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# TOWN OF SOUTH KINGSTOWN, RI



**TOWN MANAGER PROPOSED  
CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD 2017-2018 THROUGH 2022-2023**

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CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD  
2017-2018 THROUGH 2022-2023**



**DECEMBER 2016**

**TOWN COUNCIL**

**Margaret M. Healy, President  
Abel G. Collins, Vice President  
Bryant C. Da Cruz  
Liz Gledhill  
Joe Viele**

**TOWN MANAGER**

**Stephen A. Alfred**

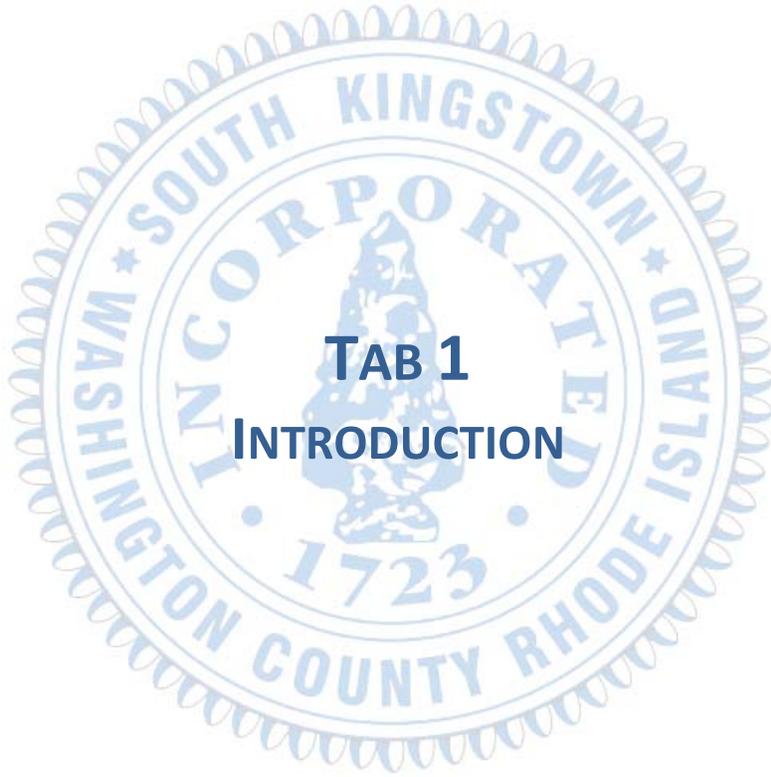
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**TAB 1  
INTRODUCTION**

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**TOWN MANAGER PROPOSED  
CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD 2017-2018 THROUGH 2022-2023**



The Town Manager's Proposed Capital Improvement Program (CIP) for Fiscal Period 2017-2018 through 2022-2023 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 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 is 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 2017-2018. The Capital Budget, also called the Pay As You Go element, is the first year of the CIP and is incorporated into the FY 2017-2018 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 2017-2018 through 2022-2023.



### 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 2017-2018 Budget Calendar is presented on the following page.



### FY 2017-2018 Proposed Budget Calendar

#### December 2016

- |             |   |
|-------------|---|
| Thursday, 1 | Capital Improvement Program (CIP) Budget submission to Town Council ( <i>deadline is December 1</i> )           |
| Tuesday, 20 | Initial Budget Hearing with School Committee to discuss FY 2017-2018 Budget goals & objectives (RIGL § 16-2-21) |

#### January 2017

- |               |   |
|---------------|---|
| Wednesday, 4  | Work session #1 with Town Manager and department heads to review CIP  |
| Thursday, 5   | Work session #2 with Town Manager and department heads to review CIP  |
| Wednesday, 11 | Work session #3 with Town Manager and school department to review CIP   |
| Monday, 23    | Public Hearing on six-year CIP Fiscal Period 2017-2018 through 2022-2023, and Adoption of CIP ( <i>deadline is February 1</i> ) |

### What is the CIP planning process?

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

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

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

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



**What are the different types of capital projects?**

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

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

**What are the CIP’s funding sources?**

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

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

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



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

### Article III – Capital Improvement Program and Capital Budget Ordinance

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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.



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

## Geography

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

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

## Population

As of the most recent 2014 US Census, the American Community Survey (ACS) estimates the population of South Kingstown was 30,546, as compared to the Town's population of 27,921 in 2000. This 9.4% increase over the 14 year span is notably less than the 13.4% increase the Town experienced between 1990 and 2000, and significantly less than the 20.7% population growth in the previous decade, when the population grew from 20,414 people in 1980 to 24,631 people in 1990.

U.S. Census American Community Survey								
Description	1990	Percent	2000	Percent	2014	Percent	14 Year Change	Percent
Age 14 or Less	4,047	16.4%	5,187	18.6%	3,865	12.7%	(1,322)	-25.5%
Age 15-24	7,443	30.2%	6,630	23.7%	8,748	28.6%	2,118	31.9%
Age 25-34	3,288	13.3%	2,599	9.3%	2,233	7.3%	(366)	-14.1%
Age 35-59	6,167	25.0%	9,370	33.6%	8,736	28.6%	(634)	-6.8%
Over Age 60	3,686	15.0%	4,135	14.8%	6,964	22.8%	2,829	68.4%
<b>Total Ages</b>	<b>24,631</b>	<b>100.0%</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,546</b>	<b>100.0%</b>	<b>2,625</b>	<b>9.4%</b>
Non-Institutionalized (URI)	5,081	96.7%	4,003	95.8%	5,281	94.9%	1,278	31.9%
Institutionalized	173	3.3%	177	4.2%	281	5.1%	104	58.8%
<b>Total Persons in Group Quarters</b>	<b>5,254</b>	<b>100.0%</b>	<b>4,180</b>	<b>100.0%</b>	<b>5,562</b>	<b>100.0%</b>	<b>1,382</b>	<b>33.1%</b>
Group Quarters	5,254	21.3%	4,180	15.0%	5,562	18.2%	1,382	33.1%
General Population	19,377	78.7%	23,741	85.0%	24,984	81.8%	1,243	5.2%
<b>Total Population Growth</b>	<b>24,631</b>	<b>100.0%</b>	<b>27,921</b>	<b>100.0%</b>	<b>30,546</b>	<b>100.0%</b>	<b>2,625</b>	<b>9.4%</b>
Owner Occupied	5,189	69.9%	6,944	74.9%	7,777	74.1%	833	12.0%
Renter Occupied	2,239	30.1%	2,324	25.1%	2,712	25.9%	388	16.7%
<b>Total Housing Occupancy</b>	<b>7,428</b>	<b>100.0%</b>	<b>9,268</b>	<b>100.0%</b>	<b>10,489</b>	<b>100.0%</b>	<b>1,221</b>	<b>13.2%</b>



**HOUSING**

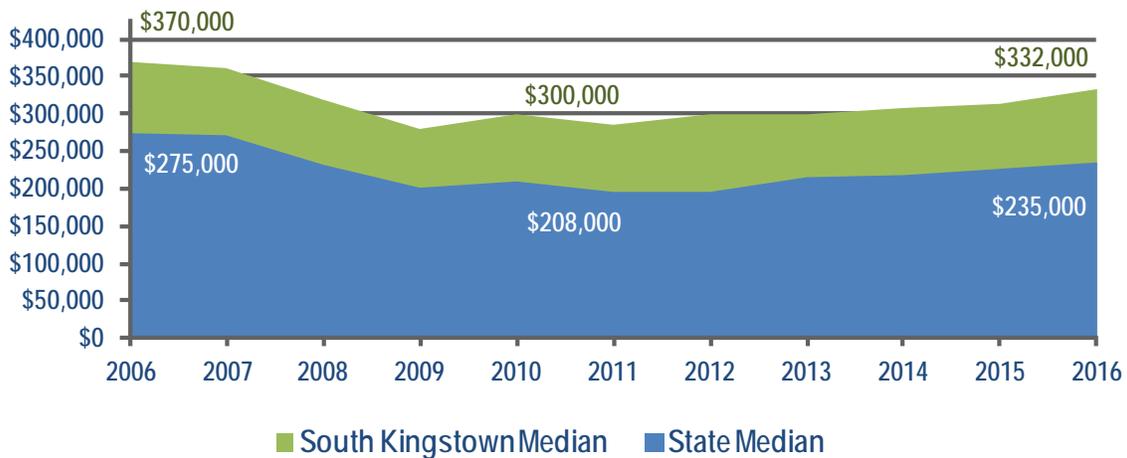
The 2014 US Census reported a total of 13,134 housing units in the Town of South Kingstown, of which 79.9% (10,489) were occupied year round, another 20.1% were seasonal, recreational, or occasional use, and the remainder were vacant. Of the 10,489 occupied housing units, 74.1% were owner occupied and 25.9% were renter occupied. The average household size of an owner occupied unit was 2.54 persons, while the average household size of a rented unit was 2.03 persons.

**MEDIAN HOME SALE PRICES AND FAMILY INCOME**

The median sale price of a single-family home in South Kingstown between January 1, 2016 and August 30, 2016 was \$332,000, up from \$305,000 in 2015 for the same period. The median sale price of a single family home state-wide during the same period in 2016 increased from \$224,900 to \$235,000.

The following graph demonstrates the gap between local housing prices and the statewide median selling price of a single family unit, based on the annual median sale price over the past ten year term.

**Median Single Family House Prices**



Source: *Thewarrengroup.com*



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

Fiscal Year	Single Households	Median Sale Price	Average Assessment	Tax Levy	\$ Increase	% Increase
2007-2008	8,707	\$352,000	\$418,672	\$4,820	\$152	3.26%
2008-2009	8,731	317,000	420,516	5,033	213	4.43%
2009-2010	8,753	290,000	422,854	5,112	79	1.57%
2010-2011	8,774	300,000	346,376	4,914	(198)	-3.88%
2011-2012	8,796	289,000	347,021	5,036	122	2.48%
2012-2013	8,825	287,000	348,115	5,048	12	0.24%
2013-2014	8,863	300,000	328,887	5,088	40	0.79%
2014-2015	8,899	306,500	330,554	5,118	30	0.59%
2015-2016	8,940	313,500	331,737	5,149	31	0.60%
2016-2017	8,960	331,000	350,214	5,285	136	2.64%
<b>10 Year Inc(Dec)</b>	<b>297</b>	<b>(\$39,000)</b>	<b>(\$68,458)</b>	<b>\$617</b>	<b>\$617</b>	<b>1.25%</b>

Property Tax Levy - History						
Fiscal Year	Town	School	Total	\$ Increase	% Increase	
2012-2013	\$15,685,666	\$50,714,116	\$66,399,782	\$278,950	0.42%	
2013-2014	15,631,897	51,450,220	67,082,117	682,335	1.03%	
2014-2015	16,250,145	51,357,495	67,607,641	525,524	0.78%	
2015-2016	16,536,249	51,968,732	68,504,982	897,341	1.33%	
2016-2017	17,626,154	52,772,144	70,398,298	1,893,316	2.76%	
<b>Increase</b>	<b>\$1,940,488</b>	<b>\$2,058,028</b>	<b>\$3,998,516</b>	<b>\$3,998,516</b>	<b>1.33%</b>	

Tax Roll Comparison	FY 2015-2016			FY 2016-2017			
	December 2014 Taxable Value	\$15.52 Tax Rate Levied	% of Tax Roll	December 2015 Taxable Value	\$15.09 Tax Rate Levied	% of Tax Roll	% of Tax Levy
Residential	\$3,665,258,098	\$56,884,564	83.79%	\$3,876,282,508	\$58,492,972	83.95%	83.09%
Commercial	499,920,193	7,758,728	11.43%	529,052,888	7,983,390	11.46%	11.34%
Industrial	31,849,800	494,305	0.73%	30,169,300	455,254	0.65%	0.65%
Utilities	43,643,725	677,349	1.00%	44,369,603	669,536	0.96%	0.95%
<b>Total Value</b>	<b>\$4,240,671,816</b>	<b>\$65,814,946</b>	<b>96.07%</b>	<b>\$4,479,874,299</b>	<b>\$67,601,152</b>	<b>96.0%</b>	<b>96.0%</b>
<b>Less Exemptions</b>	<b>(\$60,187,119)</b>	<b>(\$934,099)</b>	<b>-1.36%</b>	<b>(\$61,210,855)</b>	<b>(\$923,670)</b>	<b>-1.31%</b>	<b>-1.31%</b>
<b>Flexible Tax Base</b>	<b>\$4,180,484,697</b>	<b>\$64,880,846</b>	<b>95.57%</b>	<b>\$4,418,663,444</b>	<b>\$66,677,482</b>	<b>95.7%</b>	<b>94.7%</b>
Motor Vehicles - \$18.71	\$264,298,736	\$4,945,029	6.04%	\$269,075,879	\$5,033,259	5.83%	7.15%
<b>Less Exemptions</b>	<b>(70,534,714)</b>	<b>(1,320,893)</b>	<b>-1.93%</b>	<b>(70,146,616)</b>	<b>(1,312,443)</b>	<b>-1.86%</b>	<b>-1.86%</b>
<b>Net Motor Vehicles</b>	<b>\$193,764,022</b>	<b>\$3,624,136</b>	<b>4.43%</b>	<b>\$198,929,263</b>	<b>\$3,720,816</b>	<b>4.3%</b>	<b>5.3%</b>
<b>Total Tax Roll/Levy</b>	<b>\$4,374,248,719</b>	<b>\$68,504,982</b>	<b>100.00%</b>	<b>\$4,617,592,707</b>	<b>\$70,398,298</b>	<b>100.00%</b>	<b>100.00%</b>



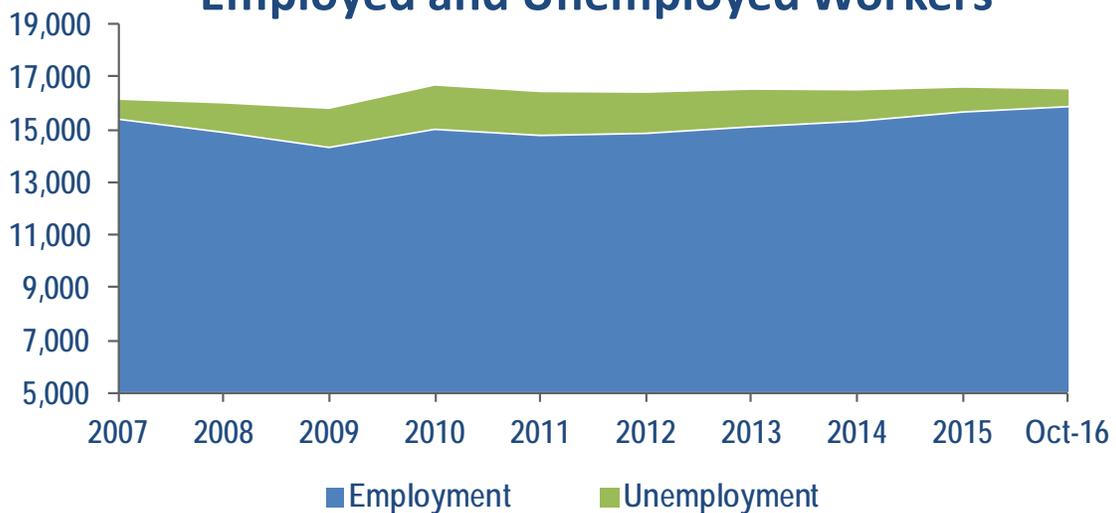
**EMPLOYMENT**

As of October 2016, the labor force in the Town of South Kingstown was 16,500 with employment at 15,875 yielding an unemployment rate of 3.8%. The October 2016 unemployment rate is 1.6% less than the calendar 2015 average reported unemployment rate of 5.4%, and as shown in the chart below, 0.6% lower than the unemployment rate in 2007.

