	0	0	64,500
Beech Hill Rd	0	0	0	0	63,750	0	0	63,750
Arbor Way	0	0	0	0	80,625	0	0	80,625
Dendron Rd	0	0	0	0	0	156,075	0	156,075
Eagles Nest Terrace	0	0	0	0	0	26,250	0	26,250
Spruce Ct	0	0	0	0	0	32,250	0	32,250
Grey Birch Ct	0	0	0	0	0	26,250	0	26,250
Ice House Rd	0	0	0	0	0	56,250	0	56,250
Bond Funded Acceleration - Road Resurfacing	0	250,000	0	0	0	0	0	250,000
<b>Local Road Program - Overlay Subtotal</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$561,375</b>	<b>\$439,575</b>	<b>\$0</b>	<b>\$1,250,950</b>
<b>Signage and Bicycle/Pedestrian Safety</b>								
Bicycle and Pedestrian Safety Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Signage and Bicycle/Pedestrian Safety</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Local Roads</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$561,375</b>	<b>\$439,575</b>	<b>\$0</b>	<b>\$1,250,950</b>
<b>Total Road Program (Arterial, Collector &amp; Local)</b>	<b>\$856,100</b>	<b>\$1,216,870</b>	<b>\$917,775</b>	<b>\$615,000</b>	<b>\$625,125</b>	<b>\$439,575</b>	<b>\$660,625</b>	<b>\$4,474,970</b>

PUBLIC WORKS IMPROVEMENT PROGRAM								
	Estimated							Six Year
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total
<b>New Sidewalks &amp; Bicycle/Pedestrian Safety</b>								
Bicycle and Pedestrian Safety Infrastructure - TBD	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$350,000
<b>Total New Sidewalks &amp; Bicycle/Pedestrian Safety</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>
<b>New Drainage/ Erosion/ TMDL Projects</b>								
TMDL Implementation Reserve Fund	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$0	\$375,000
Matunuck Beach Road Protection Reserve Fund	20,000	20,000	20,000	20,000	20,000	20,000	0	100,000
Matunuck Beach Shoreline/Road Protection	0	3,000,000	0	0	0	0	0	3,000,000
<b>Total New Drainage/Erosion/TMDL</b>	<b>\$95,000</b>	<b>\$3,095,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$0</b>	<b>\$3,475,000</b>
<b>Bridges and Dams</b>								
Bridge Inspection Program	\$35,000	\$0	\$35,000	\$0	\$35,000	\$0	\$0	\$70,000
Dam Reserve Program	20,000	20,000	0	0	0	0	0	20,000
<b>Total Bridges &amp; Dams</b>	<b>\$55,000</b>	<b>\$20,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,000</b>
<b>Highway Facility Program</b>								
Building Repair & PSOB Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Salt Barn Improvements	0	0	0	0	0	0	0	0
Fuel Center Upgrade	0	0	25,000	0	0	0	0	25,000
Infrastructure Management System	0	0	0	0	0	0	0	0
<b>Total Highway Facility Program</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>
<b>Public Works Road Improvement Program Summary</b>								
Arterial Road Program	\$814,100	\$716,870	\$466,650	\$615,000	\$63,750	\$0	\$660,625	\$2,522,895
Collector Road Program	42,000	250,000	451,125	0	0	0	0	701,125
Local Road Program	0	250,000	0	0	561,375	439,575	0	1,250,950
Sidewalk Improvements	0	350,000	0	0	0	0	0	350,000
Drainage Improvements/Erosion Control/TMDL Projects	95,000	3,095,000	95,000	95,000	95,000	95,000	0	3,475,000
Bridge and Dam Improvements	55,000	20,000	35,000	0	35,000	0	0	90,000
Highway Facility Program	0	0	25,000	0	0	0	0	25,000
<b>Total Public Works Road Improvement Program</b>	<b>\$1,006,100</b>	<b>\$4,681,870</b>	<b>\$1,072,775</b>	<b>\$710,000</b>	<b>\$755,125</b>	<b>\$534,575</b>	<b>\$660,625</b>	<b>\$8,414,970</b>
<b>Pay As You Go Capital Budget Funding</b>								
CIP - Road Improvement Program Transfers	\$690,000	\$700,000	\$710,000	\$730,000	\$674,990	\$674,990	\$674,990	\$4,164,970
General Fund Operating Transfer	100,000	100,000	100,000	100,000	50,000	50,000	0	400,000
Public Service Bonds Issued – January Sale	0	3,850,000	0	0	0	0	0	3,850,000
<b>Total Projected Income</b>	<b>\$790,000</b>	<b>\$4,650,000</b>	<b>\$810,000</b>	<b>\$830,000</b>	<b>\$724,990</b>	<b>\$724,990</b>	<b>\$674,990</b>	<b>\$8,414,970</b>

**PUBLIC WORKS - EQUIPMENT REPLACEMENT SCHEDULE**

General Fund	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Highway Division Equipment</b>								
Hwy Super & Engineer Vehicles & Equipment	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
Vehicle Lifts	0	0	0	0	15,000	18,000	0	33,000
Pickup & Utility Trucks (7)	39,000	39,000	39,000	0	42,000	42,000	0	162,000
Light Dump Trucks (3)	0	90,000	100,000	50,000	80,000	0	0	320,000
Medium Dump Trucks (8)	190,000	0	0	195,000	195,000	0	195,000	585,000
Large Dump Trucks (2)	80,000	70,000	0	0	0	0	50,000	120,000
Street Sweepers (2)	0	0	130,000	130,000	0	130,000	130,000	520,000
Roadside Mowing (3)	0	75,000	75,000	0	0	150,000	0	300,000
Backhoe / Bobcat	0	50,000	0	0	0	0	0	50,000
Payloader	65,000	0	0	0	0	0	0	0
Chippers (2)	0	0	55,000	25,000	0	0	0	80,000
Trailer, Roller, Compressor	0	40,000	0	0	20,000	25,000	0	85,000
Portable Message Board	0	20,000	0	0	0	0	0	20,000
<b>Total Highway Division Equipment</b>	<b>\$374,000</b>	<b>\$384,000</b>	<b>\$399,000</b>	<b>\$400,000</b>	<b>\$387,000</b>	<b>\$365,000</b>	<b>\$375,000</b>	<b>\$2,310,000</b>



## Public Safety Programs

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### Public Safety Equipment and Facility Program

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

#### Public Safety Computer Systems

Funding of \$115,000 is proposed over the six-year term of the CIP to allow for timely replacement of the various critical computer system elements as needed. At the recommendation of the Information Technology (IT) Director, the following projects are forecasted over the next six years:

##### Server Virtualization Hardware Replacement/Upgrade

The server virtualization hardware will need replacement/update in FY 2022-2023 at a projected cost of \$50,000. Server virtualization is a technology for partitioning one physical server into multiple virtual servers. During FY 2016, the server virtualization project was implemented. The equipment will have been in use for 6+ years at time of replacement.

##### Cybersecurity Toolset - Network Monitoring

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

##### Server Virtualization Hardware Replacement/Upgrade and Network and Firewall Replacement

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

#### Public Safety Communications Systems

The Police Department's communications systems include a facility-wide closed circuit television (CCTV) monitoring element; a three workstation Police, Fire and EMS Dispatch Center, inclusive of backup recording and playback functionality; an in-station telephone system; and central monitoring equipment for the Town's Fire Alarm System.

##### Telephone System Replacement

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

##### CCTV/Video Surveillance System Replacement

The current CCTV/Video surveillance system was installed in phases over the last several years, with the last major upgrade in 2009. It provides coverage throughout the Public Safety Complex including the prisoner processing areas and interview recording rooms. On many occasions, this video footage is requested by



## Public Safety Programs, *continued*

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law enforcement and court officers. At the recommendation of the IT Director, we should plan for its replacement in FY 2024-2025. IT would look to investigate the latest technology in hopes of improving video quality and retention.

### Voice Recording System Replacement – FY 2026-2027

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

### **Public Safety Building Reserve - Facility Wide Improvements**

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given the building has reached over 23 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair. Annual reserve funding totaling \$60,000 is proposed over the six-year term of the CIP to address equipment replacements and facility improvements as needed. A summary of the Public Safety Program over the six-year term of the CIP is shown below:

<b>Public Safety Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$483,188
FY2021-2022 CIP Transfer	65,000
Future Year CIP Funding – FY 2023-2028	385,000
<b>Total Income</b>	<b>\$933,188</b>
<b>Expenses</b>	
FY 2021-2022 Public Safety Computer Systems	\$50,000
FY 2021-2022 Public Safety Communications Equipment	43,500
FY 2021-2022 Public Building Reserve – Facility Wide	158,887
FY 2023-2028 Public Safety Computer Systems	180,000
FY 2023-2028 Public Safety Communications Equipment	175,000
FY 2023-2028 Public Building Reserve – Facility Wide	200,000
FY 2023-2024 Animal Control Vehicle – Replacement	50,000
<b>Total Program Cost</b>	<b>\$857,387</b>

### Animal Control Road Program – Vehicle Replacement

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The current Animal Control Van (2016 Chevrolet Express) was placed in service June 2016. The typical replacement cycle is six to seven years. Reserve funding is proposed beginning in FY 2023 over a two-year period to plan for the next vehicle acquisition in FY 2023-2024 at an estimated cost of \$50,000.



### Emergency Medical Services Program

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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 the South Station.

The past four years have seen a significant increase in EMS call volume. The demand for EMS services in areas of Town where average response times exceed the acceptable industry standard substantiates the Department's long term plan to increase the number of EMS vehicles and associated staffing from two to three ambulances. The Town is currently exploring options for constructing a third EMS bay in the Southern region of Town where the population has increased and the response times are highest. This project may require dedicated funds to construct a new facility. Currently, SKEMS is working with the Union Fire District for siting a new EMS bay on the UFD-owned parcel on Matunuck Schoolhouse Road. This plan proposes that UFD will fund the construction of a new EMS bay along with reconstruction of the Fire Station, and the Town would reimburse UFD, for the cost of the EMS bay, over the course of a ten year lease agreement.

#### EMS Vehicle Replacement/Expansion

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

- EMS vehicle replacement through FY2022-2026 is as follows:
  - EMS vehicle Paramedic 1 (#442) replacement in FY 2022-2023 at cost of \$260,000
  - EMS vehicle Paramedic 2 (#440) replacement in FY 2025-2026 at cost of \$70,000
- EMS vehicle reserve and trade-in at time of replacement
  - EMS vehicle (#440) will be traded for new Paramedic 2 in FY2025-2026
  - EMS vehicle (#431) will be traded-in for new Paramedic 3 in FY2026-2027

#### 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 department maintains three front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. These units have a life expectancy of seven to eight years and will continue the replacement cycle in FY 2021-2022 through FY 2026-2027. Current cost of the cardiac monitor/defibrillator for replacement is \$31,000.

## Public Safety Programs, *continued*



- Power Stretcher Replacement
  - Funding is identified in FY2022-23 for the replacement cycle for the power load stretchers for Paramedic 3. In July of 2023, the units will reach the seven-year mark recommended replacement mark. Total cost of stretcher is for FY22-22 estimated at \$23,000 due anticipated cost increase.
  - FY2022-2023 funding amount of \$23,000 is proposed to replace the stretcher for Paramedic 3

### EMS Facility Improvements

- Public Safety - North EMS Station Common Area Floor
  - The tile floor area of the common room at the North EMS Station at the Public Safety of is in need of replacement. The floor has significant cracks and is coming up in places. Bacteria from shoes worn by EMS personnel can transfer bacteria into the cracks. Cost of a new floor in FY2022-2023 is estimated at \$20,000.

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

<b>Emergency Medical Services Program</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$244,229
FY2021-2022 CIP Transfer	138,000
Future Year CIP Funding – FY 2023-2028	479,000
<b>Total Income</b>	<b>\$861,229</b>
<b>Expenses</b>	
Vehicle Replacements	\$649,000
Medical Diagnostics/ Equipment	192,229
Facilities Improvement – North Station	20,000
<b>Total Program Cost</b>	<b>\$861,229</b>

## Public Safety Programs, *continued*



### Fire Alarm Program

During Fiscal Years 2022-2023 through 2027-2028, the Communications Department proposes the following projects be considered for funding through the Town's Capital Improvement Program. These projects will help this department run more efficiently, plan for vehicle replacement, reduce maintenance/repair costs on aging equipment, and keep our Town staff safer in Town Buildings.