### SK Labor Force: Unemployment Rate



### SK Labor Force: Employed and Unemployed Workers



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



**FINANCIAL POSITION COMPARISON**

The following chart provides a comparison of South Kingstown to several communities within Washington County, as well as to the State overall.

Fiscal Year 2015-2016	Washington County Communities					State
	South Kingstown	North Kingstown	Westerly	Charlestown	Narragansett	Rhode Island
<b>Assessments By Class - \$</b>						
Residential	\$3,603,492,017	\$2,835,627,745	\$5,038,140,294	\$2,153,657,684	\$4,181,359,548	\$83,278,804,907
Commercial	463,452,667	590,721,700	654,466,055	72,349,518	295,568,511	19,526,040,682
Tangible	113,540,016	146,529,940	115,459,093	20,383,134	50,696,759	4,516,542,252
Motor Vehicle	193,764,022	221,879,757	181,320,058	70,900,032	96,678,417	6,302,466,179
<b>Total (\$)</b>	<b>\$4,374,248,722</b>	<b>\$3,794,759,142</b>	<b>\$5,989,385,500</b>	<b>\$2,317,290,368</b>	<b>\$4,624,303,235</b>	<b>\$113,623,854,020</b>
<b>Assessments By Class - %</b>						
Residential	82.38%	74.72%	84.12%	92.94%	90.42%	73.29%
Commercial	10.60%	15.57%	10.93%	3.12%	6.39%	17.18%
Tangible	2.60%	3.86%	1.93%	0.88%	1.10%	3.97%
Motor Vehicle	4.43%	5.85%	3.03%	3.06%	2.09%	5.55%
<b>Total (%)</b>	<b>100.00%</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</b>						
Residential	\$15.52	\$19.30	\$10.82	\$10.11	\$9.94	N/A
Commercial	\$15.52	\$19.30	\$10.82	\$10.11	\$14.91	N/A
Tangible	\$15.52	\$19.30	\$10.82	\$10.11	\$14.91	N/A
Motor Vehicle	\$18.71	\$22.04	\$29.67	\$13.08	\$16.46	N/A
<b>Tax Levy FY 2015-2016</b>						
Tax Levy FY 2015-2016	\$68,504,982	\$73,845,736	\$68,223,651	\$23,638,239	\$48,316,824	\$2,388,929,665
Percent Increase / Prior Year	1.33%	3.04%	2.59%	2.35%	1.93%	2.10%
Levy Per Capita	\$2,166	\$2,738	\$2,996	\$2,924	\$3,033	\$2,283
Bond Rating	Aa1	Aa2	Aa2	Aa2	Aa2	Aa2
Debt Level 2014	\$15,063,209	\$45,657,995	\$85,893,302	\$3,936,808	\$20,256,860	\$1,650,589,515
Debt Per Capita 2014	\$476	\$1,693	\$3,771	\$487	\$1,272	\$1,578
Population	31,631	26,975	22,775	8,084	15,929	1,046,326
<b>Debt Per Capita as % of Per Capita Income</b>						
Debt Per Capita as % of Per Capita Income	1.41%	4.25%	10.65%	1.39%	3.13%	5.13%
Median Family Income	\$96,414	\$102,561	\$73,132	\$80,318	\$101,397	\$73,217
Per Capita Income	\$33,669	\$39,869	\$35,420	\$35,091	\$40,590	\$30,765
Average Single Residential Unit	\$330,628	\$311,754	\$446,021	\$438,196	\$465,430	N/A
Tax Levy on Avg Residential	\$5,131	\$6,017	\$4,826	\$4,430	\$4,626	N/A

Source: State of Rhode Island Division of Municipal Finance

**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, 1 - 11. This chart provides data for the period of FY 2011-2012 through FY 2016-2017.

MUNICIPAL BUDGET TRENDS

Fiscal Year	2011-2012	Percent	2012-2013	Percent	2013-2014	Percent	2014-2015	Percent	2015-2016	Percent	2016-2017	Percent	5 Year	Average	Percent
Assessment Date	12/31/2010	Share	12/31/2011	Share	12/31/2012	Share	12/31/2013	Share	12/31/2014	Share	12/31/2014	Share	Inc/(Dec)	Annual Inc	Inc/(Dec)
<b>General Fund Revenue Statement</b>															
Current Year Property Taxes	\$64,857,683	88.40%	\$65,148,020	88.83%	\$65,785,386	88.67%	\$66,600,977	88.96%	\$67,548,326	89.23%	\$69,418,078	90.89%	\$4,560,395	\$912,079	1.37%
Prior Year Taxes and Penalty	815,000	1.11%	825,000	1.12%	890,000	1.20%	913,500	1.22%	908,500	1.20%	918,500	1.20%	\$103,500	20,700	2.36%
State Aid	2,348,749	3.20%	2,394,693	3.27%	2,376,063	3.20%	2,513,928	3.36%	2,445,421	3.23%	1,788,062	2.34%	(\$560,687)	(112,137)	-4.85%
Local Revenue	4,150,618	5.66%	3,968,699	5.41%	4,143,891	5.59%	4,013,849	5.36%	4,125,760	5.45%	3,652,197	4.78%	(\$498,421)	(99,684)	-2.49%
Fund Balance Forwarded	1,200,000	1.64%	1,000,000	1.36%	1,000,000	1.35%	825,000	1.10%	675,000	0.89%	600,000	0.79%	(\$600,000)	(120,000)	-13.58%
<b>Total General Fund Revenues</b>	<b>\$73,372,050</b>	<b>100.00%</b>	<b>\$73,336,412</b>	<b>100.00%</b>	<b>\$74,195,340</b>	<b>100.00%</b>	<b>\$74,867,254</b>	<b>100.00%</b>	<b>\$75,703,006</b>	<b>100.00%</b>	<b>\$76,376,837</b>	<b>100.00%</b>	<b>\$3,004,787</b>	<b>\$600,957</b>	<b>0.81%</b>
<b>Municipal Expenditure Program</b>															
Municipal Program	\$19,812,157	27.00%	\$20,171,016	27.50%	\$20,611,625	27.78%	\$21,144,620	28.24%	\$21,703,342	28.67%	\$21,581,605	28.26%	\$1,769,448	\$353,890	1.73%
School Fund Transfer	48,216,336	65.71%	48,364,159	65.95%	49,131,442	66.22%	49,614,070	66.27%	50,313,756	66.46%	51,387,349	67.28%	\$3,171,013	634,203	1.30%
Capital Budget	1,239,000	1.69%	1,210,000	1.65%	1,232,000	1.66%	1,286,000	1.72%	1,292,600	1.71%	1,440,450	1.89%	\$201,450	40,290	3.23%
School Debt Service	2,888,815	3.94%	2,370,336	3.23%	2,115,579	2.85%	1,737,045	2.32%	1,527,112	2.02%	1,226,887	1.61%	(\$1,661,928)	(332,386)	-14.45%
Town Debt Service	1,215,742	1.66%	1,220,901	1.66%	1,104,694	1.49%	1,085,519	1.45%	866,196	1.14%	740,546	0.97%	(\$475,196)	(95,039)	-8.48%
<b>General Fund Cost</b>	<b>\$73,372,050</b>	<b>100.00%</b>	<b>\$73,336,412</b>	<b>100.00%</b>	<b>\$74,195,340</b>	<b>100.00%</b>	<b>\$74,867,254</b>	<b>100.00%</b>	<b>\$75,703,006</b>	<b>100.00%</b>	<b>\$76,376,837</b>	<b>100.00%</b>	<b>\$3,004,787</b>	<b>\$600,957</b>	<b>0.81%</b>
Plus 3rd Party School Aid	\$10,277,658	12.29%	\$9,886,241	11.88%	\$9,494,058	11.34%	\$8,988,403	10.72%	\$8,816,272	10.43%	\$8,538,985	10.06%	(\$1,738,673)	(347,735)	-3.53%
<b>School/Municipal Cost</b>	<b>\$83,649,708</b>		<b>\$83,222,653</b>		<b>\$83,689,398</b>		<b>\$83,855,657</b>		<b>\$84,519,278</b>		<b>\$84,915,822</b>		<b>\$1,266,114</b>	<b>\$253,223</b>	<b>0.30%</b>
<b>School Fund Revenue Statement</b>															
General Fund Tax Transfer	\$48,216,336	82.51%	\$48,364,159	83.03%	\$49,131,442	83.81%	\$49,614,070	84.66%	\$50,313,756	85.09%	\$51,387,349	85.75%	\$3,171,013	634,203	1.30%
State Aid	8,828,084	15.11%	8,513,652	14.62%	8,131,786	13.87%	7,818,131	13.34%	7,621,000	12.89%	7,318,713	12.21%	(\$1,509,371)	(301,874)	-3.63%
Local Revenue	1,390,125	2.38%	1,372,589	2.36%	1,362,272	2.32%	1,170,272	2.00%	1,195,272	2.02%	1,220,272	2.04%	(\$169,853)	(33,971)	-2.60%
<b>Total School Fund Revenues</b>	<b>\$58,434,545</b>	<b>100.00%</b>	<b>\$58,250,400</b>	<b>100.00%</b>	<b>\$58,625,500</b>	<b>100.00%</b>	<b>\$58,602,473</b>	<b>100.00%</b>	<b>\$59,130,028</b>	<b>100.00%</b>	<b>\$59,926,334</b>	<b>100.00%</b>	<b>\$1,491,789</b>	<b>\$298,358</b>	<b>0.51%</b>
<b>Combined Revenue Statement</b>															
Property Taxes	\$65,672,683	78.56%	\$65,973,020	79.27%	\$66,675,386	79.67%	\$67,514,477	80.51%	\$68,456,826	81.00%	\$69,418,078	81.75%	\$3,745,395	749,079	1.13%
State Aid	11,176,833	13.37%	10,908,345	13.11%	10,507,849	12.56%	10,332,059	12.32%	10,066,421	11.91%	9,106,775	10.72%	(\$2,070,058)	(414,012)	-3.87%
Local Revenues	6,740,743	8.06%	6,341,288	7.62%	6,506,163	7.77%	6,009,121	7.17%	5,996,032	7.09%	6,390,969	7.53%	(\$349,774)	(69,955)	-1.09%
<b>Total Revenues</b>	<b>\$83,590,259</b>	<b>100.00%</b>	<b>\$83,222,653</b>	<b>100.00%</b>	<b>\$83,689,398</b>	<b>100.00%</b>	<b>\$83,855,657</b>	<b>100.00%</b>	<b>\$84,519,278</b>	<b>100.00%</b>	<b>\$84,915,822</b>	<b>100.00%</b>	<b>\$1,325,563</b>	<b>\$265,113</b>	<b>0.32%</b>
													<b>Market Value</b>	<b>Property</b>	<b>Municipal</b>
													<b>Per Capita</b>	<b>Classification</b>	<b>Tax Rates</b>
<b>Real and Tangible Property Roll</b>															
Residential	\$3,715,444,093	82.44%	\$3,743,256,123	82.70%	\$3,551,627,462	82.65%	\$3,573,415,674	82.57%	\$3,605,070,979	82.42%	\$3,815,071,653	82.62%	\$124,896	Flexible Rate	\$15,090
Commercial	547,578,838	12.15%	526,801,209	11.64%	487,305,270	11.34%	493,273,045	11.40%	499,920,193	11.43%	529,052,888	11.46%	\$17,320	Motor Vehicle	\$18,710
Industrial	32,055,700	0.71%	32,055,700	0.71%	31,849,800	0.74%	31,849,800	0.74%	31,849,800	0.73%	30,169,300	0.65%	\$988		
Utilities	42,177,114	0.94%	41,715,054	0.92%	40,682,402	0.95%	41,986,964	0.97%	43,643,725	1.00%	44,369,603	0.96%	\$1,453		
<b>Net Real and Tangible Property Roll</b>	<b>\$4,337,255,745</b>	<b>96.23%</b>	<b>\$4,343,828,086</b>	<b>95.97%</b>	<b>\$4,111,464,934</b>	<b>95.67%</b>	<b>\$4,140,525,483</b>	<b>95.67%</b>	<b>\$4,180,484,697</b>	<b>95.57%</b>	<b>\$4,418,663,444</b>	<b>95.69%</b>	<b>\$144,656</b>		
<b>Annual Increase in Flex. Roll</b>	<b>\$10,131,516</b>	<b>0.23%</b>	<b>\$6,572,341</b>	<b>0.15%</b>	<b>(\$232,363,152)</b>	<b>-5.35%</b>	<b>\$29,060,549</b>	<b>0.71%</b>	<b>\$39,959,214</b>	<b>0.97%</b>	<b>\$238,178,747</b>	<b>5.70%</b>			
													<b>US Census -2014</b>		30,546
													<b>3 Years Growth</b>		300
<b>Motor Vehicle Excise Tax Roll</b>															
Motor Vehicles - Excise	169,817,200	3.77%	182,251,511	4.03%	185,876,659	4.33%	187,325,550	4.33%	193,764,022	4.43%	198,929,263	4.31%	\$6,512		
<b>Total Taxable Property Values</b>	<b>\$4,507,072,945</b>	<b>100.0%</b>	<b>\$4,526,079,597</b>	<b>100.0%</b>	<b>\$4,297,341,593</b>	<b>100.0%</b>	<b>\$4,327,851,033</b>	<b>100.0%</b>	<b>\$4,374,248,719</b>	<b>100.0%</b>	<b>\$4,617,592,707</b>	<b>100.0%</b>	<b>\$151,168</b>	<b>2017 Population</b>	<b>30,846</b>
<b>Taxable Property Increase/(Decrease)</b>	<b>(\$39,747,698)</b>	<b>(0)</b>	<b>\$19,006,652</b>	<b>0</b>	<b>(\$228,738,004)</b>	<b>(0)</b>	<b>\$30,509,440</b>	<b>0</b>	<b>\$46,397,686</b>	<b>0</b>	<b>\$243,343,988</b>	<b>0</b>			
<b>Property Tax Distribution</b>															
Municipal Share	\$14,789,996	22.37%	\$15,389,962	23.18%	\$15,329,725	22.85%	\$16,008,184	23.68%	\$16,305,325	23.80%	\$17,380,729	24.69%	\$2,590,733	\$518,147	3.38%
School Share	50,067,687	75.72%	49,758,058	74.94%	50,455,661	75.21%	50,592,793	74.83%	51,243,001	74.80%	52,037,349	73.92%	\$1,969,662	393,932	0.78%
Overlay	1,263,149	1.91%	1,251,762	1.89%	1,296,731	1.93%	1,006,664	1.49%	956,656	1.40%	980,220	1.39%	(\$282,929)	(56,586)	-4.83%
<b>Total Property Tax Levy</b>	<b>\$66,120,832</b>	<b>100.00%</b>	<b>\$66,399,782</b>	<b>100.00%</b>	<b>\$67,082,117</b>	<b>100.00%</b>	<b>\$67,607,641</b>	<b>100.00%</b>	<b>\$68,504,982</b>	<b>100.00%</b>	<b>\$70,398,298</b>	<b>100.00%</b>	<b>\$4,277,466</b>	<b>\$855,493</b>	<b>1.28%</b>
<b>Increase Over Prior Year</b>	<b>\$621,399</b>	<b>0.95%</b>	<b>\$278,950</b>	<b>0.42%</b>	<b>\$682,335</b>	<b>1.03%</b>	<b>\$525,524</b>	<b>0.78%</b>	<b>\$897,341</b>	<b>1.33%</b>	<b>\$1,893,316</b>	<b>2.76%</b>			
<b>Tax Rate Distribution</b>															
Municipal Share	\$3.31	22.80%	\$3.42	23.62%	\$3.60	23.27%	\$3.72	24.04%	\$3.75	24.14%	\$3.78	25.05%	Note: FY 2007-2008 Statistical Revaluation		
School Share	11.20	77.20%	11.08	76.38%	11.87	76.73%	11.76	75.96%	11.77	75.86%	11.31	74.95%	Note: FY 2010-2011 Statistical Revaluation		
Total Property Tax Rate	\$14.51	100.00%	\$14.50	100.00%	\$15.47	100.00%	\$15.48	100.00%	\$15.52	100.00%	\$15.09	100.00%	Note: FY 2013-2014 Full Revaluation		
<b>Tax Rate Increase</b>	<b>\$0.32</b>	<b>2.26%</b>	<b>(\$0.01)</b>	<b>-0.08%</b>	<b>\$0.97</b>	<b>6.69%</b>	<b>\$0.01</b>	<b>0.08%</b>	<b>\$0.04</b>	<b>0.25%</b>	<b>(\$0.43)</b>	<b>-2.77%</b>	Note: FY 2016-2017 Statistical Revaluation		



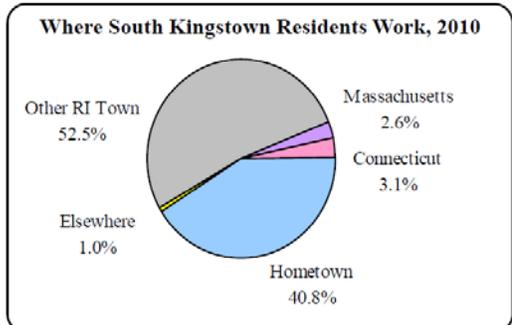
# South Kingstown

<b>Population</b>	<b>1990</b>	<b>2000</b>	<b>2014</b>
Total Population	24,631	27,921	30,546
Male	11,790	13,268	14,417
Female	12,841	14,653	16,129
16 years +	20,383	22,335	26,326
21 years +	15,019	17,528	19,952
65 years +	2,800	3,248	4,906
White	23,000	25,440	27,551
Black/African American	362	437	804
American Indian & Alaskan Native	451	449	599
Asian & Pacific Islander	735	874	715
Some other race	83	203	396
Two or more races	-	518	481
Hispanic or Latino (of any race)	306	493	1,191
<b>Educational Attainment</b>	<b>1990</b>	<b>2000</b>	<b>2014</b>
<b>Population (Age 25+)</b>	<b>13,110</b>	<b>16,149</b>	<b>17,933</b>
Less than 9th grade	4.6%	2.3%	2.2%
9th-12th, no diploma	9.9%	6.4%	4.0%
High School Graduate / GED	23.8%	20.8%	18.8%
Some College, no degree	16.5%	17.6%	16.9%
Associate Degree	6.2%	6.0%	5.3%
Bachelor Degree	19.6%	26.9%	29.7%
Graduate/Professional Degree	19.4%	19.9%	23.1%
<b>Median Household Income</b>	<b>1990</b>	<b>2000</b>	<b>2014</b>
	\$36,481	\$56,325	\$72,021
<b>Annual Average Labor Force Estimates</b>	<b>2006</b>	<b>2009</b>	<b>2015</b>
Labor Force	16,041	15,750	16,564
Employment	15,372	14,314	15,669
Unemployment	669	1,436	895
Unemployment Rate	4.2%	9.1%	5.4%

- ♦ South Kingstown's total population grew by 13.4 percent during the 1990's, with the addition of 3,290 people. Between 2000 and 2014, South Kingstown added another 2,625 (+9.4%) residents.
- ♦ Over 58 percent of South Kingstown residents 25 years and older had a college degree (Associate or higher) in 2014. The share of local residents without a high school diploma or GED decreased between 2000 and 2014, falling from 8.7 percent to 6.2 percent.
- ♦ Between 2009 and 2014, employment in South Kingstown increased by 563 (+4.2%) jobs. Private sector employers reported a gain of 461 (+4.8%) jobs, while public sector employment grew by 102 (+2.8%) jobs. In comparison, statewide total employment grew by 14,900 (+3.3%) jobs.
- ♦ South Kingstown's unemployment rate averaged 5.4 percent in 2015, tied for the 16th lowest in the state and below the state average of 6.0 percent.
- ♦ In 2010, 99.5 percent of South Kingstown residents age 18-64 spoke only English or spoke another language and English either well or very well, compared to 94.7 percent of RI residents.
- ♦ Over 40 percent (40.8%) South Kingstown residents work in South Kingstown, while 6.7 percent work outside of RI.

<b>Establishment Employment</b>	<b>2006</b>	<b>2009</b>	<b>2014</b>
<b>Total Private &amp; Government</b>	<b>13,765</b>	<b>13,330</b>	<b>13,893</b>
<b>Total Private Only</b>	<b>9,977</b>	<b>9,633</b>	<b>10,094</b>
Government	3,788	3,696	3,798
Health Care & Social Assistance	2,351	2,524	2,839
Accommodation & Food Services	1,249	1,279	1,453
Retail Trade	1,484	1,330	1,273
Other Services	758	718	737
Wholesale Trade	778	785	719
Manufacturing	956	739	579
Professional & Technical Services	373	308	357
Construction	434	283	327
Administrative Support & Waste Management	248	246	325
Educational Services	251	270	306
Finance & Insurance	289	244	275
Transportation & Warehousing	198	130	210
Arts, Entertainment, & Recreation	212	224	209
Real Estate & Rental & Leasing	102	289	208
Information	145	149	155
Agriculture, Forestry, Fishing & Hunting	108	73	77
Management of Companies & Enterprises	13	24	21
Mining	*	*	*
Utilities	*	*	*

<b>Language</b>		<b>2010</b>
<b>Population Age 18-64</b>		
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%
<b>Language Spoken:</b>		
Speak Spanish		0.1%
Speak Other Indo-European		0.0%
Speak Asian/Pacific Islander		0.3%
Speak Other Languages		0.1%



Source: Rhode Island Department of Labor and Training



**TAB 2  
BUDGET MESSAGE**

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

**TOWN MANAGER PROPOSED  
CAPITAL IMPROVEMENT PROGRAM  
FISCAL PERIOD 2017-2018 THROUGH 2022-2023**



**TO: THE HONORABLE TOWN COUNCIL**

**FROM: STEPHEN A. ALFRED, TOWN MANAGER**

**RE: TOWN MANAGER PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET MESSAGE  
FISCAL PERIOD 2017-2018 THROUGH 2022-2023**

**DATE: DECEMBER 2016**

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I am pleased to submit the Town Manager’s Proposed Capital Budget and Improvement Program for the Fiscal Period 2017-2018 through 2022-2023. This document was prepared in accordance with the *Capital Improvement Program and Capital Budget Ordinance* that was adopted by the Town Council in 1990, and included within the *Introduction* of this document, beginning on page 1 - 5.

## **Capital Improvement Program Overview**

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

The intent of the Capital Improvement Program (CIP) is threefold. First, the CIP is intended to provide a comprehensive community needs statement; second, to provide for the development of a prioritized implementation schedule for meeting the community needs statement; and third, to provide financial data relative to the community’s ability to manage and finance the costs associated with meeting these defined needs. It is equally important to note the CIP is a planning document that is subject to annual review and update. 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 proposed CIP for Fiscal Period 2017-2018 through 2022-2023 is presented within this document in six sections, as summarized below:

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

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

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

- **BONDED DEBT LEVEL POSITION:** The first element of the Long Term Debt Management section provides documentation of the Municipal Debt Level over the past six year period, details the planned repayment schedule for all existing municipal debt requirements, and all future debt obligations within the proposed six year CIP. I urge careful consideration and review of this



financial data, since conclusions drawn from it will serve as the foundation for the Town’s future long-term Capital Improvement Program.

- **LONG TERM FINANCIAL PROGRAM:** The second element 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 (20) capital programs or projects that are proposed to be undertaken over the next six-year period. The estimated cost of completing these projects is \$20,380,035 of which \$5,400,000 will need to be raised from general obligation bonds. All Municipal and School General Obligation Bonds proposed for use over the six years of the CIP have previously received the required voter approval.

The chart below provides a summary of the changes proposed for the 2017-2018 fiscal year within the six year CIP program, as compared to the current year adopted budget program. Three major changes presented in the proposed FY 2017-2018 CIP include the following:

1. A reduction of \$6.6 million in Leisure Services Program due to the planned completion of the Community Recreation Center in the current fiscal year;
2. Recognition of the School Department’s identification of multiple new building improvement projects proposed for completion subsequent to FY 2019-2020; and
3. The scheduling of a mandatory Property Revaluation in FY 2021-2022 which increases the projected funding level within the General Municipal Program.

Six Year Planning Program	ADOPTED 2016-2017		PROPOSED 2017-2018		CHANGE	
	Projected Cost	Municipal Bonds	Projected Cost	Municipal Bonds	Program Cost	Municipal Bonds
Open Space Program	\$450,000	\$0	\$450,000	\$0	\$0	\$0
Leisure Services Program	9,432,000	5,150,000	2,721,000	1,000,000	(6,711,000)	(4,150,000)
General Municipal Program	7,832,690	400,000	8,198,975	400,000	366,285	0
School Program	5,235,200	5,000,000	7,910,060	4,000,000	2,674,860	(1,000,000)
Utilities Program	1,100,000	0	1,100,000	0	0	0
<b>Total Six Year Program</b>	<b>\$24,049,890</b>	<b>\$10,550,000</b>	<b>\$20,380,035</b>	<b>\$5,400,000</b>	<b>(\$3,669,855)</b>	<b>(\$5,150,000)</b>

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

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

**LONG TERM PROGRAM DESCRIPTIONS:** The fourth section of the CIP provides narrative descriptions for each of the proposed capital projects planned for the six year program. The budget narrative provides a summary description of the programs proposed for funding in the fiscal period 2017-2018 through 2022-2023.



**PAY AS YOU GO PROJECT DESCRIPTIONS:** The fifth section of the CIP provides narrative descriptions for each of the projects proposed in the Capital Budget for FY 2017-2018. The Capital Budget is the Capital Improvement Program's first-year spending program, and also called the Pay As You Go section of the CIP. The budget narrative provides a summary description of all projects, program elements, equipment acquisitions, and professional services that are proposed for funding in the 2017-2018 fiscal year for the General Fund, Senior Services Fund, Utility programs, and School Fund. In addition, specific documentation of program need is provided for each of the proposed projects.

**CAPITAL IMPROVEMENT PROGRAM:** The final section of the CIP presents the Town Manager's Proposed Capital Improvement Program for Fiscal Period 2017-2018 through 2022-2023. This presentation provides a comprehensive six year spending proposal for all municipal programs. The proposed Capital Improvement Program is documented in two independent program elements; the *Annual Funding* element and the *Long Range Program* element.

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

For the FY 2017-2018 General Fund's Capital Budget, funding in the amount of \$1,519,500 is proposed, reflecting a \$79,050 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 have previously been budgeted within the General Fund. Based upon the Town's continuing effort to provide greater transparency relative to municipal expenditures, beginning in FY 2017-2018 all Senior Services Capital Projects will be identified and budgeted within the newly created Senior Services Fund. For FY 2017-2018, an appropriation of \$35,000 is proposed for consideration.

The proposed FY 2017-2018 Water Enterprise Fund capital budget seeks financial support in the amount of \$109,000. 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 \$530,000 is proposed for the Wastewater Enterprise Fund's FY 2017-2018 capital budget, in order to meet the cost of replacing operating equipment and facilities. 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 2017-2018 capital budget for the School Fund is presented in the amount of \$580,000. This proposed spending plan is \$190,000 more than the current year appropriation. The School Committee also proposes to use \$100,000 from the School Fund's Unassigned Fund Balance to pay down a portion of the planned increased capital spending.



A summary of the Town Manager’s Proposed FY 2017-2018 Capital Budget as detailed within the Annual Funding Element of the CIP is as follows:

Capital Budget Program	2016-2017 Adopted	2017-2018 Proposed	Increase (Decrease)
General Fund (101)	\$1,440,450	\$1,519,500	\$79,050
Senior Services Fund (304)	\$0	\$35,000	35,000
Water Enterprise Fund (702)	105,000	109,000	4,000
Wastewater Enterprise Fund (704)	562,000	530,000	(32,000)
School Fund (400)	390,000	580,000	190,000
<b>TOTAL Capital Budget Program</b>	<b>\$2,497,450</b>	<b>\$2,773,500</b>	<b>\$276,050</b>

- LONG RANGE PROGRAM ELEMENT:** The Town Manager’s proposed Long Range Program Element of the CIP includes all projects and programs scheduled over the next six year CIP term that will be funded through municipal bonds and other third party revenues. The chart entitled *Six-Year Projects Element* found on page 6 - 7 of this document provides a program summary. The nineteen projects within the proposed CIP’s long term program are explained in detail within the fourth tab of this document, *Long Term Program Descriptions*. A summary of each of these projects is presented below, and compares the long range program adopted for Fiscal Period 2016-2017 through 2021-2022, to the one proposed for Fiscal Period 2017-2018 through 2022-2023.