<b>Fire Alarm Division</b>	
<b>Income</b>	
Funds Held In Reserve at June 30, 2021 (est.)	\$58,173
FY 2021-2022 CIP Transfer	29,500
Future Year CIP Funding – FY 2023-2028	149,000
<b>Total Income</b>	<b>\$236,673</b>
<b>Expenses</b>	
FY 2021-2022 Prism Digitizer Equipment	\$10,000
FY 2021-2022 Radio Replacement	12,500
FY 2021-2022 SUV Replacement	7,000
FY 2023-2027 SUV Vehicle Replacement	35,000
FY 2023-2028 Utility Truck Replacement	54,000
FY 2024-2026 Town Hall Fire Alarm Upgrade	60,000
<b>Total Program Cost</b>	<b>\$178,500</b>



## School Programs

### School Capital Program

This section describes the projects proposed by the School Committee for completion during the next 6-year term of the FY 2022-2023 through FY 2027-2028 CIP. Projects scheduled beyond the 2022-2023 fiscal year are based upon an in-house assessment and have not been certified for State Housing Aid.

#### Long Term Education and Facilities Plan

The district’s facilities plan has taken on a few iterations and has been the source of many deep discussions, the vision and commitment to the future ready core for our children has remained the same. In the new world of education, the need for a 21<sup>st</sup> century education has become hard to meet in the 19<sup>th</sup> century buildings.

The district has put together four internal subcommittee that will explore strategic planning, redistricting, budget, and building and facilities plans. The district is also actively seeking an Educational Facilities Planner. The subcommittees work is an internal process to assist in formulating the Fiscal Year 2022/23 Budget. The information provided by the subcommittees will support the Master Plan required by the Rhode Island Department of Education, which will include the Necessity of Construction and Stage I & II. When the Educational Facilities Planner is hired, the firm/individual will work with the subcommittees to prepare a potential RIDE application. Upon completion of each subcommittee work, all four subcommittees will meet to review, assess and prepare a presentation to the community and elected officials.

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

#### Projected Six Year CIP School Program

The School Committee has a placeholder of \$92,225,000 over the 6-year term of the proposed CIP. A summary of the School FY 2022-2023 through FY 2027-2028 Proposed Capital Program is shown below:

<b>School Capital Improvement Program</b>	
<b>Income</b>	
School General Obligation Bonds (TBD)	\$78,660,000
Additional RIDE Funding /Bonding Authorization and/or School Fund Transfer	6,340,000
Future Year CIP Funding - Long-Term Non-Bonded Projects (TBD)	7,469,962
Future Year CIP Funding – FY 2023-2028	11,295,235
<b>Total Income</b>	<b>\$103,765,197</b>
<b>Expenses</b>	
School Facilities Improvement Program (TBD)	\$85,000,000
General Building/Ed. Planner & Renovations Program (TBD)	7,469,962
FY 2023-2028 Technology and District-wide Projects	11,295,235
<b>Total Program Cost</b>	<b>\$103,765,197</b>

## School Programs, *continued*

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### *School Committee Proposed CIP FY 2022-2023 through FY 2027-2028*

The projects proposed by the School Department for completion during the next six-year CIP term are shown on pages 6 -7 and 6- 8 *Superintendent Proposed Capital Improvement Program – School Fund*. Projects in the FY 2022-2023 PAYG capital budget are shown in Section 5 PAY AS YOU GO. In order to receive school housing aid for projects proposed for consideration subsequent to FY 2022-2023, 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

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Charts entitled *School Committee Proposed School Facilities Program* can be found on the following pages. These charts provide a summary of the School capital projects over the six-year term of the FY 2022-2023 through FY 2027-2028 CIP.

**SCHOOL COMMITTEE PROPOSED SCHOOL FACILITIES PROGRAM**

	Fiscal Year 2021-2022 Estimate	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>District-Wide</b>								
Educational Planner	0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
<b>Subtotal - District-Wide</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>
<b>High School - Curtis Corner Location</b>								
Install Emergency Lighting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Support Beam Replacement - Loading Dock	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Roofing repairs - CIP	0	0	0	0	0	0	15,000	15,000
Security Improvements	0	0	0	0	0	0	0	0
<b>Revised Stage I &amp; II Submission</b>	<b>0</b>	<b>0</b>	<b>29,559,697</b>	<b>29,559,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,119,395</b>
<b>Subtotal - High School - Curtis Corner Location</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,559,697</b>	<b>\$29,559,697</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$59,284,395</b>
<b>South Kingstown High School - Columbia Street Location</b>								
Boiler Chimney Repair	\$0	\$0	\$0	\$0	\$41,000	\$0	\$0	\$41,000
Clean, Flush and Scope Underground Sanitary/Kitchen Waste Pipes	0	0	0	0	0	28,780	0	28,780
Boiler Replacement	0	0	0	0	0	0	0	0
Life Safety and Plumbing - CIP	0	0	0	0	0	0	0	0
Security Improvements	0	0	0	0	0	0	0	0
<b>Revised Stage I &amp; II Submission</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal - High School - Columbia Street Location</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$41,000</b>	<b>\$28,780</b>	<b>\$0</b>	<b>\$69,780</b>
<b>Broad Rock Middle School</b>								
Repair Integral Gutter - Main Entry - CIP	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Roofing repairs - CIP	0	0	0	0	0	0	20,000	20,000
Thermostatic Mixing Valves - Eye Wash and Showers	0	0	0	0	0	28,000	0	28,000
<b>Revised Stage I &amp; II Submission</b>	<b>0</b>	<b>0</b>	<b>12,109,756</b>	<b>12,109,756</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,219,513</b>
<b>Subtotal - Broad Rock Road Middle School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,109,756</b>	<b>\$12,109,756</b>	<b>\$20,000</b>	<b>\$28,000</b>	<b>\$20,000</b>	<b>\$24,287,513</b>
<b>West Kingston Elementary School</b>								
Roof Repair - Replace Built-Up Roofing	\$0	\$0	\$0	\$0	\$0	\$185,000	\$0	\$185,000
New Central Heating System	0	0	0	0	671,000	0	0	671,000
New Ventilation System	0	0	0	0	671,000	0	0	671,000
Replace Switchgear	0	0	0	0	0	245,440	0	245,440
Replace Panel Boards	0	0	0	0	0	0	119,691	119,691
Install/Replace Fire Alarm System	0	0	0	0	0	0	177,328	177,328
Provide Domestic Hot Water Supply & Return to Classroom Sinks	0	0	0	0	0	47,250	0	47,250
Provide Supplies & Trap Insulation for Lavatories	0	0	0	0	0	3,250	0	3,250
Thermostatic Mixing Valves - Eye Wash and Showers	0	0	0	0	0	7,000	0	7,000
Provide Plaster Trap for Art Room Sink	0	0	0	0	0	750	0	750
Security Improvements	0	0	0	0	0	0	0	0
<b>Revised Stage I &amp; II Submission</b>	<b>0</b>	<b>0</b>	<b>212,454</b>	<b>212,454</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>424,908</b>
<b>Subtotal - West Kingston Elementary School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$212,454</b>	<b>\$212,454</b>	<b>\$1,342,000</b>	<b>\$488,690</b>	<b>\$297,019</b>	<b>\$2,552,617</b>
<b>Peace Dale Elementary School</b>								
Replace Ductless Split System	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000
Thermostatic Mixing Valves - Eye Wash and Showers	0	0	0	0	0	7,350	0	7,350
Install Expansion at Water Heater Supply	0	0	0	0	0	3,500	0	3,500
Provide Supplies & Trap Insulation for Lavatories	0	0	0	0	0	6,871	0	6,871
New Ventilation System	0	0	0	0	1,298,000	0	0	1,298,000
<b>Revised Stage I &amp; II Submission</b>	<b>0</b>	<b>0</b>	<b>271,514</b>	<b>271,514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>543,028</b>
<b>Subtotal - Peace Dale Elementary School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$271,514</b>	<b>\$271,514</b>	<b>\$1,298,000</b>	<b>\$17,721</b>	<b>\$18,000</b>	<b>\$1,876,749</b>

*(Continued on Next Page)*

SCHOOL COMMITTEE PROPOSED SCHOOL FACILITIES PROGRAM

	Fiscal Year 2021-2022 Estimate	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Wakefield Elementary School</b>								
Paving/Parking Lot Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Replace Aluminum Windows	0	0	0	0	0	\$0	610,241	\$610,241
Provide Domestic Hot Water Supply & Return to Classroom Sinks	0	0	0	0	52,000	0	0	\$52,000
Provide Supplies & Trap Insulation for Lavatories	0	0	0	0	3,846	0	0	3,846
Thermostatic Mixing Valves - Eye Wash and Showers	0	0	0	0	7,636	0	0	7,636
New Central Heating System	0	0	0	0	705,786	0	0	705,786
New Ventilation System	0	0	0	0	757,859	0	0	757,859
Battery Units for Emergency Lighting	0	0	0	0	0	38,158	0	38,158
<b>Proposed Stage I Submission</b>	0	0	134,124	134,124	0	0	0	268,248
<b>Subtotal - Wakefield Elementary School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$134,124</b>	<b>\$134,124</b>	<b>\$1,527,127</b>	<b>\$38,158</b>	<b>\$710,241</b>	<b>\$2,543,774</b>
<b>Matunuck Elementary School</b>								
Roof Replacement - CIP	\$0	\$0	\$0	\$0	\$185,000	\$0	\$0	\$185,000
Re-mortar Loose Wall Cap - CIP	0	0	0	0	750	0	0	750
Replace Exterior Metal Doors	0	0	0	0	0	185,345	0	185,345
E1 - Replace Exterior Soffit Downlights	0	0	0	0	20,560	0	0	20,560
Replace Switchgear	0	0	0	0	0	228,800	0	228,800
Replace Distribution Panel	0	0	0	0	24,000	0	0	24,000
Replace Panel Boards	0	0	0	0	130,536	0	0	130,536
Install/Replace Fire Alarm System	0	0	0	0	193,400	0	0	193,400
Provide Domestic Hot Water Supply & Return to Classroom Sinks	0	0	0	0	51,585	0	0	51,585
Provide Supplies & Trap Insulation for Lavatories	0	0	0	0	3,250	0	0	3,250
Thermostatic Mixing Valves - Eye Wash and Showers	0	0	0	0	7,000	0	0	7,000
Security Improvements	0	0	0	0	0	0	0	0
<b>Proposed Stage I Submission</b>	0	0	212,454	212,454	0	0	0	424,908
<b>Subtotal - Matunuck Elementary School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$212,454</b>	<b>\$212,454</b>	<b>\$616,081</b>	<b>\$414,145</b>	<b>\$0</b>	<b>\$1,455,134</b>
<b>TOTAL - School Facilities Bonding Element</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$42,500,000</b>	<b>\$42,500,000</b>	<b>\$4,994,208</b>	<b>\$1,015,494</b>	<b>\$1,060,260</b>	<b>\$92,469,962</b>
<b>Paving Projects</b>								
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	0	0	0	0
Peace Dale Elementary	0	0	0	0	0	0	0	0
Matunuck Elementary	0	0	0	0	0	0	0	0
<b>Subtotal - School Fund Capital Transfer for Paving Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL - School Program</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$42,500,000</b>	<b>\$42,500,000</b>	<b>\$4,994,208</b>	<b>\$1,015,494</b>	<b>\$1,060,260</b>	<b>\$92,469,962</b>



**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.....	5-10
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Library System.....	5-24
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School Fund.....	5-41

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**



## Introduction to the Capital Budget (Pay As You Go)

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### Capital Budget Overview

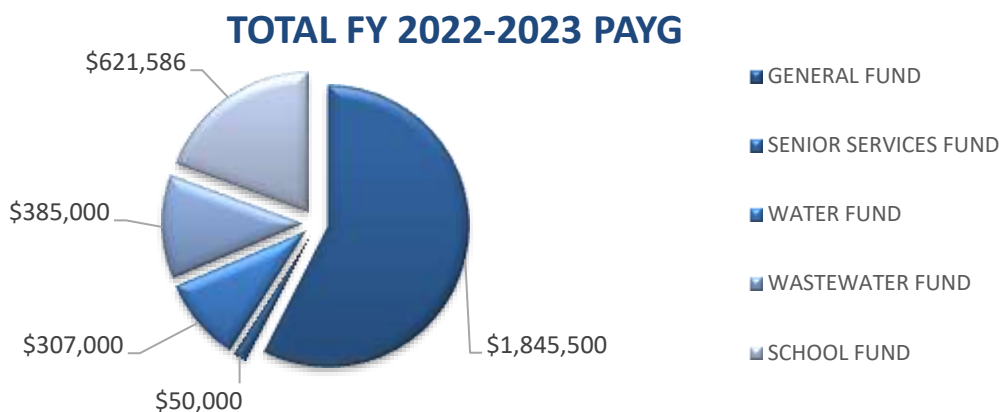
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The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2022-2023 and is incorporated into the operating budget.