Long Term Program	Adopted 6-Year Program	Proposed 6-Year Program	Increase/ (Decrease)	Planned Program Revisions
<b>Leisure Services Programs</b>				
Open Space Acquisition Program	\$450,000	\$450,000	\$0	Ongoing Program
Noyes Farm Planning	0	20,000	20,000	Planning FY 2020-2021
South County Commons Bike Path	575,000	600,000	25,000	With Grant FY 2018 Project
Neighborhood Guild Renovations	1,130,000	1,000,000	(130,000)	FY 2018-2019 Project
Community Recreation Center	6,600,000	0	(6,600,000)	Completion FY 2016-2017
Marina Park Improvements	310,000	250,000	(60,000)	Boat Ramp - FY 2019-2020
Town Beach Improvement Program	120,000	215,000	95,000	Ongoing Program
Old Mountain Field Improvements	452,000	441,000	(11,000)	Ongoing Program
Senior Services Program	245,000	195,000	(50,000)	Scheduled Improvements
<b>Subtotal Leisure Services Programs</b>	<b>\$9,882,000</b>	<b>\$3,171,000</b>	<b>(\$6,711,000)</b>	
<b>General Municipal Programs</b>				
Information Technology Program	\$280,000	\$200,000	(\$80,000)	Ongoing Program
Library Program	50,000	89,000	39,000	Painting RBH & PD Libraries
Property Revaluation Program	247,900	765,600	517,700	FY 2020 & FY 2023
Public Works Improvement Program	5,532,330	5,338,375	(193,955)	Scheduled Improvements
Police Department Program	476,460	446,000	(30,460)	Scheduled Improvements
Emergency Medical Services Program	785,000	720,000	(65,000)	Scheduled Improvements
Fire Alarm Division	190,000	140,000	(50,000)	New Program Planning
Affordable Housing Program	0	100,000	100,000	New Program Planning
Town Hall Improvement Program	271,000	400,000	129,000	Improvements as Needed
<b>Subtotal General Municipal Programs</b>	<b>\$7,832,690</b>	<b>\$8,198,975</b>	<b>\$366,285</b>	
<b>School Department Programs</b>				
Building Improvement Program	\$5,235,200	\$7,910,060	\$2,674,860	3rd Year of 5 Year Plan
<b>Subtotal School Dept Programs</b>	<b>\$5,235,200</b>	<b>\$7,910,060</b>	<b>\$2,674,860</b>	
<b>Utility Programs</b>				
Water Meter Replacement Program	\$1,100,000	\$1,100,000	\$0	FY 2020-2021 Implementation
<b>Subtotal Utility Programs</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	
<b>Total Six Year Long Term Program</b>	<b>\$24,049,890</b>	<b>\$20,380,035</b>	<b>(\$3,669,855)</b>	



- COMBINED COST OF ANNUAL FUNDING & LONG RANGE PROGRAM ELEMENTS:** The combined cost of both the Annual Funding and the Long Range Program elements for the proposed six year CIP program is summarized as follows:

	2016-2017 Adopted 6-Year Plan	2017-2018 Proposed 6-Year Plan	Increase (Decrease)
Capital Improvement Program			
Annual Funding Element	\$16,012,900	\$16,707,500	\$694,600
Bonding Program Element	24,049,890	20,380,035	(3,669,855)
<b>TOTAL Proposed Capital Improvement Program</b>	<b>\$40,062,790</b>	<b>\$37,087,535</b>	<b>(\$2,975,255)</b>
Less Pay-As-You-Go Transfers	(\$7,167,000)	(\$9,860,000)	(\$2,693,000)
<b>NET TOTAL Capital Improvement Program</b>	<b>\$32,895,790</b>	<b>\$27,227,535</b>	<b>(\$5,668,255)</b>

### Capital Improvement Program Issues of Concern

#### SCHOOL DEPARTMENT PROPOSED BONDING PROGRAM

It is my recommendation that the Town Council initiate a meaningful discussion with the School Committee as to how the School Department plans to address the impact that continued declining student enrollment will have on the need for continued utilization of all school buildings. Important long term planning decisions need to be addressed before capital improvement priorities in later years of the CIP can be established. The School Committee’s FY 2017-2018 through FY 2022-2023 CIP submission assumes continued utilization of all existing school facilities over the next six year period. With the loss of over 1,269 students (29.0%) within the school system since FY 2001-2002, and the forecasted loss of an additional 326 students over the next five years (a 36.4% loss since FY 2001-2002), there is an urgent need to examine whether it will be necessary to revise grade configuration and building utilization to better meet the needs of a smaller student enrollment.

As part of the development of the FY 2017-2018 CIP, the School Department is planning to commission an existing conditions facility analysis in early 2017. This analysis is the first step in the process of filing a RI Department of Education (RIDE) Necessity of School Construction application. The State approval of this application is necessary in order to certify school project eligibility for future State School Housing Aid. In advance of filing a RIDE application that evaluates the capital needs for all existing school buildings, it may be prudent to examine if changes in the delivery of future educational programming due to declining enrollments will reduce building space needs.

The last independent facilities planning study of this nature was conducted in March 2010 by the New England School Development Council (NESDEC). The study, entitled *Long Range School Facilities Planning, Staffing and Efficiency Review*, included an analysis that considered historic and projected enrollment levels, as well as the age, educational program capacity, and physical condition of all school buildings. In addition, the study evaluated educational program space needs and identified options for potential reconfiguration of the school system’s existing building plan in order to better meet program needs and program costs.

The School Committee’s FY 2017-2018 Capital Improvement Plan submission requests consideration of \$7.9 million in building improvements. Support of this funding proposal will require use of \$5 million in previously authorized school bonds and \$1.7 million in additional bonding or program cost reductions, plus an additional \$1.6 million from the School Fund’s committed fund balance to finance planned



improvements to five school facility parking lots. Before the Town Council and the community are asked to support this expanded spending program or its prioritized schedule of building improvements, justification specific to the need for continued utilization of all existing school buildings should be evaluated. As enrollment continues to decline, a building utilization analysis should be incorporated into the School Department's long term facilities improvement planning.

State School Housing Aid will provide a 35% reimbursement of annual debt service costs related to approved school construction and renovation projects. It is important to recognize that should bonding be provided for school buildings that at sometime in the future cease to be used for the conduct of educational programs, the housing aid reimbursement will be suspended. Therefore it is important to ensure bonded projects are limited to those facilities that will continue to be used for school programs over the life of the repayment schedule. As an example, the State previously suspended Housing Aid related to bonds issued for roof improvements on the South Road School after the School Department's use of the building ceased.

### **SCHOOL RELATED FAIR SHARE DEVELOPMENT FEES**

Based on enrollment trends, it is apparent that no new school buildings will need to be constructed anytime in the foreseeable future. Since construction of Broad Rock Middle School began in FY 2000-2001, student enrollment has steadily declined. Since FY 2000-2001, School Related Fair Share Development Fees have contributed almost \$3.9 million to pay down debt associated with construction of Broad Rock Middle School. Approximately \$190,000 is projected to be held in fund balance as of June 30, 2017. These funds will be used over the next three years to continue to pay down Broad Rock Middle School debt service costs. As School Related Fair Share fees can only be used to offset capital costs incurred to develop infrastructure to accommodate the needs of the communities growing population, it is proposed that as of June 30, 2017, the collection of School Related Fair Share Development Fees be suspended.

### **TOWN COUNCIL POLICY RELATIVE TO THE USE OF REAL ESTATE CONVEYANCE FEES**

The Real Estate Conveyance Fee schedule is set by State statute. The fee was last changed in 2014 to \$4.60 per \$1,000 of the purchase price for all real estate sales in the community, of which the community retains 47.83%. In 1998, the Town Council directed that a portion of the Town's percentage (77.3%) of all fees collected be deposited in the Town's Open Space Reserve Fund (OSRF) for use in the direct acquisition of open space properties, the purchase of development rights, and/or paying down a portion of debt service cost related to the purchase of open space land. As of June 30, 2016, the OSRF had an unassigned fund balance of \$731,223. Anticipated income during FY 2016-2017 is projected at \$300,000, with planned expenditures of \$569,000, thereby leaving a projected Fund Balance as of June 30, 2017 at \$462,223.

It is proposed that the Town Council consider authorization of a transfer in the amount of \$200,000 from the OSRF to the Recreation Improvement Fund, in order to provide the local cost share required for the planned construction of a bike path between the South County Commons and St. Dominic Road. Construction of this pathway will provide direct pedestrian access from the Commons to the Town's Community Recreation Center, Senior Center, Broad Rock Middle School, Broad Rock Playfields, the Town's Dog Park, the pathway to Old Mountain Field, and the YMCA. The projected cost of this project is \$600,000; of which \$400,000 in funding has been approved through a State Department of Environmental Management Grant, and this \$200,000 would provide funding for the difference.



In addition to the South County Commons Bike Path funding transfer, it is also proposed that the Town Council consider an additional transfer of \$100,000 from the OSRF to the Town's Affordable Housing Trust Fund. This fund was established by the Town Council in February 2008 with an initial allocation of \$10,000 as part of the development of the FY 2008-2009 General Fund Budget. To date, none of these funds have been expended. The additional funding proposed herein will provide the Planning Department, in conjunction with the Town's Affordable Housing Collaborative Committee, an opportunity to solicit professional services and prepare a comprehensive analysis of the specific affordable housing needs in the community, and identify actions which can be taken to better address the needs. The commitment of local funds may also attract private development interest in addressing the Town's affordable housing needs. Preparation of a community specific affordable housing study will also provide greater potential access to funds made available through the November 2016 State Affordable Housing Bond Referendum.

It is noted that this proposed transfer is in accord with the Town Council's Goals and Objectives for the 2014-2016 Town Council Term, particularly with the following Housing Goal: *Facilitate the development of affordable housing throughout the community with the goal of achieving the State's 10% affordable housing stock* and Housing Objective: *Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community.*

### **In Closing**

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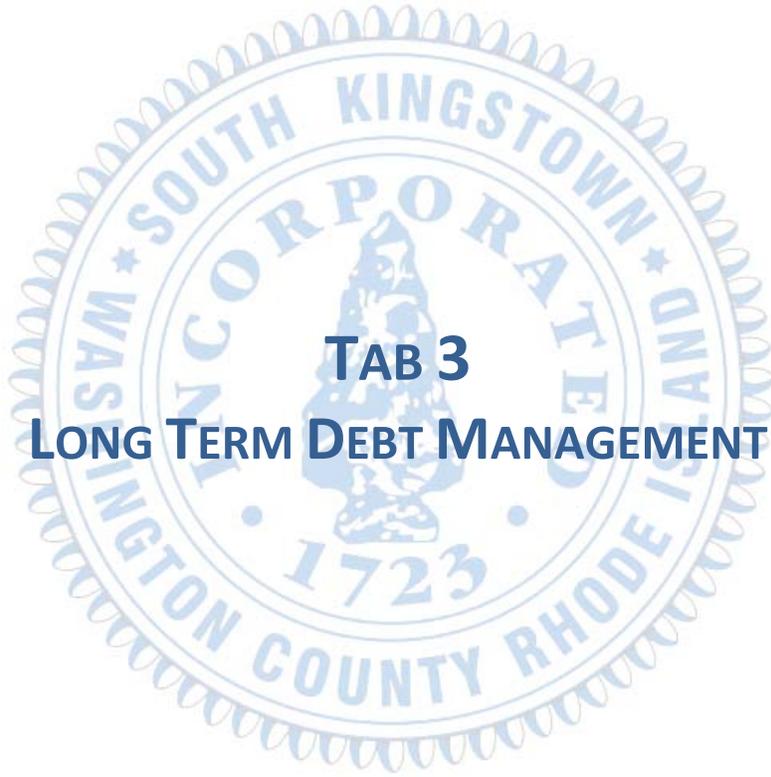
This six-year financial planning document continues to address several municipal and school related capital needs that had been deferred in previous years due to a recognized need to minimize capital spending in light of recessionary conditions. While economic concerns still warrant conservative budgeting practices, the Town's current and projected financial position allows for integration of several capital projects into the six-year planning program.

I cannot overemphasize that the proposed Capital Improvement Program for the Fiscal Period 2017-2018 through 2022-2023 represents my best effort to define the necessary community needs over the next six years. The Town Council must evaluate the proposed program to determine whether all identified community needs have been addressed.

I would like to thank the Town's Department Directors for their assistance and cooperation in the preparation of this document. I wish to offer special thanks to Colleen Camp, Aimee Reiner, Trish Sunderland, and Vincent Murray, for their assistance in the preparation of this community planning document. The preparation of a document of this nature requires a team effort that looks at how best to present the complex financial data to the citizens of the community.

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

Stephen A. Alfred  
Town Manager



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

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

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2017-2018 THROUGH 2022-2023**



# Overview of Long Term Debt Management

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## Objective

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The objective of this section 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.

## 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;
- 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. Additional information relative to credit industry benchmarks associated with prudent debt program management practices is 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. As detailed in this element, suspension of collection of Education-Related Fair Share Fees is proposed as of June 30, 2017.

## Bonded Debt Level Position

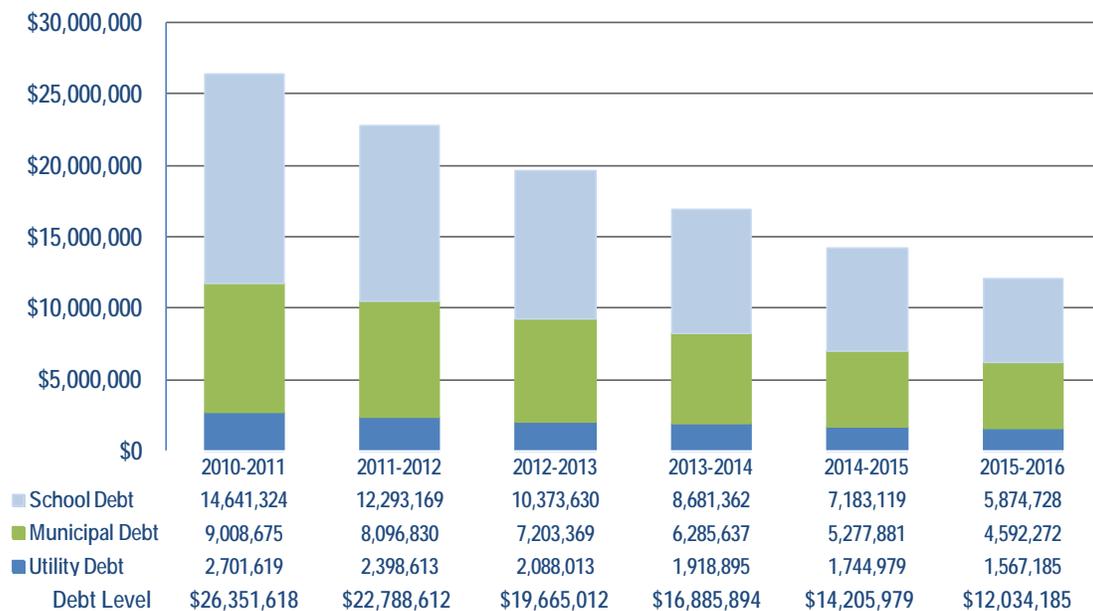


The first element of the Capital Improvement Program’s Long Term Debt Management section is a presentation and financial analysis of historical, current, and projected indebtedness related to the CIP. This section provides data through several detailed charts and graphs.

### Prior Year Bonded Debt Level

The chart below documents the Town’s bonded debt level, as compared to the last five years. The Town’s debt level was reported at \$26,351,618 on June 30, 2011. As of June 30, 2016 the Town’s Debt Level was reduced to \$12,034,185, a reduction of \$14,317,434, or 54.33% from the FY 2010-2011 level.

### Prior Year Municipal Bonded Debt Level

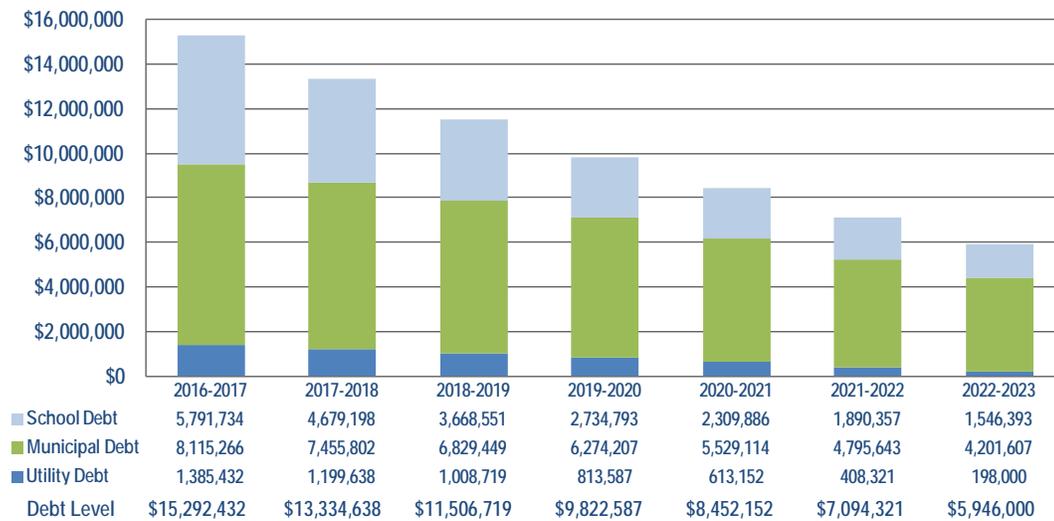




**Projected Bonded Debt Level with No Additional Bonding**

The chart below documents the Town’s projected bonded debt level over the next six year term of June 30, 2017 through June 30, 2023. 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, 2017 is projected at \$15,292,432. The Town will sell \$5,150,000 in municipal bonds prior to the close of FY 2016-2017. Of this amount, \$4,150,000 will fund a portion of the costs associated with the construction of the Community Recreation Center and the remaining \$1,000,000 will fund costs associated with school facility improvements. Over the next six years, \$9,346,432 equating to 61.1% of the Town’s bonded debt will be retired. The Town’s outstanding debt as of June 30, 2023, assuming no additional debt is incurred subsequent to June 30, 2017 is estimated at \$5,946,000.

**Existing Municipal Debt Level**



**Planned Capital Project Bonding**

Over the term of this six year Capital Improvement Program, several projects will require the issuance of General Obligation Bonds. Additional borrowing of \$5,400,000 over the term of the CIP is planned as follows:

Future Bonding Sale Schedule	Bond Value
School Building Improvements	\$2,000,000
Neighborhood Guild Improvements	1,000,000
Road/Bridge Improvement Program	400,000
<b>Total FY 2018-2019</b>	<b>\$3,400,000</b>
School Building Improvements	\$2,000,000
<b>Total FY 2020-2021</b>	<b>\$2,000,000</b>
<b>Total New Debt</b>	<b>\$5,400,000</b>

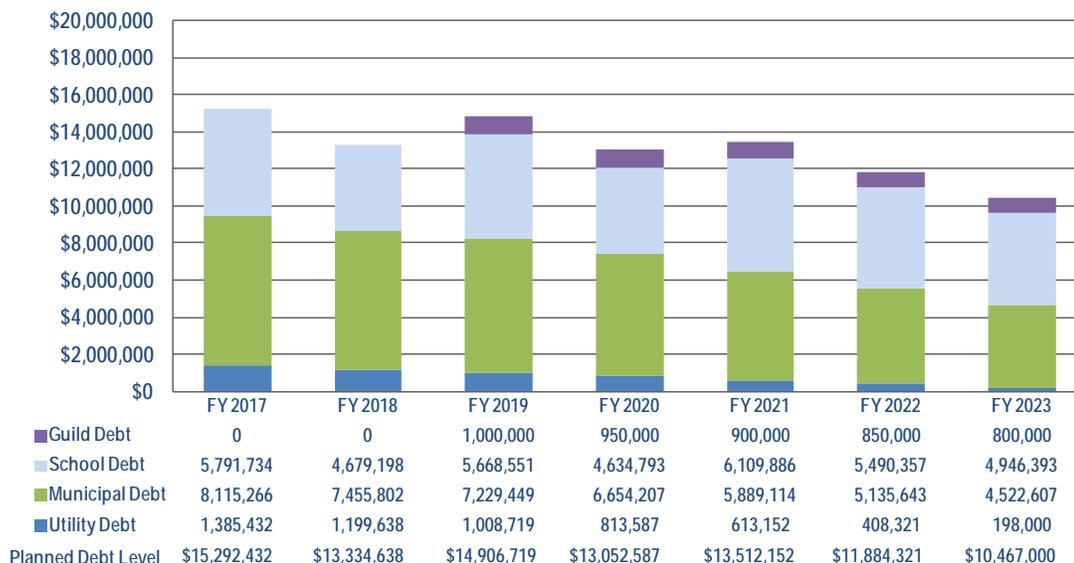
## Bonded Debt Level Position, *continued*



### Projected Bonded Debt Level

Implementation of the proposed FY 2017-2018 through FY 2022-2023 Capital Improvement Program will require the Town to incur an additional \$5,400,000 in long-term general obligation bonds over the next six years. During this term, the Town's Projected Bonded Debt Level is expected to continue to decline. Should the Town incur the new debt proposed within this document, the Town's projected outstanding debt level as of June 30, 2023 will be \$10,467,000 which equates to \$4,825,432 or 31.6% less than the debt level as of June 30, 2017.

### Projected Bonded Debt Level (Inclusive of \$5.40 Million In New Debt)



**Note:** Planned Sale of \$5,150,000 in Municipal Bonds is scheduled for early 2017. Sale includes School Improvement Bonds of \$1,000,000 and \$4,150,000 in Municipal Bonds associated with the construction of the Community Recreation Center.

### 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, 2017.
- FUTURE DEBT LOADING:** The second schedule, shown on page 3 - 6, projects the Town issuing \$5.4 million between 2019 and 2021 in two separate issues. The first projected issue includes \$3.4 million in the first quarter of 2019 (\$2M School Facilities, \$1M Neighborhood Guild, and \$400K Road Improvements) and \$2.0 million in the first quarter of 2021 for School Facilities.
- ALL MUNICIPAL DEBT LEVEL SUMMARY:** The third schedule, shown on page 3 - 7, includes both the Outstanding Debt Level and Future Debt Loading, to provide a proposed combined Debt Level Summary.

## OUTSTANDING DEBT LEVEL

Bond Name	Issue Date	June 30, 2016	June 30, 2017	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023
<b>Town Debt</b>									
Town Bond 2003	11/15/03	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Bond 2006	06/15/06	0	0	0	0	0	0	0	0
Town Bond 2007	06/15/07	60,000	0	0	0	0	0	0	0
Town Bond 2009	11/12/09	234,100	146,500	62,000	0	0	0	0	0
Town Bond 2012	11/13/12	1,628,172	1,373,766	1,123,802	879,449	639,207	404,114	175,643	76,607
Town Bond 2015	04/21/15	2,670,000	2,445,000	2,160,000	1,880,000	1,605,000	1,335,000	1,070,000	815,000
Town Bond 2017	TBD	0	4,150,000	4,110,000	4,070,000	4,030,000	3,790,000	3,550,000	3,310,000
<b>Subtotal Town Debt</b>		<b>\$4,592,272</b>	<b>\$8,115,266</b>	<b>\$7,455,802</b>	<b>\$6,829,449</b>	<b>\$6,274,207</b>	<b>\$5,529,114</b>	<b>\$4,795,643</b>	<b>\$4,201,607</b>
<b>School Debt</b>									
School Bond 2003	11/15/03	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Bond 2006	06/15/06	0	0	0	0	0	0	0	0
School Bond 2007	06/15/07	50,000	0	0	0	0	0	0	0
School Bond 2009	11/12/09	270,900	153,500	38,000	0	0	0	0	0
School Bond 2010	05/01/10	840,000	780,000	720,000	660,000	600,000	540,000	480,000	420,000
School Bond 2012	11/13/12	1,403,828	1,188,234	976,198	768,551	569,793	374,886	185,357	66,393
School Bond 2015	04/21/15	3,310,000	2,670,000	1,995,000	1,340,000	715,000	595,000	475,000	360,000
School Bond 2017	TBD	0	1,000,000	950,000	900,000	850,000	800,000	750,000	700,000
<b>Subtotal School Debt</b>		<b>\$5,874,728</b>	<b>\$5,791,734</b>	<b>\$4,679,198</b>	<b>\$3,668,551</b>	<b>\$2,734,793</b>	<b>\$2,309,886</b>	<b>\$1,890,357</b>	<b>\$1,546,393</b>
<b>Wastewater Debt</b>									
\$0.5M Diane Drive Sewers	11/13/03	\$221,000	\$195,000	\$169,000	\$142,000	\$115,000	\$87,000	\$59,000	\$30,000
<b>Subtotal Wastewater Debt</b>		<b>\$221,000</b>	<b>\$195,000</b>	<b>\$169,000</b>	<b>\$142,000</b>	<b>\$115,000</b>	<b>\$87,000</b>	<b>\$59,000</b>	<b>\$30,000</b>
<b>Solid Waste Debt</b>									
\$2.0M Rose Hill Superfund	09/13/02	\$828,185	\$719,432	\$607,638	\$492,719	\$374,587	\$253,152	\$128,321	\$0
\$0.95M West Kingston Superfund	11/22/05	518,000	471,000	423,000	374,000	324,000	273,000	221,000	168,000
<b>Subtotal Solid Waste Debt</b>		<b>\$1,346,185</b>	<b>\$1,190,432</b>	<b>\$1,030,638</b>	<b>\$866,719</b>	<b>\$698,587</b>	<b>\$526,152</b>	<b>\$349,321</b>	<b>\$168,000</b>
<b>Total Municipal Debt</b>		<b>\$12,034,185</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$11,506,719</b>	<b>\$9,822,587</b>	<b>\$8,452,152</b>	<b>\$7,094,321</b>	<b>\$5,946,000</b>

FUTURE DEBT LOADING							
	June 30, 2017	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	July 1, 2023
<b>Neighborhood Guild Improvements</b>							
Referendum 11/2006 (TBS 5/2019)	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
<b>Subtotal Planned Guild Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$950,000</b>	<b>\$900,000</b>	<b>\$850,000</b>	<b>\$800,000</b>
<b>Municipal Related General Obligation Bonds</b>							
<b>Road Improvement Program</b>							
Referendum 11/2004 (TBS 5/2019)	\$0	\$0	\$400,000	\$380,000	\$360,000	\$340,000	\$321,000
<b>Subtotal Planned Municipal Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$380,000</b>	<b>\$360,000</b>	<b>\$340,000</b>	<b>\$321,000</b>
<b>School Related General Obligation Bonds</b>							
<b>General School Building Improvements</b>							
Referendum 11/2014 (TBS 5/15/2019)	\$0	\$0	\$2,000,000	\$1,900,000	\$1,800,000	\$1,700,000	\$1,600,000
<b>General School Building Improvements</b>							
Referendum 11/2014 (TBS 5/15/2021)	0	0	0	0	2,000,000	1,900,000	1,800,000
<b>Subtotal Planned School Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$1,900,000</b>	<b>\$3,800,000</b>	<b>\$3,600,000</b>	<b>\$3,400,000</b>
<b>Total Planned Future Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,400,000</b>	<b>\$3,230,000</b>	<b>\$5,060,000</b>	<b>\$4,790,000</b>	<b>\$4,521,000</b>
Existing Bonded Debt Level	\$15,292,432	\$13,334,638	\$11,506,719	\$9,822,587	\$8,452,152	\$7,094,321	\$5,946,000
<b>PROJECTED BONDED DEBT LEVEL</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$14,906,719</b>	<b>\$13,052,587</b>	<b>\$13,512,152</b>	<b>\$11,884,321</b>	<b>\$10,467,000</b>
<b>BONDS ISSUED</b>							
Proposed New Guild Debt	\$0	\$0	\$1,000,000	\$950,000	\$900,000	\$850,000	\$800,000
Proposed New Municipal Debt	0	0	400,000	380,000	360,000	340,000	321,000
Proposed New School Debt	0	0	2,000,000	1,900,000	3,800,000	3,600,000	3,400,000
Existing Overall Debt	15,292,432	13,334,638	11,506,719	9,822,587	8,452,152	7,094,321	5,946,000
<b>Projected Combined Debt Level</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$14,906,719</b>	<b>\$13,052,587</b>	<b>\$13,512,152</b>	<b>\$11,884,321</b>	<b>\$10,467,000</b>