### FY 2022-2023 Pay As You Go Summary

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A breakdown by fund for the total Pay As You Go Element of the Capital Improvement Program for FY 2022-2023 is shown below:



A breakdown of the proposed General Fund Funding Element of the FY 2022-2023 Pay As You Go Program for General Fund capital projects is shown below:



### FY 2022-2023 Pay As You Go Projects

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Projects budgeted across all funds for inclusion in the FY 2022-2023 PAYG Element of the CIP are detailed on the following pages of this section (*see Element 4 for a full listing of all projects proposed over the next six year CIP Fiscal Period 2022-2023 through 2027-2028*).

# Parks and Recreation Project Descriptions

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## Parks and Recreation Rehabilitation/Improvements Pay As You Go Summary

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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 2022-2023 fiscal year are shown in this section. The pages that follow provide detail for each of the projects shown below.

### FY 2022-2023 PAYG Element

---

The following projects are proposed for funding in the upcoming 2022-2023 fiscal year:

<b>Parks and Recreation Improvement Program</b>	<b>FY 2022-2023</b>
<b>Fagan Park</b>	
Picnic Tables/Water fountain Replacement	\$10,000
<b>Old Mountain Field</b>	
Restroom/Concession Building Replacement	50,000
<b>Town Beach</b>	
Beach Improvement Program	10,000
<b>Tuckertown Park</b>	
Play Structure Replacement	30,000
Tennis/basketball Court Resurfacing	20,000
<b>West Kingston Park</b>	
Tennis Court Resurfacing	15,000
<b>Total</b>	<b>\$135,000</b>



## Parks and Recreation Project Descriptions, *continued*

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### DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Fagan Park – Picnic Tables/Water Fountain Replacement

### PROJECT DESCRIPTION

Funding in the amount of \$10,000 is proposed for the purchase of two new picnic tables and benches to replace the original furnishings which were installed in 2002. This proposed funding will also cover the cost of replacing a broken water fountain. Parks staff will perform the installation work to limit the expense associated with the project. Fagan Park is located adjacent to the South County Bike Path in Peace Dale Village.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital project



## Parks and Recreation Project Descriptions, *continued*

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### DEPARTMENT – PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Old Mountain Field – Restroom/Concession Building Replacement

### DESCRIPTION

The design of an updated park master plan for Old Mountain Field (OMF) with the primary focus on the replacement of the park’s restroom and concession buildings has been a long-term capital project detailed in the CIP for the past six years. Capital reserve funding in the amount of \$163,410, as well as a combined total of \$580,000 allocated from the 2020 municipal bond referendum and American Rescue Plan funding, are projected to cover the cost of design and construction of a new building. In conjunction with the site design for a new restroom/concession building, re-design of the existing OMF parking lots to incorporate safer pedestrian access from the lots and a one-way traffic pattern within the park, is also planned. Funding in the amount of \$50,000 is recommended to increase the Park rehab reserve fund for the parking redesign.

### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi year funded capital projects

<b>Old Mountain Field</b>	<b>FY 2022-2023</b>
Parking Lot Redesign	\$50,000
<b>TOTAL</b>	<b>\$50,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

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

### PROJECT TITLE

Town Beach – Improvement Program

### PROJECT DESCRIPTION

A total of \$10,000 is proposed in FY 2022-2023 to be allocated to the Town Beach Improvement Fund. This reserve funding will continue to address sand replenishment and shoreline erosion mitigation.



### JUSTIFICATION

- Maintain facility infrastructure
- Reduces Risk
- Supports Tourism

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Town Beach	FY 2022-2023
Beach Improvement Program	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

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

### PROJECT TITLE

Tuckertown Park – Playground Improvements

### PROJECT DESCRIPTION

Funding in the amount of \$30,000 is proposed to add to an existing \$30,000 reserve for phased replacement of the play structures at Tuckertown Park. In 2014 major elements such as decks and climbing stairs were replaced on the existing main structure. A total of \$80,000 over the next three years will fund replacement components to update the structure to continue to meet National Playground Safety Standards.



### JUSTIFICATION

- Increases life cycle of recreational facility for public use
- Maintain facility infrastructure
- Reduces risk – Must meet National Playground Safety Standards

### CATEGORY

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

### FUNDING TIMELINE

- Second installment of a four year funded capital project (total of \$80,000)

<b>Tuckertown Park</b>	<b>FY 2022-2023</b>
Playground Upgrades	\$30,000
<b>TOTAL</b>	<b>\$30,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

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

### PROJECT TITLE

Tuckertown Park Court Resurfacing

### PROJECT

Tennis Court and Basketball Court Resurfacing

A total of \$20,000 is proposed in FY2022-2023 to repair cracks and resurface the two tennis courts and basketball court at Tuckertown Park. These courts were last repaired and surfaced in 2013 and have begun to show significant cracking in the asphalt as well as faded paint and boundary lines. The courts are used on a regular basis by residents and local recreation teams.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Single-year funded capital project

Tuckertown Park	FY 2022-2023
Resurface Tennis & Basketball Courts	\$20,000
<b>TOTAL</b>	<b>\$20,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

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

### PROJECT TITLE

West Kingston Park Tennis/Pickleball Court Resurfacing

### PROJECT

Tennis/Pickleball Court Resurfacing

A total of \$15,000 is proposed in FY 2022-2023 to repair cracks and resurface the two tennis/six pickleball courts at West Kingston Park. These courts were last resurfaced in 2015 and are showing cracking and faded paint and boundary lines. They are used on a regular basis by residents and local recreation teams. There has been a marked increase in use since the courts were lined for pickleball in 2021, and portable nets added.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

West Kingston Park	FY 2022-2023
Resurface Tennis/Pickleball Courts	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>



## Parks and Recreation Project Descriptions, *continued*

### DEPARTMENT PROGRAM TITLE

Parks and Recreation - Equipment Acquisition and Replacement Program

### PROGRAM DESCRIPTION

Equipment acquisition and replacement ensures that the Town has the necessary equipment to maintain public building and park facilities in an effective and cost efficient manner. The Parks Division reviews and updates the equipment procurement schedule annually in an effort to retain equipment for as long as possible before replacement is necessary. Equipment proposed for funding during FY 2022-2023 is detailed below:

Equipment	FY 2022-2023
Dump Truck/1 ton, stake body	\$ 50,000
12 Foot Mower	80,000
Leaf removal vacuum attachment	13,000
<b>Total</b>	<b>\$ 143,000</b>

Three pieces of equipment are proposed for replacement in FY 2022-2023, all of which are critical to the regular maintenance and upkeep of the 103 acres of park and town property that the Parks Division is responsible for year-round. The Parks Division vehicle fleet and equipment also supports snow plowing and removal efforts.

- **Dump Truck 1 Ton with Stake Body: \$50,000**  
Funding of \$50,000 is requested for the replacement of a 2013 stake body dump truck that is used by parks personnel in support of daily maintenance of parks. The anticipated mileage at time of trade-in in FY22-23 is 63,000 miles. The vehicle is currently in good to fair condition.
- **12 Foot Mower - \$80,000**  
Funding of \$80,000 is requested for replacement of a 2013 Toro-GM 4000 mower that has logged approximately 2100 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.
- **Leaf Removal Vacuum Attachment: \$13,000**  
Funding of \$13,000 is requested for replacement of a 2013 leaf removal vacuum that has exceeded its recommended seven year life cycle. This machine is a critical piece of equipment necessary for park maintenance crews to efficiently perform leaf and debris removal in the fall and spring seasons at all town parks and public building grounds.





## Public Services Project Descriptions

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### Road Improvement Program Pay As You Go Summary

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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 2022-2023 are shown in this section. The following pages provide detail for each of the programs listed below.

#### FY 2022-2023 PAYG Element

---

The proposed Road Improvement Program will require the expenditure of \$8,414,970 over the six year Capital Improvement Program scheduled to begin in FY 2022-2023. The proposed six year program will require \$4,164,970 in capital budget annual appropriations; \$400,000 in general fund operating budget transfers; the sale of public services bonds totaling \$3,850,000 in funding held in the Public Works Improvement Fund.

In FY 2022-2023, transfers are proposed to the Public Works Improvement Capital Reserve Fund from the General Fund Capital Improvement Program in the amount of \$700,000 and \$100,000 from the Streets and Highways Account within the General Fund Budget.

#### FUNDING TIMELINE

Projects proposed for funding in the upcoming 2022-2023 fiscal year are shown below (*see Element 4, pages 4 - 25 and 4 - 26 for a full listing of all Road Improvement Program projects proposed over the six (6) year term of the FY 2022-2023 through FY 2027-2028 Capital Improvement Program*).

Public Works Road Improvement Program Summary	FY 2021-2022	FY 2022-2023
Arterial Road Program	\$814,100	\$716,870
Collector Road Program	42,000	250,000
Local Road Program	0	250,000
Sidewalk Improvements	0	350,000
Drainage Improvements/Erosion Control/TMDL Projects	95,000	3,095,000
Bridge and Dam Improvements	55,000	20,000
Highway Facility Program	0	0
<b>Total Program</b>	<b>\$1,006,100</b>	<b>\$4,681,870</b>



## Public Services Project Descriptions, *continued*

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### DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

### PROJECT TITLE

Road Reconstruction and Pavement Overlay

### PROJECT DESCRIPTION

- **Road Reconstruction**

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that was reclaimed to the substrate layer. FY 2022-2023 road reconstruction is proposed as follows:



*Wordens Pond Road – Phase 2 of 2, East End – Arterial Road*

Wordens Pond Road, West End (from Charlestown Town line to Leisure Drive) was reconstructed in Spring 2019. Required work included reclaiming, subsurface reinforcement, and bituminous concrete asphalt pavement. Wordens Pond Road, East End (from Leisure Drive to Ministerial Road) is a continuation of the same work. This portion of roadway is approximately 5,440 linear feet and serves as a critical connection from the center of Town to multiple neighborhoods as well as the Town of Charlestown. Due to traffic volumes, the roadway is badly deteriorated. Anticipated road improvements include milling portions with some full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 1.5" Class 9.5 bituminous concrete overlay.

*Green Hill Beach Road – from Matunuck School House Road to Post Road*

Green Hill Beach Road (from Matunuck School House Road to Post Road) is approximately 4,400 linear feet and the most northern section of the roadway. The roadway is a primary connection from Route 1 to the Green Hill Pond neighborhoods. The roadway receives significant traffic volume, primarily in the summer months and is therefore in need of reconstruction. Similar to Wordens Pond Road, anticipated road improvements include milling portions with some full depth reclamation, geo-textile membrane, bituminous concrete leveling course, tack coat and 1.5" Class 9.5 bituminous concrete overlay.



### JUSTIFICATION

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

## Public Services Project Descriptions, *continued*



### 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

<b>Road Reconstruction and Pavement Overlay Projects</b>	<b>FY 2021-2022</b>	<b>FY 2022-2023</b>
Moonstone Beach Road (Mill Pond to Route 1)	\$247,100	\$0
Old North Road (Rte 138 to Flagg Rd)	567,000	0
Wordens Pond Road (Phase 2 of 2 - East End)	0	408,870
Green Hill Beach Road (School House Rd to Post Rd)	0	308,000
Frank Avenue	42,000	0
TBD projects based on bond funding	0	500,000
<b>Total Road Reconstruction and Pavement Overlay Projects</b>	<b>\$856,100</b>	<b>\$1,216,870</b>



## Public Services Project Descriptions, *continued*

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### DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

### PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

### PROJECT DESCRIPTION

#### ▪ **TMDL Implementation**

Beginning in 2001, RIDEM promulgated seven (7) 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 design and construction of stormwater 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.