## ALL MUNICIPAL DEBT LEVEL SUMMARY

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Municipal Debt Level	\$8,115,266	\$7,455,802	\$6,829,449	\$6,274,207	\$5,529,114	\$4,795,643	\$4,201,607
School Debt Level	5,791,734	4,679,198	3,668,551	2,734,793	2,309,886	1,890,357	1,546,393
Utilities Debt Level	1,385,432	1,199,638	1,008,719	813,587	613,152	408,321	198,000
<b>Total Bonded Debt Level</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$11,506,719</b>	<b>\$9,822,587</b>	<b>\$8,452,152</b>	<b>\$7,094,321</b>	<b>\$5,946,000</b>
Planned Municipal Debt	\$0	\$0	\$400,000	\$380,000	\$360,000	\$340,000	\$321,000
Planned School Debt	0	0	2,000,000	1,900,000	3,800,000	3,600,000	3,400,000
Planned Guild Debt	0	0	1,000,000	950,000	900,000	850,000	800,000
<b>Total Planned New Debt</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,400,000</b>	<b>\$3,230,000</b>	<b>\$5,060,000</b>	<b>\$4,790,000</b>	<b>\$4,521,000</b>
<b>Projected Gross Debt Level</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$14,906,719</b>	<b>\$13,052,587</b>	<b>\$13,512,152</b>	<b>\$11,884,321</b>	<b>\$10,467,000</b>
<b>Non Property Tax Related Debt</b>							
Less School Debt Reimbursement	\$1,737,520	\$1,403,759	\$1,800,565	\$1,485,438	\$2,022,966	\$1,827,107	\$1,653,918
Less Neighborhood Guild Reimbursement	0	0	1,000,000	950,000	900,000	850,000	800,000
<b>Projected Net Debt Level</b>	<b>\$13,554,912</b>	<b>\$11,930,879</b>	<b>\$12,106,154</b>	<b>\$10,617,149</b>	<b>\$10,589,186</b>	<b>\$9,207,214</b>	<b>\$8,013,082</b>
Gross Bonded Debt Per Capita	\$496	\$431	\$480	\$419	\$432	\$379	\$333
Net Bonded Debt Per Capita	\$439	\$386	\$390	\$341	\$339	\$294	\$255
Gross Per Capita Debt as a % of Per Capita Income	1.39%	1.18%	1.29%	1.11%	1.12%	0.96%	0.83%
Net Per Capita Debt as a % of Per Capita Income	1.23%	1.06%	1.05%	0.90%	0.88%	0.74%	0.63%
Gross Bonded Debt as a % of Taxable Property Base	0.35%	0.30%	0.33%	0.29%	0.29%	0.26%	0.22%
Net Bonded Debt as a % of Taxable Property Base	0.31%	0.27%	0.27%	0.23%	0.23%	0.20%	0.17%
Taxable Property Base 1.0% Annual Growth	\$4,418,663,444	\$4,462,850,078	\$4,507,478,579	\$4,552,553,365	\$4,598,078,899	\$4,644,059,688	\$4,690,500,285
Property Tax Levy 2.0% Annual Growth	\$70,398,298	\$71,806,264	\$73,242,389	\$74,707,237	\$76,201,382	\$77,725,409	\$79,279,918
Population 0.75 % Annual Growth	30,846	30,946	31,046	31,146	31,246	31,346	31,446
Per Capita Income 2014 Bureau of Econ Analysis+2%	\$35,730	\$36,444	\$37,173	\$37,917	\$38,675	\$39,449	\$40,238



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.

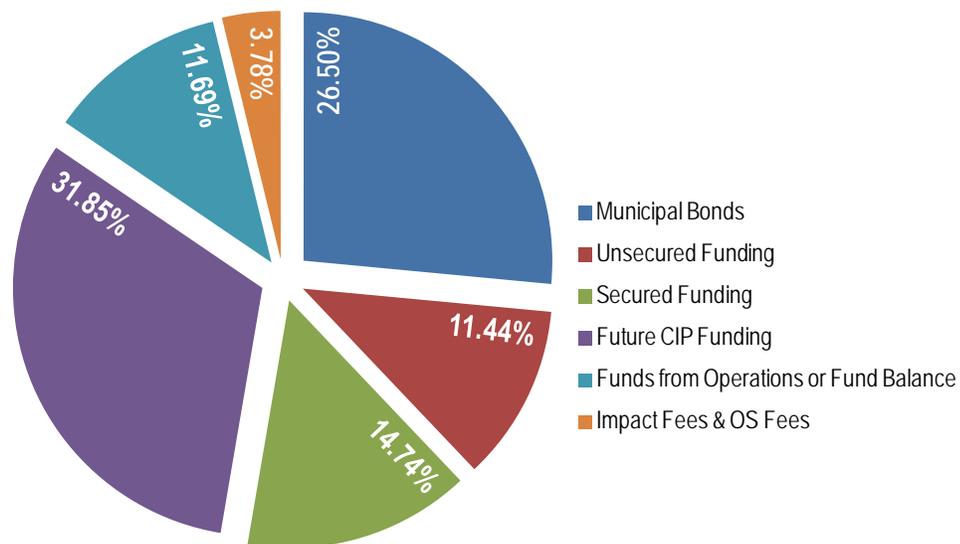
## Summary of Proposed Capital Projects & Programs

In the preparation of this budget document, a comprehensive review was conducted of all municipal, utility, and school related capital needs, that 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 planned to pay down the projected debt service costs.

## Summary of Funding Sources

The projected cost of completing all noted projects listed in the CIP six-year program is \$20,380,035. 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 2017-2018 through FY 2022-2023**

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	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Noyes Farm Master Plan	0	20,000	0	0	0	0	0	20,000
South County Commons Bike Path	575,000	600,000	0	0	400,000	0	0	200,000
Neighborhood Guild Renovations	1,130,000	1,000,000	1,000,000	0	0	0	0	0
Community Recreation Center	6,600,000	0	0	0	0	0	0	0
Marina Park Improvements	310,000	250,000	0	0	74,000	145,000	31,000	0
Town Beach Improvement Program	120,000	215,000	0	0	105,000	110,000	0	0
Old Mountain Field Renovation	452,000	441,000	0	230,000	15,000	196,000	0	0
Senior Services Program	245,000	195,000	0	0	0	195,000	0	0
<b>Leisure Services Program Total</b>	<b>\$9,882,000</b>	<b>\$3,171,000</b>	<b>\$1,000,000</b>	<b>\$230,000</b>	<b>\$594,000</b>	<b>\$646,000</b>	<b>\$31,000</b>	<b>\$670,000</b>
<b>General Municipal Programs</b>								
Information Technology Program	\$280,000	\$200,000	\$0	\$0	\$0	\$200,000	\$0	\$0
Library Program	50,000	89,000	0	0	89,000	0	0	0
Property Revaluation Program	247,900	765,600	0	0	385,600	380,000	0	0
Public Works Improvement Program	5,532,330	5,338,375	400,000	0	238,375	4,110,000	590,000	0
Police Department Program	476,460	446,000	0	0	0	285,000	161,000	0
Emergency Medical Program	785,000	720,000	0	0	0	720,000	0	0
Communications Department	190,000	140,000	0	0	30,000	110,000	0	0
Affordable Housing Program	0	100,000	0	0	0	0	0	100,000
Town Hall Improvement Program	271,000	400,000	0	0	360,000	40,000	0	0
<b>General Municipal Program Total</b>	<b>\$7,832,690</b>	<b>\$8,198,975</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$1,102,975</b>	<b>\$5,845,000</b>	<b>\$751,000</b>	<b>\$100,000</b>
<b>School Department Programs</b>								
Building Improvement Program	\$5,235,200	\$7,910,060	\$4,000,000	\$2,102,154	\$207,906	\$0	\$1,600,000	\$0
<b>School Department Program Total</b>	<b>\$5,235,200</b>	<b>\$7,910,060</b>	<b>\$4,000,000</b>	<b>\$2,102,154</b>	<b>\$207,906</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>
<b>Utility Programs</b>								
Water Meter Replacement Program	\$1,100,000	\$1,100,000	\$0	\$0	\$1,100,000	\$0	\$0	\$0
<b>Utility Program Total</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL Six Year Program</b>	<b>\$24,049,890</b>	<b>\$20,380,035</b>	<b>\$5,400,000</b>	<b>\$2,332,154</b>	<b>\$3,004,881</b>	<b>\$6,491,000</b>	<b>\$2,382,000</b>	<b>\$770,000</b>
<b>Total Proposed Bonding Program</b>			<b>Third Party Bond Debt Reimbursement</b>					
Authorized Bonds	\$9,550,000	\$5,400,000	Guild Renovation Bond			\$1,000,000		
Proposed Bonds	0	0	School Bonds - 35% of Total			2,135,754		
<b>Total Six-Year Program</b>	<b>\$9,550,000</b>	<b>\$5,400,000</b>	<b>3rd Party Reimbursement</b>			<b>\$3,135,754</b>		
<b>Percent of Total Planned Program</b>	<b>39.7%</b>	<b>26.5%</b>	<b>% of Planned New Debt</b>			<b>58.1%</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 third-party revenues considered for incorporation into the debt schedule, and those currently in use to pay down debt service costs is presented below.

#### STATE SCHOOL HOUSING AID

The State of Rhode Island, by statute, reimburses a municipality for thirty percent (30%) of the principal and interest costs associated with the borrowing of funds for the renovation, construction, or expansion of school facilities for all bonds issued prior to July 1, 2010. The current minimum state share ratio for Housing Aid, established in 2012, is 35% of all approved project and borrowing costs. The School Department filed and obtained a Certificates of Need for all new school projects outlined in this document. The next scheduled school related bond sale, in the amount of \$1 million, is forecast for May 2017.

#### FAIR SHARE DEVELOPMENT FEES

The use of Education and Recreation Fair Share Development Fees collected on new residential construction has been incorporated into the proposed debt service schedule. The planned use of these funds is to lessen the impact of debt service payments on the property tax rate.

Fair Share Development Fees are collected for two specific and independent purposes:

- The first is an educational facility component. These fees are used to offset debt service requirements related to the cost of school facilities expansion.
- The second component is 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	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Fund Balance June 30th	\$230,058	\$190,058	\$115,058	\$40,058	\$0	\$0	\$0
Plus Annual Income	40,000	0	0	0	0	0	0
Less School Debt Service	(80,000)	(75,000)	(75,000)	(40,058)	0	0	0
<b>Unassigned Fund Balance June 30th</b>	<b>\$190,058</b>	<b>\$115,058</b>	<b>\$40,058</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Fair Share Fees - Recreation Related	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Fund Balance June 30th	\$1,457,543	\$170,457	\$117,241	\$87,979	\$62,757	\$97,094	\$107,819
Plus Annual Income	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Noyes Farm Passive Rec Plan	0	(20,000)	0	0	0	0	0
Bike Path to Commons	0	0	0	0	0	0	0
Marina Park Improvements	0	0	0	0	0	(25,000)	(25,000)
Community Recreation Center	(1,250,000)	0	0	0	0	0	0
Less Existing Rec Debt Service	(107,086)	(103,216)	(99,262)	(95,222)	(35,662)	(34,275)	(32,850)
<b>Unassigned Fund Balance June 30th</b>	<b>\$170,457</b>	<b>\$117,241</b>	<b>\$87,979</b>	<b>\$62,757</b>	<b>\$97,094</b>	<b>\$107,819</b>	<b>\$119,969</b>



It is noted that in FY 2020-2021, all bonded indebtedness related payments associated with the construction and equipping of Broad Rock Middle School will be completed. Therefore, continued collection of Education related Fair Share Development Fees is proposed to cease effective July 1, 2017. Funds remaining in the Fair Share Development Fees Fund will be used to offset a portion of remaining debt service costs associated with the remaining Broad Rock Middle School Bonds.

### **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, 2016 was \$14,793,249. Income from this Trust Fund in the amount of \$380,500 is forwarded to the Neighborhood Guild Special Revenue Fund for FY 2016-2017 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, 2016, this fund had assets of \$315,653, noting that of this amount \$175,000 is earmarked for the replacement of a wheelchair lift at the main entry to the Guild in the current fiscal year. Annual debt service payments associated with the planned sale in May 2019 of \$1 million will also be reimbursed with Neighborhood Guild Reinvested Income.

### **DIANE DRIVE WASTEWATER EXPANSION**

In 2003, the Town Council authorized the construction of sewers in the Diane Drive area, including Berth and Altin Avenues. The cost of this project was \$552,530, which included road repaving costs of \$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 twenty-five assessments, twenty have been paid in full.

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

Through the Statewide Real Estate Conveyance Tax Program, \$4.60 per \$1,000 of the purchase price for all real estate sales in the community is collected at the time of deed recording, of which the community retains 47.83%. The Town Council's policy, since adoption in 1998, on use of these funds provides that 77.3% of all new revenue generated from this program be transferred to the Open Space Reserve Fund, to be used for open space acquisition and critical resources protection. Funds held in this reserve fund may be used for direct acquisition projects or to pay down debt service costs associated with general obligation bonds used for open space land purchases. As of June 30, 2016, the Open Space Reserve Fund maintained an Unassigned Fund Balance of \$731,223. The Town Council has authorized the use of \$569,000 of these funds in the current fiscal year for purchases of conservation easements and development rights restrictions on portions of the Whaley and Wells Farms. It is also proposed that use of Real Estate Conveyance Fees be expanded to include Affordable Housing initiatives and completion of the St. Dominic Road to South County Commons Bike Path.

### **SUPERFUND PROGRAM REIMBURSEMENT**

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



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

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

Municipal Bonding Requirements	Third Party	Tax Base	Total Bonding
Neighborhood Guild Bond	\$1,000,000	\$0	\$1,000,000
General Municipal Bonds	0	400,000	400,000
School Bonds	1,400,000	2,600,000	4,000,000
<b>Total Proposed Borrowing</b>	<b>\$2,400,000</b>	<b>\$3,000,000</b>	<b>\$5,400,000</b>

### Debt-Related Property Tax Burden

Over the next six-year CIP term, the projected debt-related property tax rate for Municipal and School Related Debt Service is forecast to increase from \$0.23 per thousand dollars of assessed valuation in the current fiscal year to a high of \$0.31 in FY 2019-2020 before decreasing to \$0.25 per thousand by the 2022-2023 fiscal year.

#### 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 \$79.53 in the 2016-2017 fiscal year to \$92.51 in FY 2022-2023, as noted in the chart below.

Property Tax Related To Debt Service	2016-2017	2022-2023
Average House Assessment	\$350,214	\$371,759
Fiscal Year 2016-2017		
Tax Rate of	\$0.23	
Tax Due		\$79.53
Fiscal Year 2022-2023		
Tax Rate of	\$0.25	
Tax Due		\$92.51
<b>Increase in Cost Per Household</b>		<b>\$12.98</b>

### Credit Industry Benchmarks

Credit industry standards are reviewed to better understand the relationship of the municipal debt repayment structure to multiple community financial measures, as detailed below:

#### OVERALL DEBT AS A PERCENTAGE OF FULL VALUE OF TAX ROLL

Debt as a percentage of taxable property valuation is a measure often cited by rating agencies as an indication of a community’s ability to incur additional debt. Moody’s Investors Service documents the 2013 median range for municipalities in the under 50,000-population group for Net Direct Debt as a percentage of a community’s taxable full value at 0.63%<sup>1</sup> for Aaa rated communities, and 0.98% for Aa

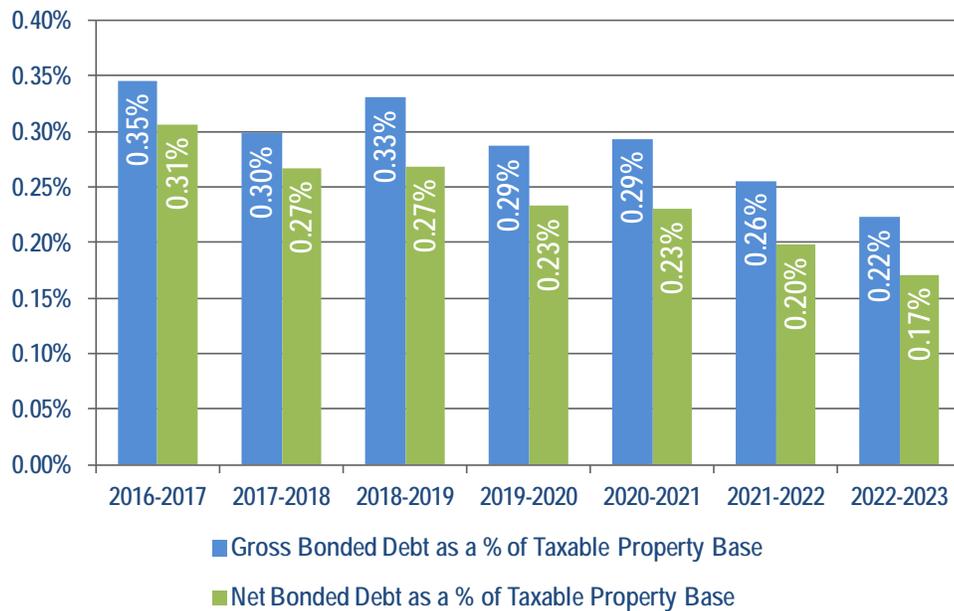
<sup>1</sup> Report entitled *Updated Median Report: 2013 Local Government Medians* prepared by Moody’s Investors Service, Inc., 99 Church Street, New York, New York 10007, dated August 13, 2015.



rated municipalities. Standard & Poor’s (S&P’s) 2008 Public Finance Benchmark for General Obligation Ratios for Tax-supported Debt as a Percent of Property Valuation established the benchmark at a range of 3% (Low) to 10% (High).

South Kingstown’s FY 2016-2017 projected gross debt level as a percentage of the Town’s Assessed Valuation, based upon the December 31, 2015 Assessment, is 0.35% and is predicted to decline to 0.22% in FY 2022-2023. The Town’s projected net debt level for FY 2016-2017 is 0.31%, and is expected to drop to 0.17% in the 2022-2023 fiscal year. The chart below depicts the projected seven year forecast associated with this credit industry benchmark.

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



**MARKET VALUE PER CAPITA**

The market value of the Town’s taxable property roll, including motor vehicle values, as of December 31, 2015 was \$4,617,592,707. The Town’s 2016 population is estimated at 30,846. The resultant market value per capita is \$151,168. Moody’s reports an average assessment value per capita of \$227,212 (Aaa) and \$109,101<sup>2</sup> (Aa) for communities with less than a 50,000 population.

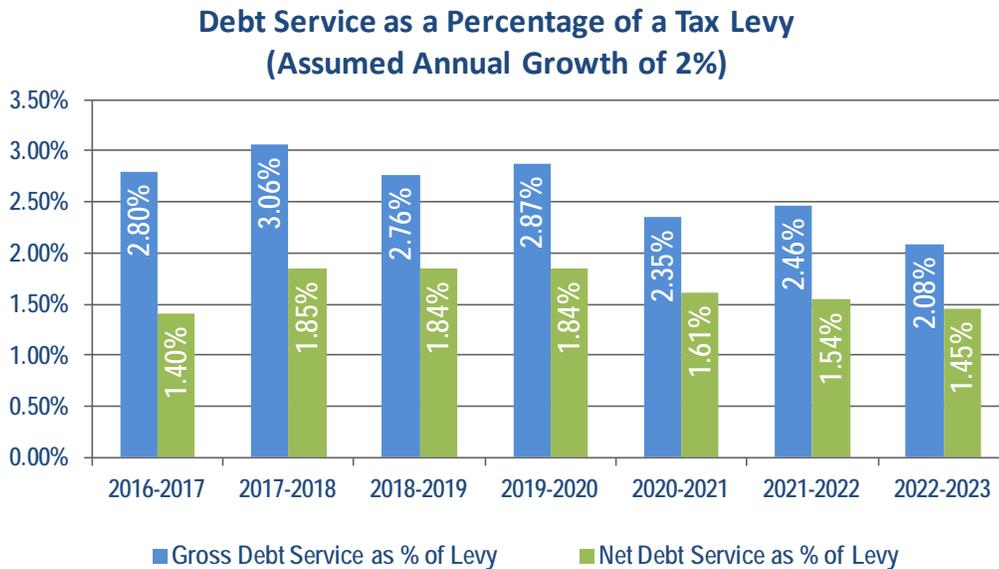
Moody’s also indicates that the median of what share the top ten (10) taxpayers represent of the whole tax base should be equates to 7.41% for Aaa and 9.15% for Aa communities. In South Kingstown, the ratio is 3.47% as of December 31, 2015.

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



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

The chart presented below illustrates the relationship between a 2% annual growth rate in the property tax levy and the portion of the levy that will be required to meet debt service costs. As noted, the base year FY 2016-2017 indicates that 2.80% of the property tax levy is needed to meet gross debt service debt payments and 1.40% of the levy is needed to meet net debt service requirements.



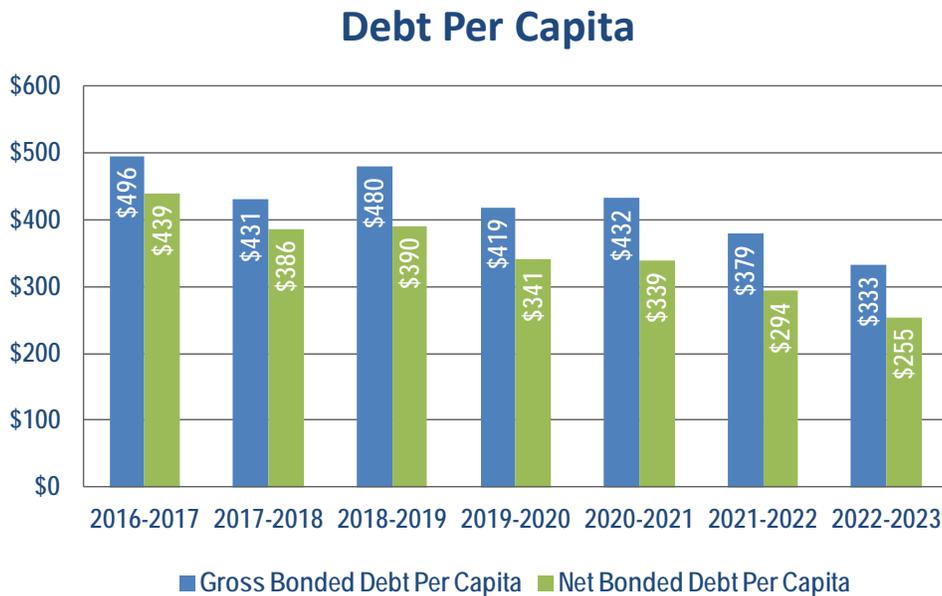


## GROSS BONDED DEBT PER CAPITA

Gross bonded debt as of June 30, 2017 is projected at \$15,292,432 which equates to \$496 per capita. The Town's Gross Bonded Debt level is forecast to gradually decline to \$10,467,000 or \$333 per capita in FY 2022-2023.

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

The chart below presents the Town's debt per capita projections for the term of this Capital Improvement Program, FY 2016-2017 through FY 2022-2023.



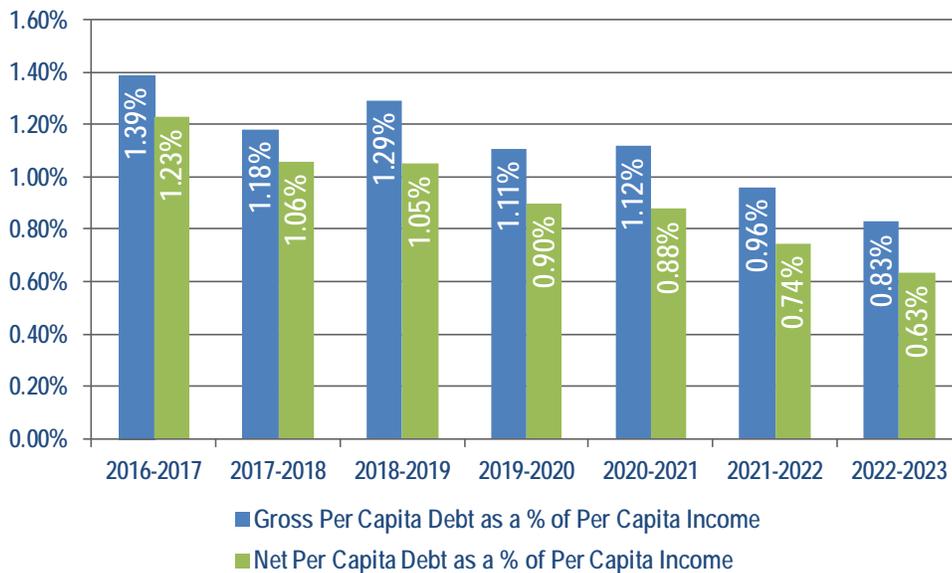


**DEBT PER CAPITA AS A PERCENTAGE OF PER CAPITA INCOME**

The RI General Treasurer reports that in 2015, Municipal Long Term Debt for all RI communities as a percentage of Adjusted Gross Income for 2014 amounted to 5.86%. South Kingstown’s ratio was reported at 1.62%<sup>3</sup>.

South Kingstown’s projected gross per capita debt, exclusive of Capital Lease Obligations, accrued vacation time, unfunded claims, and accrued pension liabilities, as a percentage of estimated per capita income as of June 30, 2017 is estimated at 1.39%. Gross per capita debt as a percentage of projected per capita income is estimated to decrease to 0.83% as of June 30, 2023.

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

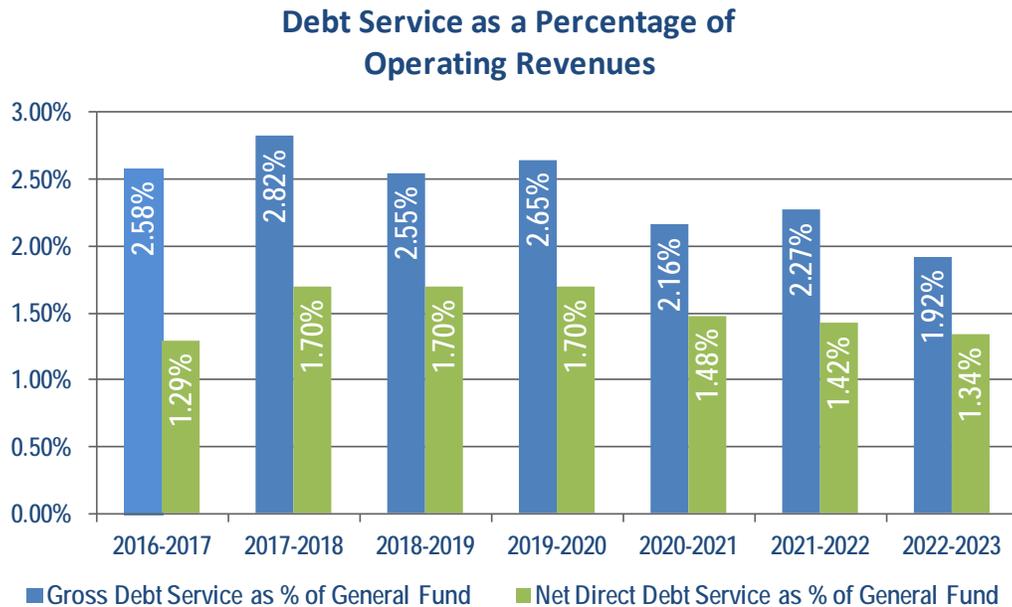


<sup>3</sup> 2015 Report on RI Local Government Debt, Office of the General Treasurer, January 2016.



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

South Kingstown’s gross debt service payment is 2.58% of the Town’s FY 2016-2017 General Fund Budget Program. This percentage is projected to decrease to 1.92% in FY 2022-2023. The S&P benchmark for debt service as a percent of operating revenue is presented as a negative factor in the agency’s rating methodology should it exceed 10%. Moody’s dropped this indicator from their 2012 analysis due to concern with refunding proceeds distorting the value of the measure and a lack of reporting consistency. The chart below illustrates the projected value of municipal and school related debt service as a percentage of the Town’s General Fund.





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

The General Fund closed the 2015-2016 fiscal year with an Unassigned Fund Balance of \$9,946,795 or 12.89% of the Adopted General Fund Budget for FY 2016-2017 of \$77,357,955. 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 \$12,895,571 would be necessary. The value of unassigned fund balance is a key indicator used by rating agencies in evaluating the financial status of a community. Presented below is a chart detailing the value of the General Fund’s Unassigned Fund Balance (UFB) as of June 30, 2015 and June 30, 2016 and the projected balance as of June 30, 2017.

<b>Unassigned Fund Balance June 30, 2015</b>	<b>\$9,956,791</b>
Fund Balance as a % of 2015-2016 Budget	13.15%
FY 2015-2016 Estimated Operating Surplus	\$810,004
Change In Prepaid Expenses	(20,000)
Transfer to SK Community Rec. Center	(200,000)
Funds Forwarded to Finance 2016-2017 Program	(600,000)
<b>Estimate Unassigned Fund Balance June 30, 2016</b>	<b>\$9,946,795</b>
Estimate Fund Balance as a % of 2016-2017 Budget	12.86%
FY 2016-2017 Estimated Operating Surplus	\$800,000
Funds Forwarded to Finance 2017-2018 Program	(550,000)
<b>Estimate Unassigned Fund Balance June 30, 2017</b>	<b>\$10,196,795</b>
Estimate Fund Balance as a % of 2016-2017 Budget	12.92%



**Aa1 BOND RATING**

The Town of South Kingstown is one of only four municipalities in the State of Rhode Island with an Aa1 Bond Rating. The data presented in the following display was prepared by Moody’s Investment Service, and both profiles and compares key financial benchmarks that directly relate to the credit worthiness of South Kingstown in relation to the other three Rhode Island communities that maintain an Aa1 Bond Rating, as well as those communities within the New England area, and Aa1 rated communities on a nationwide basis. The medians presented in this display are based on FY 2014-2015 financial data.