The Pettaquamscutt (Narrow) River was 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 RIDEM Watershed Restoration Fund (WRF) grant award (which requires a 50% local funding match) for Narrow River TMDL improvements. Construction for swales and other water quality structures was bid and awarded to

Skurka Construction in Spring 2020. Work was completed in Summer 2020. Total cost, including Engineering, was \$409,750. The Town has been reimbursed by RIDEM \$204,875 (50%).

Upon completion of the Narrow River TMDL improvements, the Town started on Green Hill Pond water quality improvements, which is the next TMDL scheduled for implementation. The Town, working in conjunction with the Friends of Green Hill Pond (local stakeholders group) requested and received a \$100,000 grant from the Southeast New England Program (SNEP). Public Services Department subsequently solicited proposals from qualified engineering consultants for TMDL and Nitrogen removal in the Green Hill Pond watershed. Woodard and Curran was selected to perform the design and prepare specifications necessary to construct water quality structures within the watershed. The design work will be completed in 2022 and construction will begin as funding becomes available through 2022 once regulatory agency permits are received.

#### ▪ **Matunuck Beach Road Sheet Pile Wall - Phase 2**

Due to continued roadway washout and to protect valuable utility infrastructure in the Village of Matunuck, the Town worked to permit and construct an approximate 200' steel sheet pile wall (Phase 1). The wall was completed in late Spring 2018. Phase 2 of the seawall, which is comprised of an additional 350' steel sheet pile wall, received a CRMC Assent in November 2019. The new section will be a continuation of the wall completed in 2018 and will help to provide seamless protection to the most vulnerable section of Matunuck Beach Road and critical utility infrastructure located therein. For several years, DPS has sought non-tax resources to pay for construction of the seawall, but those efforts have not been fruitful. As such, voters approved a local bond referendum



in November 2020 to fund Phase 2 of the seawall project. In October 2021, construction of the wall was bid and awarded to New England Building and Bridge Co. in the amount of \$2,727,910. Commencement of construction will be as soon as the contractor has procured required materials. Construction will continue through the fall 2022; however, no seawall work will occur during the summer months due to high seasonal activity in the area.

▪ **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' (Phase 1) steel pile sheet wall was completed in late Spring 2018, with the exception of the most easterly 20' section of wall. Phase 2 of the seawall (350') will be completed in 2022. As a condition of the Coastal Resources Management Council (CRMC) Assent that was received for this project, the Town must re-establish a post construction beach profile once per year. May 2017 sand replenishment was the first year of this program, which will continue for FY 2022-2023.



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

**JUSTIFICATION**

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

**CATEGORY**

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

**FUNDING TIMELINE**

- Multi-year funded capital projects

Drainage/ Erosion Control/ TMDL Projects	FY 2021-2022	FY 2022-2023
TMDL Implementation Reserve Fund	\$75,000	\$75,000
Matunuck Beach Road Protection Reserve Fund	20,000	20,000
Matunuck Beach Shoreline/Road Protection	0	3,000,000
<b>Total Drainage/Erosion Control/TMDL Projects</b>	<b>\$95,000</b>	<b>\$3,095,000</b>



## Public Services Project Descriptions, *continued*

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### DEPARTMENT

Public Services – Streets & Highways

### PROGRAM TITLE

Highway Division Equipment Acquisition/Replacement Program

### PROGRAM DESCRIPTION

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

- **Light Dump Truck: \$90,000**

The Highway Division equipment fleet includes two (2) light dump trucks, used for snowplow and sanding routes, hauling, construction projects and overall support for the Town's needs. The light sized dump trucks are used on a daily basis for asphalt patching, catch basin repair and miscellaneous drainage projects. A 2013 International dump truck with 54,000 miles is proposed for replacement. The replacement truck will be equipped with four-wheel drive, a stainless body and 10' snowplow. An existing drop-in stainless steel sander will be used for sanding operations. FY 2022-2023 funding in the amount of \$90,000 represents the first year of a two-year funding cycle for this vehicle.



- **Large Dump Truck: \$70,000**

The Highway Division employs two (2) large tandem axle dump trucks for work that requires a large dump and carrying capacity. The two (2) large dumps are assigned to areas of Town (ex.; Matunuck and Uspuepaugh) where snow drifting is more problematic and for hauling sweeping spoils to the RIRRC Central Landfill facility in Johnston. The new truck will replace a 2006 International 7500 with approximately 78,500 miles. FY 2022-2023 represents the 3<sup>rd</sup> year of a three - (3) year funding cycle for this vehicle, which has an estimated total cost of \$225,000.



- **Pickup Truck: \$39,000**

The Highway Division presently utilizes seven (7) pickup/ utility box trucks for day-to-day operations. The pickup truck fleet realizes the most use of all Highway Division vehicles given the diverse nature of services provided by the Division. A one-ton pickup with four-wheel drive and snowplow is proposed for FY 2022-2023, which will replace a 2013 Ford pickup with 56,000 miles, which was deferred for procurement in FY 2021-2022.



## Public Services Project Descriptions, *continued*



- **Skid Steer: \$50,000**

The Highway Division has a 2000 Bobcat skid steer that has approximately 2,200 hours of service. This versatile piece of equipment is used by the Highway Division for numerous duties including debris management, easement clearing, material handling, etc. Auxiliary hydraulic connectors also enable this equipment to use a variety of attachments. A stump grinder and brush hog will be bid as alternates to the skid steer base bid.



- **Roadside Mower: \$75,000**

The Highway Division employs 2 roadside mowing tractors with articulating mower arms to manage and trim roadside vegetation. A 2012 New Holland tractor with Alamo cutting head with 4,200 hours is in need of replacement. FY 2022-2023 represents the first year of a 2 year funding cycle to replace this equipment.



- **Roller: \$40,000**

The Town utilizes a 1999 Stone 1 ½ ton vibratory roller primarily for pothole patching and asphalt compaction. The roller is essential in compacting excavated road trenches ensuring permanent asphalt patches will not settle over time. Because of its age and the original manufacturer no longer exists, replacement and maintenance parts had been difficult to find resulting in long downtime for this critical piece of equipment. The replacement roller will be a 1 ½ ton vibratory/articulating unit.

- **Portable Message Board: \$20,000**

A portable message board is proposed for purchase during FY 2022-2023 that will allow the Highway Division to provide better notice of pending construction projects and/ or road closures or detours.

### 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

Equipment Acquisition Program	FY 2022-2023
Pickup & Utility Trucks (7)	\$39,000
Light Dump Trucks (3)	90,000
Large Dump Trucks (2)	70,000
Backhoe / Bobcat	50,000
Roadside Mowing (3)	75,000
Trailer, Roller, Compressor	40,000
Portable Message Board	20,000
<b>Total Equipment Acquisition Program</b>	<b>\$384,000</b>



## Public Safety Project Descriptions

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Computer System Maintenance Program

### PROGRAM DESCRIPTION

#### *Server Virtualization Hardware Replacement/Upgrade*

The server virtualization hardware will need replacement/update in FY 2022-2023 at a projected cost of \$50,000. Server virtualization is a technology for partitioning one physical server into multiple virtual servers. During FY 2016, the server virtualization project was implemented. The equipment will have been in use for 6+ years at time of replacement.



### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Computer Systems	FY 2022-2023
Computer System Equipment Reserve Funding	\$15,000
<b>Total</b>	<b>\$15,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Communications Systems Maintenance Program

### PROGRAM DESCRIPTION

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

Anticipated major equipment replacements include the Telephone System (FY 2023-2024 total est. cost \$50,000), and CCTV/Video Surveillance System (FY 2024-2025 – total est. cost \$65,000), Voice Recording System (FY 2026-2027 total est. cost \$20,000).



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Communications Systems	FY 2022-2023
Communications Equipment Reserve Funding	\$30,000
<b>Total</b>	<b>\$30,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Public Safety Building Maintenance Program



### PROGRAM DESCRIPTION

Since the facility's construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given the building has reached over 23 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or necessary facility repair. The next substantial project is the replacement of the flat roofing system forecasted in FY 2025 at an estimated cost of \$150,000.

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

### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Public Safety Facility		FY 2022-2023
Public Safety Building – General		\$10,000
<b>Total</b>		<b>\$10,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Animal Control Road

### PROGRAM TITLE

Vehicle Replacement

### PROGRAM DESCRIPTION

The current Animal Control Van (2016 Chevrolet Express) was placed in service June 2016. The typical replacement cycle is six to seven years. Reserve funding is proposed beginning in FY 2023 over a two-year period to plan for the next vehicle acquisition in FY 2023-2024 at an estimated cost of \$50,000.

Of note, the caging system for this vehicle has been in service since 2002 and will need replacement as a component of the vehicle acquisition in FY 24. This creates a one-time bump up in replacement cost; the new caging system should last for 2-3 vehicle replacement cycles from the date of the initial install.



### JUSTIFICATION

- Providing for the timely replacement of this vehicle 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

- Multi-year funded capital project

Animal Control Road	FY 2022-2023
Vehicle Replacement	\$25,000
<b>Total</b>	<b>\$25,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Emergency Medical Services Program

### PROGRAM TITLE

Vehicle Replacements and Facility Improvements

### PROGRAM DESCRIPTION

#### ***North EMS Station Common Area Floor - \$20,000***

The tile floor area of the common room at the North EMS Station at the Public Safety Complex is in need of replacement as the floor has significant cracks and is coming up in places. Bacteria from shoes worn by EMS personnel can transfer bacteria into the cracks. Cost of a new floor in FY2022-2023 is estimated at \$20,000.

#### ***Vehicle Replacement - \$49,000***

It is proposed to replace Paramedic 1, a transporting paramedic unit, in FY 2022-2023 utilizing proposed funding combined with existing reserves for a total vehicle cost of \$260,000.



### JUSTIFICATION

- Annual reserve funding allows for timely replacement of the vehicles as needed.
- Funding to meet service expansion needs adding additional transport unit.

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

EMS Vehicle Replacements/Facility Improvements	FY 2022-2023
Facility Improvements – North Station	\$20,000
Transport Vehicle	49,000
<b>Total</b>	<b>\$69,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Emergency Medical Services Program

### PROGRAM TITLE

Medical Diagnostics/Equipment

### PROGRAM DESCRIPTION

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

*Cardiac Monitor/Defibrillator:* SKEMS maintains 3 front-line cardiac monitor/defibrillators which were acquired and placed in service in 2012. The cardiac monitors have life expectancy of seven to eight years. Current cost of the cardiac monitor/defibrillator for replacement is \$31,000. Second year funding in the amount of \$15,000 as part of 2-year funding cycle is proposed replacement of one monitor in FY 2022-2023.

*Power Stretcher Replacement:* Reserve funding began 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. It is proposed to replace the unit in Paramedic 3 in FY 2022-2023 at an estimated cost of \$19,000.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

EMS Medical Diagnostics/Equipment	FY 2022-2023
Medical Diagnostic/Equipment	\$34,000
<b>Total</b>	<b>\$34,000</b>



## Public Safety Project Descriptions, *continued*

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### DEPARTMENT

Public Safety – Fire Alarm Division

### PROGRAM TITLE

Vehicle Replacement

### PROJECT DESCRIPTION

Reserve funding for vehicle replacement is proposed in FY 2022-2023 as shown below:

- **Vehicle Replacement: \$16,000**

The Division fleet currently consists of a 2018 F-350 pickup truck with utility body and a 2016 Chevy Equinox with 24000 miles on it, which is used every day for inspections and is the on all car 27/7/365. It is proposed to replace the Chevy with a pickup truck in FY 2023-2024 and the Ford truck in FY 2025-2026 when by then it will be 8 years old.

### JUSTIFICATION

- Providing for the maintenance and replacement as needed of 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.

### FUNDING TIMELINE

- Multi-year funded capital projects

Fire Alarm Division	FY 2022-2023
Vehicle Replacement	\$16,000
<b>Total</b>	<b>\$16,000</b>



# Library System Project Descriptions

## DEPARTMENT

Public Library

## PROGRAM TITLE

Library Programs - Facilities Improvements

## PROJECT DESCRIPTION

### Fiscal Year 2022-2023 – Total Proposed \$45,000

#### Electronic Building Access at all 3 locations – (estimated total cost \$20,000)

Implementation of an employee badge software would provide each of our 3 library buildings with proximity card reader access functionality. This system would also allow Facilities Superintendent remote access, which could be extremely valuable in emergency situations and time efficiencies. Implementation would increase security overall by monitoring who is entering during off hours, eliminating lost keys, and nullify the ability for individuals to have duplicate keys made without management knowledge.

#### Roof Replacement Peace Dale -- year 1 \$5,000 (estimated total cost \$100,000)

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

#### Roof Replacement Kingston – year 1 \$5,000 (estimated total cost \$50,000)

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

#### Parking Improvements – year 1 \$15,000 (estimated total cost \$90,000)

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

## JUSTIFICATION

- Providing for the preservation and improvement of Town facilities

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital projects

Library Program	FY 2022-2023
Electronic Access – All Locations	\$20,000
Roof Replacement – Peace Dale	5,000
Roof Replacement – Kingston	5,000
Parking Improvements	15,000
<b>Total</b>	<b>\$45,000</b>



## General Government Project Descriptions

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### DEPARTMENT

Information Technology (IT)

### PROGRAM TITLE

IT Equipment Replacement Program

### PROJECT DESCRIPTION

- **Town Network Upgrade: \$50,000**

During FY2016, 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, on-premise software applications, file sharing across departments and email services. Without a solid foundation, services to our customers and staff daily productivity could be adversely impacted. IT will investigate the latest technology that will keep the Town on a firm footing with its technology roadmap.

### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital program

Information Technology Program	FY 2022-2023
Town Network upgrade	\$50,000
<b>Total</b>	<b>\$50,000</b>



## General Government Project Descriptions, *continued*

### DEPARTMENT

Planning

### PROGRAM TITLE

Planning Program

Land Use Regulation Update

Housing Initiative – Low and Moderate Income (LMI) Units

### PROGRAM DESCRIPTION

The Town’s land use documents (Zoning Ordinance, Subdivision and Land Development Regulations) have not undergone a comprehensive review in a number of years. These documents are critical to the development of the community and warrant a review of the standards as they relate to development trends in order to ensure that the vision set forth by the Town of South Kingstown’s newly adopted 2021 Comprehensive Community Plan is clearly articulated. Upon undertaking a comprehensive regulatory review, it is anticipated that some areas in the community will require extra attention based on their historic development patterns. These areas will benefit from further evaluation in order to conduct a more rounded well thought-out development review of their historic development scenario/patterns, which would result in an enhanced understanding and articulation of the Town's vision as it relates to development standards. As the town grows over time, clear articulation of a vision, through the regulatory process, is paramount to regulating growth in a responsible manner at a density, scale and style that is appropriate for the Town.

Revised Subdivision Regulations and Land Development Regulations and Design Guidelines (i.e., Landscaping, Parking, Lighting and Architecture) for commercial, mixed use, office and multi-family residential developments. Create documentation on policy creation for affordable housing initiatives in South Kingstown. Create documentation on policy creation for affordable housing initiatives. New housing policy and regulations regarding fee-in-lieu payment versus on-site LMI unit creation and Permit Development Rights.

### JUSTIFICATION

- Annual reserve funding allows for maintenance and improvements as needed

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

Planning Program	FY 2022-2023
Comprehensive Review & Development of Updates to Regulations	\$7,500
Development of Design Guidelines (Town Wide)	22,500
<b>Total</b>	<b>\$30,000</b>

# General Government Project Descriptions, *continued*

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## DEPARTMENT

Town Assessor

## PROGRAM TITLE

Property Appraisal Program

## PROGRAM DESCRIPTION

The revaluation schedule for each city and town is dictated by State Law. The last full mass appraisal, or revaluation, will be completed as of December 31, 2021 and two statistical revaluations will be completed in 2024 and 2027. A full revaluation will then be scheduled to be completed for December 31, 2030. The next statistical revaluation scheduled for December 31, 2024, will receive State Reimbursement anticipated in the amount of 60% of the total estimated cost of \$248,900.

## JUSTIFICATION

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

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital program

Property Revaluation Program	FY 2022-2023
Statistical Revaluation 12/31/2024	\$30,000
<b>Total</b>	<b>\$30,000</b>



## General Government Project Descriptions, *continued*

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### DEPARTMENT

Facilities

### PROGRAM TITLE

Facility Improvements and Pool Vehicle Replacement Program

### PROGRAM DESCRIPTION

The Facilities Department supports 18 buildings throughout town and assists department directors in generating the capital improvement budgets for the departmental buildings. The South Kingstown town hall encompasses multiple municipal departments that provide services to the citizens and provides guidance to outlying town departments with convenient services and technologies that support our community's wellbeing. Funding for facility improvements and vehicle replacement is proposed in FY 2022-2023 as follows:

#### **Aluminum Window Replacement (2<sup>nd</sup> Floor Human Resources) \$12,000**

The aluminum windows in the Human Resources (HR) office are over 30 years old. Aluminum or Metal Frames, although very strong, light, and almost maintenance free, metal or aluminum window frames conduct heat very rapidly, which makes metal a very poor insulating material.

#### **Council Chambers HVAC (Second of a two (2) year funding) \$45,000**

This is the second of a three year funding plan to install HVAC systems in the town council chambers. It is proposed to install a mini split system that will not only cool the room during the summer meetings, but use the heat pump feature to warm the room in the winter.

#### **Repair High Street Entrance Roof and Doors/Install Railing Second of a 2yr. Fund. \$12,500**

The roof over the front doors needs a total rebuild. The substrate is deteriorated and the rubber membrane has separated. The front doors are in need of refurbishment. The water from the roof has caused the wood laminate that was applied several years ago to separate from the existing door. The doors are becoming inoperable. According to the International building code and the height of the front step, an additional railing needs to be installed on the left side of the front step, and repairs are needed on the right side to comply with code.





## General Government Project Descriptions, *continued*

### **South Road Building \$10,000**

The South Road Building, formerly the South Road Elementary School, has been in the town building inventory for four years. This building came with a small budget from the school department which has since been exhausted. The HVAC system, although functional, is older and needs upgrading. If the town is going to continue to rent the building, this should be a priority.



**Security/Surveillance System upgrade (\$15,000)** New bi-annual funding request for the upgrade or addition to the surveillance systems and access control systems town wide as the systems become obsolete or determined there is a need at town locations.

### **Pickup Truck and Articulating Boom Lift (2 yr. Fund) \$35,000**

2<sup>nd</sup> year funding is proposed for purchase in FY 2022-2023 of a truck utilized daily by the Facilities Superintendent traveling between various municipal facilities. The truck is used to transport materials and tools, and in the winter is also used for snow plowing of municipal parking lots. 2<sup>nd</sup> year funding is also proposed for the purchase in FY 2022-2023 of a 33ft electric articulating boom lift for the Facilities Department in FY 2022-2023.

#### **JUSTIFICATION**

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

#### **CATEGORY**

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

#### **FUNDING TIMELINE**

- Multi-year funded capital program

<b>Facility Improvement Program</b>	<b>FY 2022-2023</b>
Town Hall Improvements	\$69,500
South Road Facility	10,000
Facilities Equipment & Vehicles	50,000
<b>Total</b>	<b>\$129,500</b>

# Senior Services Project Descriptions



## DEPARTMENT

Senior Services

## PROGRAM TITLE

Senior Center Improvements – Facility Equipment Improvement Fund

## PROJECT DESCRIPTION

Maintenance and upkeep of the 21 year old building, facilities and equipment is an ongoing necessity. The Senior Center's kitchen appliances have begun to require frequent repairs and will ultimately need replacement due to general wear and tear. Presently the kitchen houses a freezer, refrigerator, walk-in refrigerator, steam table, stove, dishwasher and convection oven.

Funding in the amount of \$10,000 is proposed for FY2022-2023 to address anticipated replacement or critical repairs to the major kitchen appliances.



## JUSTIFICATION

- Provision of efficient operating equipment and appliances to effectively run Senior Center programs.

## CATEGORY

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

## FUNDING TIMELINE

- Multi year funded capital equipment reserve

<b>Senior Center</b>	<b>FY 2022-2023</b>
Facility Equipment Improvement Fund	\$10,000
<b>TOTAL</b>	<b>\$10,000</b>

# Senior Services Project Descriptions, *continued*



## DEPARTMENT

Senior Services

## PROGRAM TITLE

Senior Van

## PROJECT DESCRIPTION

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

## JUSTIFICATION

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

## CATEGORY

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



## FUNDING TIMELINE

- First year of 3-year funded capital project

Senior Transportation	FY 2022-2023
Senior Van	\$40,000
<b>TOTAL</b>	<b>\$40,000</b>



## Neighborhood Guild Project Descriptions

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### DEPARTMENT

Neighborhood Guild Fund

### PROGRAM TITLE

Neighborhood Guild Improvements

### PROGRAM DESCRIPTION

In the last five years the Neighborhood Guild has undergone numerous interior and exterior improvements that will continue in FY 2022-2023. The scope of work to be conducted 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. Improvements proposed for FY 2022-2023 and 2023-2024 consist of the following elements:

#### **Exterior Main Entrance Alcove Rehabilitation**

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



#### **Replacement of Windows/Installation of new HVAC**

Replacement of the building's original windows and installation of centralized air conditioning will provide for increased energy efficiency as well as a major improvement to the overall appearance of the Guild. The building currently utilizes individual AC 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 is \$615,000.

#### **Roof Replacement, Cupola Restoration, Chimney Re-pointing**

The building's existing asphalt shingled roof was last replaced in 1993 with the last major renovation. In addition to replacing the roof, both cupolas that adorn the gables are in need of restoration; and the chimneys require structural assessment to determine if re-pointing is necessary. The projected cost of this phase is \$100,000.

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

The building will be protected throughout with an automatic wet sprinkler system with sprinklers spaced to comply with NFPA 13. A dry system is proposed for the attic floor. Upgrade of the main heating boiler with a new gas fired, high-efficiency sealed combustion boilers with new flue and intake pipes is recommended. Provision of a new 1200 amp 120/208 volt 3 phase, 4 wire, minimum rated, electric service; and Replacement of the oldest existing electric panels with new. Replacement of the fire alarm system with a new addressable Class "A" system is planned. And replacement of the existing PVI water heater with a more efficient unit is also recommended. Estimated cost: \$200,000

## Neighborhood Guild Project Descriptions, *continued*



### **Interior Restoration and Improvements to Activity Rooms, Gymnasium and Attic**

Within the current year 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 \$100,000.

#### **JUSTIFICATION**

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

#### **CATEGORY**

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

#### **FUNDING TIMELINE**

- Multi-year funded capital project

<b>Neighborhood Guild</b>	<b>FY 2022-2023</b>
Exterior Main Entrance Alcove	\$85,000
Window Replacement/ HVAC	615,000
Roof Replacement	100,000
Fire Protection/Fire Alarm/MEP Improvements	200,000
Interior Restoration	100,000
<b>Total Program Cost</b>	<b>\$1,100,000</b>



## Water Fund Project Descriptions

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### 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 2022-2023 include:

- **Victoria Lane and Mautucket Road Water Tank Repairs: \$100,000**

Spot paint repairs were completed in the Fall of 2020 to the Water Division's Mautucket Road and Victoria Lane water tanks. It was noted during the painting work that some of the base anchor bolts were corroded and will need to be repaired. Funding in the amount of \$40,000 was budgeted in FY 2020-2021 for this work, but an additional \$100,000 is proposed since \$40,000 may not be adequate to perform the needed repairs.

- **Victoria Lane and Mautucket Road Water Tank Exterior Cleaning: \$57,000**

The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last pressure washed in October 2020. The tanks are once again in need of exterior powerwashing to remove mold that grows on the polyurethane based exterior paint system. Specialized high-reach man lifts will be required for both tanks. Victoria lane tank is expected to cost \$42,000 to pressure wash (as compared to \$15,000 for Mautucket Road tank) due to the height of the tank. FY 2022-2023 funding in the amount of \$57,000 is proposed for both tanks.

- **Victoria Lane Water Tank Standby Generator: \$10,000**

The Victoria Lane water tank receives and transmits a SCADA signal for its control system. As such, it is important that the system continues to operate during power outages, whereby a standby generator is proposed in the amount of \$10,000. It should be noted that the Water Division is working with Union Fire District (UFD) to utilize a shared generator at the Mautucket Road tank site.

- **Suez Interconnection & Factory Pond Standby Generators: \$30,000**

Similar to the Victoria Lane water tank, the Suez meter interconnection and Factory Pond complex both receive and transmit a SCADA signal for their control systems. As such, it is important that the systems continue to operate during power outages, whereby a standby generator is proposed in the amount of \$30,000 for both sites.





- **Water Treatment Reserve: \$40,000**

The South Shore water system has had sporadic exceedances in the past with regard to bacteriological contaminants (ex.: total coliform), particularly in the vicinity of the Mautucket water tank. A funding reserve in the amount of \$40,000 is proposed for FY 2022-2023 in the event additional water treatment engineering and/ or improvements are required.



- **Capital Infrastructure Plan: \$20,000**

As required by RI General Law §46-15.6 all potable water supply systems must prepare a Capital Infrastructure Plan (CIP) within one- (1) year of completing its five- (5) year update to their Water System Supply Management Plan (WSSMP). Since the Water Division's next update must be completed on or before November 14, 2024, the next CIP update needs to be prepared during FY 2022-2023, in conjunction with the WSSMP, whereby \$20,000 in funding is proposed.

- **Vulnerability Assessment Plan: \$20,000**

In accordance with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002, community water systems were required to conduct vulnerability assessments and prepare a Vulnerability Assessment (VA) and an Emergency Action Plan (EAP). These documents were prepared in 2004 and are now in need of being updated. Funding in the amount of \$20,000 is proposed for this work during FY 2022-2023.



- **Water Supply Management Plan – Five (5) Year Update: \$30,000**

As required by RI General Law §46-15.3 all potable water supply systems must prepare a Water Supply Systems Management Plan (WSSMP) update every five (5) years. This document, which essentially serves as the Water Division's short and long-term facilities plan was last approved in March of 2019 and must be updated prior to November 14, 2024. Funding in the amount of \$30,000 is proposed for this work during FY 2022-2023.

### JUSTIFICATION

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

### CATEGORY

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

## Water Fund Project Descriptions, *continued*

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### FUNDING TIMELINE

- Multi-year funded capital projects

<b>Water Enterprise Fund</b>	<b>FY 2022-2023</b>
Mautucket Water Tank Cleaning	\$15,000
Mautucket Tank Repair	50,000
Victoria Lane Water Tank Cleaning	42,000
Victoria Lane Tank Repair	50,000
Victoria Lane Standby Generator	10,000
RIDOH Capital Infrastructure Plan	20,000
RIDOH Vulnerability Assessment Plan	20,000
Water Supply Mgmt. Plan Reaffirmation	30,000
Water Treatment Reserve	40,000
Interconnect & Factory Pond Standby Generator	30,000
<b>Total Equipment Replacement &amp; Repairs</b>	<b>\$307,000</b>



## Wastewater Fund Project Descriptions

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### DEPARTMENT

Public Services – Utilities – Wastewater Division

### PROGRAM TITLE

Wastewater Program

### PROGRAM DESCRIPTION

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

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

Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2020-2021: SK=72.26%; URI=27.74% to the Silver Lake pump station and FY2020-2021: SK=15.10%; URI=84.90% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven (11) local pump stations that convey South Kingstown flow only.

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



## Wastewater Fund Project Descriptions, *continued*

Wastewater Fund capital improvements proposed for FY 2022-2023 are shown below:

▪ **WWTF Telemetry and Control Upgrade: \$120,000**

The Supervisory Control Data Acquisition (SCADA) system at the Regional wastewater treatment facility (WWTF) was originally installed 18 years ago with some upgrades done in 2018. However, many of the original programmable logic controls (PLCs) and input/ out (I/O) modules need to be upgraded during FY 2022=2023.



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

- Total Projected Cost .....\$120,000
- TSK Share (40.00%) ..... \$40,000

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

The Silver Lake pump station utilizes a macerator/ grinder that grinds debris to prevent the pumps from being damaged. This grinder incorporates a set of cutters that must be replaced every two (2) years to ensure optimum performance. Regional partner apportionment will be based upon Silver Lake pump station flows.



- Total Projected Cost .....\$20,000
- TSK Share (72.26%).....\$14,452

▪ **Pump Station Improvements – Kingston Upgrades: \$50,000**

The Kingston pump station utilizes a proprietary chemical to reduce odors and mitigate the corrosive composition of the force main wastewater that is a result of detention time. The existing chemical storage tank is now 13 years old and is in need of replacement. Regional partner apportionment will be based upon Kingston pump station flows.

- Total Projected Cost .....\$50,000
- TSK Share (24.18%).....\$12,090

▪ **WWTF Sludge Pump Replacement: \$50,000**

The WWTF waste activated sludge (WAS) outbuilding utilizes two pumps that date back to original WWTF construction in the mid-1970s, whereby they have reached their useful life and will require replacement. The proposed pump will be an “in-kind” replacement by the original manufacturer to avoid complex and expensive piping system modifications



Since the pump will be an in-kind replacement, all work will be performed by WWTF staff at a significant savings to the Town



## Wastewater Fund Project Descriptions, *continued*

and its regional partners. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:

- Total Projected Cost .....\$50,000
- TSK Share (40.00%).....\$20,000

▪ **Septage Holding Tank: \$50,000**

This tank is located at the WWTF and is adjacent to the septage receiving area. The subject tank holds processed liquid sludge prior to pickup by the Town’s sludge incineration contractor (SYNAGRO). Due to the corrosive nature of the liquid sludge, this steel tank is now in need of replacement. WWTF flow cost sharing will be used to apportion this capital expenditure.



- Total Projected Cost .....\$50,000
- TSK Regional Partner Share (40.00%).....\$20,000

▪ **Collection System Interceptor Repair and Cleaning: \$50,000**

Since original construction of the wastewater collection system in the mid-1970s, the Wastewater Division cleans the lateral sewer system over a two (2) year repeating cycle using a high-pressure “jet-spray” machine. This ensures that the lateral sewer system (which comprises the vast majority of the overall collection system) is free from blockages and associated backups. However, the large diameter interceptor that runs along Route 108 and Saugatucket River is beyond in-house capabilities whereby a third party contractor is required for cleaning, inspection and repairs, if necessary. FY 2022-2023 represents the third year of a 3-year funding cycle for interceptor repair and cleaning. Silver Lake pump flows cost sharing will be used for this project as shown below:



- 2021-2022 Reserve Funding .....\$50,000
- TSK Regional Partner Share (72.26%).....\$36,130

▪ **Rolling Stock Equipment Replacement \$45,000**

The Wastewater Division uses a Yanmar diesel tractor to maintain the grounds at the Regional WWTF. This piece of equipment was purchased in the late 1980’s, has now seen its useful life, and is in need of replacement. WWTF apportionment is proposed for this equipment acquisition.



- Total Project Cost .....\$45,000
- TSK Regional Partner Share (40.00%).....\$18,000

### JUSTIFICATION

- The Town is responsible for maintenance of the Town's public infrastructure



## Wastewater Fund Project Descriptions, *continued*

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Enterprise Fund	FY 2022-2023
<b>WWTF, Telemetry &amp; Pump Stations</b>	
WWTF Telemetry and Control Upgrade	\$120,000
Silver Lake P. S. Upgrades	20,000
Kingston P. S. Upgrades	50,000
<b>Solids Handling</b>	
Waste Sludge Pumps	50,000
Septage Holding Tank	50,000
<b>Collection System</b>	
Interceptor Repair and Cleaning	50,000
<b>Equipment &amp; GIS</b>	
Rolling Stock Equipment Replacement	45,000
<b>Total</b>	<b>\$385,000</b>



## School Fund Project Descriptions

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### DEPARTMENT

School Fund

### PROGRAM TITLE

Technology - Equipment Replacement

### PROGRAM DESCRIPTION

The district knows that it is more important now than ever to support a digital infrastructure that can promote collaboration and innovative instructional approaches. Through a fully supported 1:1 digital learning environment, teachers are engaging students in a more student-centered learning environment from more traditional, teacher-centered classrooms. This instructional shift, coupled with digital tools and resources, are helping our students to improve their achievement and prepare them for success in college, careers and as global citizens. 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 list of projects for FY 2022-2023 is shown on page 6 -7.

### Technology

*Elementary schools 1:1 grades 2-4 \$95,078*

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

*Computer Equity/Replacement \$5,250*

The District Technology Plan's goal is to provide equitable access to technology for all of our students and teachers. Funds will be used to replace the oldest machines in our schools and new equipment will be distributed based on need. Our staff computers/laptops will also be replaced based on age and need. The district laptops for teachers are at 6-7 years old, and a replacement procedure will start this year to procure new laptops and a deletion of 11-12-year-old Dell desktop teacher units.

*1:1 Student to Computer Program ( 9th Grade (189) \$103,950 and 2nd Grade (161) \$84,525)*

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the freshman class for year 2022-2023 and the 2nd grade class. The life expectancy of these laptops range from four to eight years. Upon graduation, the students will return these laptops, which will be re-distributed, to Elementary, Middle School students and used as spare computers. The new distribution process is for a new laptop for the 2nd grade and then for the 9th grades students. This year's laptops will introduce a 10 point of touch screen.

*Teacher Laptop Replacement Program (90) \$53,910*

As the District continues with the implementation of the laptop program, this funding will be used to purchase laptops for the starting to replace the 8-year-old laptops the teacher was distributed in 2014. The life expectancy of these laptops range from four to seven years.



## School Fund Project Descriptions, *continued*

### *Cisco Wireless Controllers/Cisco Wireless Access points \$54,104*

As the District continues with the implementation of the laptop program, The Cisco wireless will need to be updated to the latest firmware to continue to provide uninterrupted service for the students in the classrooms, we will need to replace the aging Cisco controllers that provide access to everyone in the building. We will be replacing a 10-year-old controller that has reach its end of life support from Cisco support. We will also be replacing the aging Cisco Access Points are 8 years old and will need to be replaced over the next 3 years at each building totals 425 in the district.

### *Network Hardware \$20,054*

The District wide area networking environment within each school having a local and wide area network to connect to the internet, wireless, Google Mail/Microsoft 365 and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. This is particularly true of the networks in our elementary schools. Upgrades are also necessary to support our, Disaster Recovery, Cyber Security upgrades, new high end IP telephone system and the new Cisco Classroom Wireless. Funding will be used for the purchase of backup servers, Cisco Umbrella, Meraki cameras, HALO detectors (Vape detectors), server upgrades, routers, switches, fiber optic cabling, etc.

#### JUSTIFICATION

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

#### CATEGORY

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

#### FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	FY 2022-2023
<b>Technology</b>	
Middle Schools Computer Devices	\$24,492
Support Staff Laptops	53,910
Office Computer Equipment	5,250
Computer Equity/Replacement/Lease	95,078
Student Computer Initiative (1:1 9th Gr-189)	103,950
Student Computer Initiative (1:1 2nd Gr-161)	84,525
Wireless Access Points	54,104
Network Hardware	20,054
<b>Total Technology Cost</b>	<b>\$441,363</b>

# 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 2022-2023 are detailed on pages 6–7 and 6-8. The Department has a primary focus of health and safety with special attention to indoor air quality. This will contribute to a favorable environment for students, performance of teachers and staff, and a sense of comfort, health and well-being. As have learned in the recent months, this is essential in order to focus on the School District's core mission of educating children.

## 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	FY 2022-2023
<b>District-Wide Projects</b>	
Matunuck Fire Alarm Panel	\$45,000
H.S. Cafeteria HVAC Unit	55,000
Broad Rock Building PA System	80,223
<b>Total District-Wide Cost</b>	<b>\$180,223</b>



**TAB 6**  
**CAPITAL IMPROVEMENT PROGRAM**

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

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2022-2023 THROUGH 2027-2028**

Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101)	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Six Year
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Total
<b>Recreation Program</b>								
Park Rehabilitation/Improvements	\$100,000	\$ 135,000	\$ 230,000	\$ 250,000	\$ 312,000	\$ 282,000	\$ 275,000	\$1,484,000
Equipment Acquisition/Replacement	178,000	143,000	228,000	168,000	142,000	183,000	232,000	1,096,000
Harbor Patrol - Equipment Replacement	0	0	30,000	30,000	30,000	30,000	0	120,000
<b>Subtotal - Recreation Dept.</b>	<b>\$278,000</b>	<b>\$ 278,000</b>	<b>\$ 488,000</b>	<b>\$ 448,000</b>	<b>\$ 484,000</b>	<b>\$ 495,000</b>	<b>\$ 507,000</b>	<b>\$ 2,700,000</b>
<b>Public Services Program</b>								
Road Improvement Program	\$690,000	\$700,000	\$710,000	\$730,000	\$674,990	\$674,990	\$674,990	\$4,164,970
Equipment Acquisition/Replacement	374,000	384,000	399,000	400,000	387,000	365,000	375,000	2,310,000
<b>Subtotal - Public Services Dept.</b>	<b>\$1,064,000</b>	<b>\$1,084,000</b>	<b>\$1,109,000</b>	<b>\$1,130,000</b>	<b>\$1,061,990</b>	<b>\$1,039,990</b>	<b>\$1,049,990</b>	<b>\$6,474,970</b>
<b>Public Safety Program</b>								
Computer System Equipment	\$20,000	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$115,000
Communications Equipment	30,000	30,000	30,000	45,000	20,000	20,000	15,000	160,000
Public Safety Building - General	15,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Animal Control Vehicle Replacement	0	25,000	25,000	0	0	0	0	50,000
<b>Subtotal - Public Safety Dept.</b>	<b>\$65,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$75,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$385,000</b>
<b>Emergency Medical Services</b>								
Medical Diagnostics/Equipment	\$49,000	\$34,000	\$31,000	\$0	\$0	\$15,000	\$15,000	\$95,000
Facilities Improvements - North Station	0	20,000	0	0	0	0	0	20,000
Facilities Improvements - South Station	0	0	0	0	0	0	0	0
Mobile Computing Upgrade	0	0	0	0	0	0	0	0
EMS Vehicle Replacement #1	49,000	49,000	49,000	49,000	49,000	0	0	196,000
EMS Vehicle Replacement #2	0	0	0	35,000	35,000	0	0	70,000
EMS Vehicle Replacement #3	0	0	0	0	0	49,000	49,000	98,000
EMS Vehicle - Administrative EMS1	40,000	0	0	0	0	0	0	0
<b>Subtotal - EMS Dept.</b>	<b>\$138,000</b>	<b>\$103,000</b>	<b>\$80,000</b>	<b>\$84,000</b>	<b>\$84,000</b>	<b>\$64,000</b>	<b>\$64,000</b>	<b>\$479,000</b>
<b>Fire Alarm Division</b>								
Prism Digitizers - panic and burglar alarms	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Hall Fire Alarm Upgrade	0	0	20,000	20,000	20,000	0	0	60,000
Radio Replacement	12,500	0	0	0	0	0	0	0
Vehicle Replacement	7,000	16,000	16,000	16,000	16,000	16,000	9,000	89,000
<b>Subtotal - Fire Alarm Division</b>	<b>\$29,500</b>	<b>\$16,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$16,000</b>	<b>\$9,000</b>	<b>\$149,000</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - GENERAL FUND								
General Fund (101), continued	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Library Program</b>								
Water Service Line Replacement - RBH Library	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Access - All Locations	0	20,000	0	0	0	0	0	20,000
Roof Replacement - Peace Dale	0	5,000	30,000	35,000	30,000	0	0	100,000
Roof Replacement - Kingston	0	5,000	12,500	12,500	10,000	10,000	0	50,000
Parking Improvements	0	15,000	15,000	15,000	15,000	15,000	15,000	90,000
<b>Subtotal - Library Program</b>	<b>\$35,000</b>	<b>\$45,000</b>	<b>\$57,500</b>	<b>\$62,500</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$15,000</b>	<b>\$260,000</b>
<b>General Government</b>								
Information Technology Program	\$83,200	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$400,000
Administrative Services	0	0	25,000	25,000	0	0	0	50,000
Planning Program	0	30,000	92,500	102,500	45,000	0	0	270,000
Property Appraisal Program	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Town Hall - Renovations and Upkeep	47,000	69,500	95,000	85,000	35,000	35,000	10,000	329,500
South Road School Building	0	10,000	0	10,000	0	10,000	0	30,000
Facilities Equipment and Vehicles	40,000	50,000	13,000	28,000	40,000	15,000	0	146,000
<b>Subtotal - General Government</b>	<b>\$200,200</b>	<b>\$239,500</b>	<b>\$325,500</b>	<b>\$360,500</b>	<b>\$170,000</b>	<b>\$140,000</b>	<b>\$170,000</b>	<b>\$1,405,500</b>
<b>TOTAL General Fund (101)</b>	<b>\$1,809,700</b>	<b>\$1,845,500</b>	<b>\$2,176,000</b>	<b>\$2,196,000</b>	<b>\$1,940,990</b>	<b>\$1,829,990</b>	<b>\$1,864,990</b>	<b>\$11,853,470</b>

Town Manager Proposed								
CAPITAL IMPROVEMENT PROGRAM - SENIOR SERVICES FUND								
Senior Services Program (304)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Adult Day Services Center Improvements</b>								
Facilities Improvement Fund	\$0	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$30,000
<b>Senior Center Facility Improvements</b>								
Asphalt Roof Shingle Replacement	\$0	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$20,000
Facilities Improvement Fund	0	10,000	0	0	0	0	0	10,000
Facility Access Control (fob system)	10,000	0	0	0	0	0	0	0
Interior Upgrades: Carpet & Furnishings	0	0	0	10,000	10,000	0	0	20,000
HVAC Replacement Reserve	0	0	0	10,000	10,000	10,000	0	30,000
Parking Lot Improvements-Reclaim & Paving	0	0	0	15,000	15,000	15,000	15,000	60,000
Concrete Walkway - Replacement	30,000	0	0	0	0	0	0	0
<b>Senior Transportation</b>								
Senior Van - 12 Passenger	\$0	40,000	40,000	40,000	-	-	-	\$120,000
<b>TOTAL Senior Services Fund (304)</b>	<b>\$40,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$85,000</b>	<b>\$55,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$290,000</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - NEIGHBORHOOD GUILD FUND								
Neighborhood Guild Fund (306)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Neighborhood Guild Improvements</b>								
Exterior Main Entrance Alcove	\$75,000	\$85,000	\$0	\$0	\$0	\$0	\$0	\$85,000
Window Replacement/HVAC	945,000	615,000	0	0	0	0	0	615,000
Roof Replacement	50,000	100,000	0	0	0	0	0	100,000
Interior Restoration	30,000	100,000	0	0	0	0	0	100,000
Fire Protection/Fire Alarm	0	200,000	0	0	0	0	0	200,000
Security/Surveillance System	15,000	0	0	0	0	0	0	0
Floor Cleaning Machine	10,000	0	0	0	0	0	0	0
<b>TOTAL Neighborhood Guild Fund (306)</b>	<b>\$1,125,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,000</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WATER FUND								
Water Fund (702)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Water Storage</b>								
Mautucket Water Tank Cleaning	\$0	\$15,000	\$0	\$17,000	\$0	\$19,000	\$0	\$51,000
Mautucket Tank Repair	20,000	50,000	0	0	30,000	0	0	80,000
Victoria Lane Water Tank Cleaning	0	42,000	0	44,000	0	46,000	0	132,000
Victoria Lane Tank Repair	20,000	50,000	0	0	3,000	0	0	53,000
Victoria Lane Standby Generator	0	10,000	0	0	0	0	0	10,000
SCADA/Telemetry Upgrades	0	0	38,000	0	0	0	0	38,000
<b>Water Supply</b>								
RIDOH Capital Infrastructure Plan	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
RIDOH Vulnerability Assessment Plan	0	20,000	0	0	0	0	0	20,000
Water Supply Mgmt. Plan Reaffirmation	0	30,000	0	0	0	0	0	30,000
Pump Station Infrastructure	0	0	0	0	10,000	0	0	10,000
Water Treatment Reserve	60,000	40,000	20,000	20,000	30,000	0	0	110,000
<b>Water Distribution</b>								
Leak Detection Reserve	\$25,000	\$0	\$0	\$0	\$25,000	\$0	\$0	\$25,000
Water Main Replacement Reserve	10,000	0	25,000	25,000	0	25,000	0	75,000
Valve Exercising Machine	15,000	0	25,000	25,000	0	25,000	0	75,000
Interconnect & Factory Pond Standby Generator	0	30,000	0	0	0	0	0	30,000
<b>Equipment &amp; GIS</b>								
DPS Office Building Contribution	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$0	\$30,000
Rolling Stock Equipment Replacement	7,000	0	37,000	35,000	45,000	0	0	117,000
GIS Upgrade	0	0	20,000	0	20,000	20,000	0	60,000
<b>Metering Services</b>								
<b>TOTAL Water Fund (702)</b>	<b>\$157,000</b>	<b>\$307,000</b>	<b>\$165,000</b>	<b>\$181,000</b>	<b>\$163,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$966,000</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM - WASTEWATER FUND								
Wastewater Fund (704)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>WWTF, Telemetry &amp; Pump Stations</b>								
WWTF Building Infrastructure Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WWTF Telemetry and Control Upgrade	20,000	120,000	100,000	0	0	150,000	200,000	570,000
WWTF Standby Generator Replacement	0	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	0	0	0	20,000	0	20,000
Local Pump Station Improvements	10,000	0	0	20,000	0	0	10,000	30,000
Silver Lake P. S. Upgrades	10,000	20,000	0	20,000	22,000	0	0	62,000
Kingston P. S. Upgrades	10,000	50,000	0	20,000	22,000	0	0	92,000
<b>Solids Handling</b>								
Solids Handling Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Sludge Pumps	0	50,000	0	0	0	0	0	50,000
Septage Holding Tank	0	50,000	0	0	0	0	0	50,000
Septage Building	0	0	0	0	0	0	0	0
<b>Primary Treatment</b>								
Influent Headworks	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Primary Treatment Upgrade	0	0	0	0	0	0	0	0
Primary Grease & Sludge Pumps	0	0	0	0	0	0	0	0
<b>Secondary Treatment</b>								
Chemical Storage Building Repair	\$40,000	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Aeration Equipment Upgrade	50,000	0	150,000	200,000	100,000	0	60,000	510,000
Clarifier Repair	0	0	0	0	0	0	0	0
RAS Pump Replacement	0	0	0	0	0	0	0	0
<b>Collection System</b>								
Evaluation Report	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Interceptor Repair and Cleaning	150,000	50,000	0	0	200,000	100,000	0	350,000
Kingstown Force Main Replacement	0	0	0	0	0	0	0	0
<b>Equipment &amp; GIS</b>								
Collection System Maint. Equipment	\$0	\$0	\$0	\$80,000	\$0	\$75,000	\$75,000	\$230,000
Rolling Stock Equipment Replacement	0	45,000	0	0	35,000	0	50,000	130,000
DPS Building Improvement Contribution	20,000	0	0	20,000	0	0	0	20,000
Geographic Information System Upgrade	12,000	0	25,000	10,000	0	0	0	35,000
<b>TOTAL Wastewater Fund (704)</b>	<b>\$362,000</b>	<b>\$385,000</b>	<b>\$350,000</b>	<b>\$395,000</b>	<b>\$379,000</b>	<b>\$345,000</b>	<b>\$395,000</b>	<b>\$2,249,000</b>

Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400)	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Technology</b>								
High School Computer Labs	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Middle Schools Computer Devices	0	24,492	0	0	25,000	0	0	49,492
Elementary School Devices	0	0	0	0	0	0	0	0
Telecommunications Program	0	0	25,000	25,000	0	25,000	25,000	100,000
Support Staff Laptops	0	53,910	53,910	0	0	0	50,000	157,820
Office Computer Equipment	0	5,250	5,250	5,250	5,250	5,250	5,250	31,500
Office Computer Equipment Replacement	40,000	0	0	50,000	0	0	0	50,000
Computer Equity/Replacement/Lease	95,213	95,078	95,078	0	0	0	0	190,156
Student Computer Initiative (1:1 9th Gr-189)	160,000	103,950	105,000	105,000	100,000	100,000	100,000	613,950
Student Computer Initiative (1:1 2nd Gr-161)	0	84,525	85,000	85,000	85,000	85,000	85,000	509,525
Wireless Controllers	25,000	0	0	25,000	0	0	0	25,000
Server Room UPS	0	0	0	0	25,000	0	0	25,000
Storage Array	0	0	0	0	0	50,000	0	50,000
Cisco Main Core Switch	0	0	0	0	125,000	0	0	125,000
Cisco Phone Server	0	0	50,000	0	0	0	0	50,000
Wireless Access Points	0	54,104	54,104	54,104	54,104	0	0	216,416
Network Hardware	50,000	20,054	25,000	50,000	25,000	50,000	50,000	220,054
<b>Subtotal Technology</b>	<b>\$370,213</b>	<b>\$441,363</b>	<b>\$498,342</b>	<b>\$444,354</b>	<b>\$444,354</b>	<b>\$315,250</b>	<b>\$315,250</b>	<b>\$2,458,913</b>
<b>District-Wide Projects</b>								
H.S. Skylights	0	0	16,000	0	0	0	0	\$16,000
H.S. Office Renovation	0	0	0	0	0	0	35,000	35,000
Vehicle Replacement Program	0	0	110,000	55,000	0	55,000	0	220,000
Vehicle Sander	0	0	0	0	6,000	0	0	6,000
Vehicle Tow Trailer	0	0	2,500	0	0	0	0	2,500
Custodial Machine	0	0	11,000	11,000	4,500	4,500	11,000	42,000
HVAC Roof Top Units	25,000	0	90,000	45,000	45,000	45,000	45,000	270,000
Exterior Restoration/Painting Program	0	0	20,000	10,000	10,000	10,000	10,000	60,000
Fire Alarm Systems	0	0	50,000	0	0	0	45,000	95,000
District Security Camera Upgrades	60,000	0	0	0	0	0	25,000	25,000
HVAC Controls	52,000	0	0	55,000	0	0	0	55,000
Video/UPS Intercom System	30,000	0	0	0	0	0	0	0
West Kingston Interior and Exterior Doors	0	0	56,400	0	0	0	0	56,400
Matunuck Interior and Exterior Doors	0	0	42,756	0	0	0	0	42,756
Matunuck Fire Alarm Panel	0	45,000	0	0	0	0	0	45,000
West Kingston Fire Alarm Panel	0	0	45,000	0	0	0	0	45,000
Bathroom Upgrades Curtis Corner	0	0	35,000	0	0	0	0	35,000
Bathroom Upgrades High School	0	0	55,000	0	0	0	0	55,000
Bathroom Upgrades Broad Rock	0	0	0	25,000	0	0	0	25,000
H.S. Guidance Space Renovation	0	0	0	0	0	0	35,000	35,000
H.S. Chimney	0	0	75,000	0	0	0	0	75,000
H.S. Caf HVAC Unit	0	55,000	0	0	0	0	0	55,000
Peace Dale HVAC Unit	0	0	55,000	0	0	0	0	55,000
Peace Dale Lower Level Carpet replacement	0	0	60,000	0	0	0	0	60,000
West Kingston HVAC Ventilation System	0	0	947,701	0	0	0	0	947,701
Wakefield HVAC Ventilation System	0	0	0	757,859	0	0	0	757,859
H.S. HVAC Ventilation System	0	0	0	0	0	1,500,000	0	1,500,000

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Superintendent Proposed CAPITAL IMPROVEMENT PROGRAM - SCHOOL FUND								
School Fund (400), continued	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>District-Wide Projects</b>								
Peace Dale HVAC Ventilation System	0	0	0	0	1,298,000	0	0	1,298,000
H. S. Auditorium Entrance Replacement	0	0	50,000	0	0	0	0	50,000
Broad Rock Building PA System	0	80,223	0	0	0	0	0	80,223
H.S Parking Lot Recoating	0	0	40,000	0	0	0	0	40,000
H.S. Fire Alarm Panel	0	0	175,000	0	0	0	0	175,000
H.S Lower Roof Replacement	0	0	475,000	0	0	0	0	475,000
Curtis Corner Parking Lot	0	0	750,000	0	0	0	0	750,000
West Kingston Parking Lot	0	0	0	400,000	0	0	0	400,000
Matunuck Parking Lot	0	0	0	0	300,000	0	0	300,000
Wakefield Window Replacement	0	0	0	0	610,241	0	0	610,241
H.S. Brick Repair at the Loading Dock	0	0	16,100	0	0	0	0	16,100
Broad Rock Internal Gutter Main Entrance	0	0	0	25,543	0	0	0	25,543
<b>Subtotal District-wide Projects</b>	<b>\$167,000</b>	<b>\$180,223</b>	<b>\$3,177,457</b>	<b>\$1,384,402</b>	<b>\$2,273,741</b>	<b>\$1,614,500</b>	<b>\$206,000</b>	<b>\$8,836,322</b>
<b>TOTAL School Fund (400)</b>	<b>\$537,213</b>	<b>\$621,586</b>	<b>\$3,675,799</b>	<b>\$1,828,756</b>	<b>\$2,718,095</b>	<b>\$1,929,750</b>	<b>\$521,250</b>	<b>\$11,295,235</b>
Unassigned Funds Forwarded	0	0	0	0	0	0	0	0
<b>TRANSFER School Fund (400)</b>	<b>\$537,213</b>	<b>\$621,586</b>	<b>\$3,675,799</b>	<b>\$1,828,756</b>	<b>\$2,718,095</b>	<b>\$1,929,750</b>	<b>\$521,250</b>	<b>\$11,295,235</b>
<b>TOTAL Capital Improvement Program</b>	<b>\$2,905,913</b>	<b>\$3,209,086</b>	<b>\$6,416,799</b>	<b>\$4,685,756</b>	<b>\$5,256,085</b>	<b>\$4,279,740</b>	<b>\$2,806,240</b>	<b>\$26,653,705</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM Long Range Program Element (All Funds)								
<i>(Includes Bonds and all other Funding Sources)</i>								
	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
<b>Open Space and Recreational Programs</b>								
Open Space Acquisition Program	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$225,000
Affordable Housing	37,500	37,500	37,500	37,500	37,500	37,500	37,500	225,000
Village Infrastructure	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Saugatucket Park Improvements	60,000	0	0	0	0	55,000	25,000	80,000
Neighborhood Guild Improvements	1,125,000	1,125,000	0	0	0	0	0	1,125,000
Marina Park Improvements	335,101	384,000	0	0	50,000	50,000	75,000	559,000
Town Beach Program	15,000	55,793	70,793	55,793	55,793	55,793	85,793	379,755
Old Mountain Field Improvements	595,000	50,000	227,803	227,803	242,803	25,000	0	773,410
Harbor Patrol - Equipment Replacement	0	0	30,000	30,000	30,000	110,000	0	200,000
<b>General Municipal Programs</b>								
Information Technology Program	\$83,200	\$50,000	\$70,000	\$80,000	\$20,000	\$50,000	\$130,000	\$400,000
Planning Program	0	30,000	92,500	102,500	45,000	0	0	270,000
Administrative Services	0	0	25,000	25,000	0	0	0	50,000
Library System	35,000	45,000	57,500	62,500	55,000	25,000	15,000	260,000
Road Improvement Program	1,006,100	4,681,870	1,072,775	710,000	755,125	534,575	660,625	8,414,970
Police Element	65,000	80,000	80,000	75,000	50,000	50,000	50,000	385,000
Infrastructure-Analog UHF Radio System	2,200,000	2,200,000	0	0	0	0	0	2,200,000
Emergency Medical Services Program	138,000	103,000	80,000	84,000	84,000	64,000	64,000	479,000
Communications Program	16,000	16,000	36,000	36,000	36,000	16,000	9,000	149,000
Property Revaluation Program	535,846	16,426	16,426	265,326	16,426	16,426	295,426	626,453
Town Hall Improvements	87,000	119,500	108,000	113,000	75,000	50,000	10,000	475,500
South Road School Building	0	10,000	0	10,000	0	10,000	0	30,000
<b>Senior Services Program</b>								
Vehicle Acquisition	\$0	40,000	40,000	40,000	\$0	\$0	\$0	\$120,000
Adult Day Services	0	0	10,000	0	10,000	0	10,000	30,000
Senior Center	40,000	10,000	0	45,000	45,000	25,000	15,000	140,000
<b>Utility Department Programs</b>								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kingston Force Main Replacement	0	0	0	0	0	0	0	0
<b>School Department Programs</b>								
General Building Renovations, Technology, & District-Wide Projects	\$537,213	\$1,021,586	\$46,175,799	\$44,328,756	\$7,712,303	\$2,945,244	\$1,581,510	\$103,765,197
<b>TOTAL Long Range Program</b>	<b>\$6,958,460</b>	<b>\$10,123,174</b>	<b>\$48,277,595</b>	<b>\$46,375,677</b>	<b>\$9,367,449</b>	<b>\$4,167,037</b>	<b>\$3,111,353</b>	<b>\$121,422,285</b>

Town Manager Proposed CAPITAL IMPROVEMENT PROGRAM SUMMARY								
	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$6,958,460	\$10,123,174	\$48,277,595	\$46,375,677	\$9,367,449	\$4,167,037	\$3,111,353	\$121,422,285
Annual Funding Element	2,905,913	3,209,086	6,416,799	4,685,756	5,256,085	4,279,740	2,806,240	26,653,705
Less Road Improvement Transfers	(690,000)	(700,000)	(710,000)	(730,000)	(674,990)	(674,990)	(674,990)	(4,164,970)
Less Recreation Program Transfers	(50,000)	(60,000)	(25,000)	(10,000)	(85,000)	(120,000)	(140,000)	(440,000)
Less Public Safety/EMS/Fire Alarm Programs	(232,500)	(199,000)	(196,000)	(195,000)	(170,000)	(130,000)	(123,000)	(1,013,000)
Less Library Program Transfers	(35,000)	(45,000)	(57,500)	(62,500)	(55,000)	(25,000)	(15,000)	(260,000)
Less Information Technology Transfers	(83,200)	(50,000)	(70,000)	(80,000)	(20,000)	(50,000)	(130,000)	(400,000)
Less Administrative Services Transfers	0	0	(25,000)	(25,000)	0	0	0	(50,000)
Less Planning Department Transfers	0	(30,000)	(92,500)	(102,500)	(45,000)	0	0	(270,000)
Less Revaluation Program	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(180,000)
Less Town Hall Improvement Transfers	(47,000)	(69,500)	(95,000)	(85,000)	(35,000)	(35,000)	(10,000)	(329,500)
Less Senior Programs	(40,000)	(50,000)	(50,000)	(85,000)	(55,000)	(25,000)	(25,000)	(290,000)
<b>Subtotal Annual Funding Transfers</b>	<b>(\$1,207,700)</b>	<b>(\$1,233,500)</b>	<b>(\$1,351,000)</b>	<b>(\$1,405,000)</b>	<b>(\$1,169,990)</b>	<b>(\$1,089,990)</b>	<b>(\$1,147,990)</b>	<b>(\$7,397,470)</b>
<b>NET TOTAL Capital Improvement Program</b>	<b>\$8,656,673</b>	<b>\$12,098,759.90</b>	<b>\$53,343,394</b>	<b>\$49,656,432</b>	<b>\$13,453,544</b>	<b>\$7,356,787</b>	<b>\$4,769,603</b>	<b>\$140,678,521</b>

Capital Budget Program	2021-2022 Adopted	2022-2023 Proposed	Increase (Decrease)
General Fund (101)	\$1,809,700	\$1,845,500	\$35,800
Senior Services Fund (304)	40,000	50,000	10,000
Neighborhood Guild (306)	1,125,000	1,100,000	(25,000)
Water Enterprise Fund (702)	157,000	307,000	150,000
Wastewater Enterprise Fund (704)	362,000	385,000	23,000
School Fund (400)	537,213	621,586	84,373
<b>TOTAL Capital Budget Program</b>	<b>\$4,030,913</b>	<b>\$4,309,086</b>	<b>\$278,173</b>