Fiscal 2015 Data	South Kingstown Rated: Aa1	Rhode Island Aa1 Entity Medians	New England Aa1 Entity Medians	United States Aa1 Entity Medians
Total General Fund Revenues (\$000)	74,896	59,357	70,306	37,634
General Fund Balance as % of Revenues	15.9	18.1	18.8	40.1
Total General Fund Balance (\$000)	11,878	9,494	14,261	15,619
General Net Cash as % of General Revenues	41.0	25.0	25.1	38.1
Unrestricted Spendable General Fund Balance as % of Revenues	15.8	17.9	17.7	36.3
Total Full Value (\$000)	4,327,851	2,697,818	3,564,620	4,073,953
Full Value Per Capita (\$)	140,743	179,082	183,455	130,573
Average Annual Increase in Full Value (%)	-3.9	-0.9	-0.9	-0.3
Top Ten Taxpayers as % of Total	3.8	3.8	7.5	7.0
Direct Net Debt Outstanding (\$000)	14,256	14,319	50,375	31,973
Direct Net Debt Outstanding as % of Full Value	0.3	0.5	1.1	0.8
Direct Net Debt Per Capita (\$)	464	1,541	2,124	1,228
Payout, 10 years, All GO debt (%)	96.7	80.0	79.8	79.3

*Source: Moody’s Investment Service, Local Government Ratings*

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

## Projected Debt Service Schedules

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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, 2017 is found on page 3 - 21. This schedule provides a detailed listing of all existing bond issues, their debt service requirements, third party revenue sources, and the Town's debt level, should no additional long term borrowing occur over the term of the CIP.

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

#### ALL FUTURE DEBT SERVICE SCHEDULE

The chart entitled *All Future Debt Service Schedule* found on page 3 - 22 documents the projected cost of debt service for general obligation bonds that are proposed for sale over the course of the six-year CIP. All new debt is planned with a twenty year equal principal repayment schedule and a projected interest rate of 4%. In FY 2018-2019, \$3.4 million in new bonds are scheduled for issue, inclusive of \$1 million for improvements to the Neighborhood Guild, \$400,000 to cover costs related to Road Improvements, and \$2 million for School Building Improvements, and in FY 2020-2021 an additional \$2 million in School Bonds are planned for issuance.

#### ALL MUNICIPAL DEBT SERVICE PROGRAM

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

**REQUIRED DEBT SERVICE COST SCHEDULE FY 2016-2017 THROUGH FY 2022-2023**

Debt Service Function	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Municipal Debt Service</b>							
School Debt Service	\$1,228,387	\$1,273,422	\$1,146,263	\$1,046,985	\$517,796	\$502,177	\$413,363
Town Debt Service	741,346	925,081	877,000	791,865	970,050	938,962	777,635
<b>Subtotal General Fund (Town &amp; School) Debt</b>	<b>\$1,969,733</b>	<b>\$2,198,503</b>	<b>\$2,023,263</b>	<b>\$1,838,850</b>	<b>\$1,487,846</b>	<b>\$1,441,139</b>	<b>\$1,190,998</b>
Guild Debt Service	0	0	0	0	0	0	0
Wastewater Debt Service	30,188	29,690	30,175	29,641	30,090	29,520	29,932
Solide Waste Debt Service	178,090	179,423	180,763	182,112	183,471	185,842	184,819
<b>Total Municipal Debt Service</b>	<b>\$2,178,012</b>	<b>\$2,407,616</b>	<b>\$2,234,200</b>	<b>\$2,050,603</b>	<b>\$1,701,407</b>	<b>\$1,656,501</b>	<b>\$1,405,749</b>
<b>Third Party Revenue Sources</b>							
State School Construction Aid	\$559,513	\$354,577	\$317,029	\$287,845	\$129,689	\$125,603	\$100,087
South Road School Debt Service Transfer	9,519	9,187	0	0	0	0	0
School Related Fair Share Development Fees	80,000	75,000	75,000	40,058	0	0	0
Recreation Related Fair Share Development Fees	107,086	103,216	99,262	95,222	35,662	34,275	32,850
Real Estate Conveyance Tax Transfer	225,000	225,000	225,000	225,000	218,575	211,400	204,225
<b>Total Third Party Revenues</b>	<b>\$981,118</b>	<b>\$766,980</b>	<b>\$716,291</b>	<b>\$648,125</b>	<b>\$383,926</b>	<b>\$371,278</b>	<b>\$337,162</b>
Percent of Debt Service	49.8%	34.9%	35.4%	35.2%	25.8%	25.8%	28.3%
<b>Net Direct General Fund Debt Service Cost</b>	<b>\$988,615</b>	<b>\$1,431,523</b>	<b>\$1,306,971</b>	<b>\$1,190,724</b>	<b>\$1,103,920</b>	<b>\$1,069,860</b>	<b>\$853,836</b>
<b>Projected Property Tax Rate for Debt Service</b>	<b>\$0.23</b>	<b>\$0.33</b>	<b>\$0.29</b>	<b>\$0.27</b>	<b>\$0.24</b>	<b>\$0.23</b>	<b>\$0.18</b>
<b>Gross Bonded Debt Level as of June 30th</b>	<b>\$15,292,432</b>	<b>\$13,334,638</b>	<b>\$11,506,719</b>	<b>\$9,822,587</b>	<b>\$8,452,152</b>	<b>\$7,094,321</b>	<b>\$5,946,000</b>
less: State School Aid For Debt Retirement	\$1,737,520	\$1,403,759	\$1,100,565	\$820,438	\$692,966	\$567,107	\$463,918
less: Wastewater Fund Debt Retirement	195,000	169,000	142,000	115,000	87,000	59,000	30,000
less: Neighborhood Guild Debt Retirement	0	0	0	0	0	0	0
less: Solid Waste Fund Debt Retirement	1,190,432	1,030,638	866,719	698,587	526,152	349,321	168,000
<b>Net Bonded Debt Level - Retired from Tax Base</b>	<b>\$12,169,480</b>	<b>\$10,731,241</b>	<b>\$9,397,435</b>	<b>\$8,188,562</b>	<b>\$7,146,034</b>	<b>\$6,118,893</b>	<b>\$5,284,082</b>
Gross Bonded Debt Per Capita	\$496	\$431	\$371	\$315	\$271	\$226	\$189
Net Bonded Debt Per Capita	\$395	\$347	\$303	\$263	\$229	\$195	\$168
Gross Per Capita Debt as a Percent of Per Capita Income	1.39%	1.18%	1.00%	0.83%	0.70%	0.57%	0.47%
Net Per Capita Debt as a Percent of Per Capita Income	1.10%	0.95%	0.81%	0.69%	0.59%	0.49%	0.42%
Gross Bonded Debt as % of Taxable Property Base	0.35%	0.30%	0.26%	0.22%	0.18%	0.15%	0.13%
Net Bonded Debt as % of Taxable Property Base	0.28%	0.24%	0.21%	0.18%	0.16%	0.13%	0.11%
Gross Debt Service as % of Projected Tax Levy	2.80%	3.06%	2.76%	2.46%	1.95%	1.85%	1.50%
Net Debt Service as % of Projected Tax Levy	1.40%	1.99%	1.78%	1.59%	1.45%	1.38%	1.08%
Per Capita Income 2014 + 2.0 Annual Growth	\$35,730	\$36,444	\$37,173	\$37,917	\$38,675	\$39,449	\$40,238
Flexible Tax Base 1.0% Annual Growth	\$4,418,663,444	\$4,462,850,078	\$4,507,478,579	\$4,552,553,365	\$4,598,078,899	\$4,644,059,688	\$4,690,500,285
Property Tax Levy 2.0% Annual Growth	\$70,398,298	\$71,806,264	\$73,242,389	\$74,707,237	\$76,201,382	\$77,725,409	\$79,279,918
Net Revenues General Fund 2.0% Growth	\$76,376,837	\$77,904,374	\$79,462,461	\$81,051,710	\$82,672,745	\$84,326,200	\$86,012,724
Population 2014 Plus 100 per annum	30,846	30,946	31,046	31,146	31,246	31,346	31,446

### All FUTURE DEBT SERVICE COST SCHEDULE

Debt Issue	Bond Amount	Issue Date	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<b>Future Neighborhood Guild Bond Program</b>								
Neighborhood Guild Renovations	\$1,000,000	05/15/19	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
<b>Subtotal Neighborhood Guild Debt Service</b>			<b>\$0</b>	<b>\$0</b>	<b>\$90,000</b>	<b>\$88,000</b>	<b>\$86,000</b>	<b>\$84,000</b>
<b>Future Municipal Bond Program</b>								
Road Improvement Program	\$400,000	05/15/19	\$0	\$0	\$36,000	\$35,200	\$34,400	\$33,600
<b>Subtotal New Municipal Debt Service</b>	<b>\$400,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$36,000</b>	<b>\$35,200</b>	<b>\$34,400</b>	<b>\$33,600</b>
<b>Future School Bond Program</b>								
School Building Improvements	2,000,000	05/15/19	0	0	180,000	176,000	172,000	168,000
School Building Improvements	2,000,000	05/16/21	0	0	0	0	180,000	176,000
<b>Subtotal School Debt Service</b>	<b>\$4,000,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$176,000</b>	<b>\$352,000</b>	<b>\$344,000</b>
<b>Total Planned New Debt Service</b>	<b>\$5,400,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$306,000</b>	<b>\$299,200</b>	<b>\$472,400</b>	<b>\$461,600</b>
<b>Third Party Revenue Sources</b>								
Neighborhood Guild Trust Fund			\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
State School Construction Aid 35% of Prior Yr Debt Service			0	0	63,000	61,600	123,200	120,400
<b>Total Third Party Revenues</b>			<b>\$0</b>	<b>\$0</b>	<b>\$153,000</b>	<b>\$149,600</b>	<b>\$209,200</b>	<b>\$204,400</b>
<b>Property Tax Requirement</b>			<b>\$0</b>	<b>\$0</b>	<b>\$153,000</b>	<b>\$149,600</b>	<b>\$263,200</b>	<b>\$257,200</b>

**AII MUNICIPAL DEBT SERVICE PROGRAM FY 2016-2017 THROUGH FY 2022-2023**

Debt Service Function	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Existing Municipal Debt Service</b>							
School Debt Service	\$1,228,387	\$1,273,422	\$1,146,263	\$1,046,985	\$517,796	\$502,177	\$413,363
Town Debt Service	741,346	925,081	877,000	791,865	970,050	938,962	777,635
Wastewater Debt Service	30,188	29,690	30,175	29,641	30,090	29,520	29,932
Solid Waste Debt Service	178,090	179,423	180,763	182,112	183,471	185,842	184,819
<b>Subtotal Municipal Debt Service</b>	<b>\$2,178,012</b>	<b>\$2,407,616</b>	<b>\$2,234,200</b>	<b>\$2,050,603</b>	<b>\$1,701,407</b>	<b>\$1,656,501</b>	<b>\$1,405,749</b>
<b>New Debt Service</b>							
New Guild Debt \$1.0M	\$0	\$0	\$0	\$90,000	\$88,000	\$86,000	\$84,000
New Public Services Debt \$0.4M	0	0	0	36,000	35,200	34,400	33,600
New School Debt \$4.0M	0	0	0	180,000	176,000	352,000	344,000
<b>Subtotal Planned New Debt Service</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$306,000</b>	<b>\$299,200</b>	<b>\$472,400</b>	<b>\$461,600</b>
<b>Total Debt Service</b>	<b>\$2,178,012</b>	<b>\$2,407,616</b>	<b>\$2,234,200</b>	<b>\$2,356,603</b>	<b>\$2,000,607</b>	<b>\$2,128,901</b>	<b>\$1,867,349</b>
<b>Revenue Sources</b>							
School Housing Aid	\$559,513	\$354,577	\$317,029	\$350,845	\$191,289	\$248,803	\$220,487
South Road School Fund	9,519	9,187	0	0	0	0	0
Fair Share Development - School	80,000	75,000	75,000	40,058	0	0	0
Fair Share Development - Recreation	107,086	103,216	99,262	95,222	35,662	34,275	32,850
Planned Debt Service Fund Balance Forward	0	106,523	(43,029)	(31,276)	28,520	133,060	(38,964)
Real Estate Conveyance Tax	225,000	225,000	225,000	225,000	218,575	211,400	204,225
Neighborhood Guild Debt Transfer	0	0	0	90,000	88,000	86,000	84,000
Diane Drive User Payments	30,188	29,690	30,175	29,641	30,090	29,520	29,932
Superfund Debt Reimbursement	178,090	179,423	180,763	182,112	183,471	185,842	184,819
<b>Total Third Party Revenue</b>	<b>\$1,189,396</b>	<b>\$1,082,616</b>	<b>\$884,200</b>	<b>\$981,603</b>	<b>\$775,607</b>	<b>\$928,901</b>	<b>\$717,349</b>
<b>Total Property Tax Need</b>	<b>\$988,615</b>	<b>\$1,325,000</b>	<b>\$1,350,000</b>	<b>\$1,375,000</b>	<b>\$1,225,000</b>	<b>\$1,200,000</b>	<b>\$1,150,000</b>
Flexible Tax Base 1.0% Annual Growth	\$4,418,663,444	\$4,462,850,078	\$4,507,478,579	\$4,552,553,365	\$4,598,078,899	\$4,644,059,688	\$4,690,500,285
Estimate Tax Rate Debt Service	\$0.23	\$0.30	\$0.30	\$0.31	\$0.27	\$0.26	\$0.25
Estimated Tax Bill on Average Assessed SHU	\$79.53	\$106.59	\$108.60	\$110.61	\$98.55	\$96.54	\$92.51
<b>Gross Town and School Debt Service</b>	<b>\$1,969,733</b>	<b>\$2,198,503</b>	<b>\$2,023,263</b>	<b>\$2,144,850</b>	<b>\$1,787,046</b>	<b>\$1,913,539</b>	<b>\$1,652,598</b>
<b>Net Town and School Debt Service</b>	<b>\$988,615</b>	<b>\$1,538,045</b>	<b>\$1,263,942</b>	<b>\$1,312,448</b>	<b>\$1,282,039</b>	<b>\$1,466,121</b>	<b>\$1,072,072</b>
Gross Debt Service as % of Property Tax Levy	2.80%	3.06%	2.76%	2.87%	2.35%	2.46%	2.08%
Net Direct Debt Service as % of Property Tax Levy	1.40%	2.14%	1.73%	1.76%	1.68%	1.89%	1.35%
Gross Debt Service as % of General Fund	2.58%	2.82%	2.55%	2.65%	2.16%	2.27%	1.92%
Net Direct Debt Service as % of General Fund	1.29%	1.97%	1.59%	1.62%	1.55%	1.74%	1.25%
<b>Per Capita Income 2014 Bureau of Econ. Analysis +2%</b>	<b>\$35,729.81</b>	<b>\$36,444.41</b>	<b>\$37,173.30</b>	<b>\$37,916.76</b>	<b>\$38,675.10</b>	<b>\$39,448.60</b>	<b>\$40,237.57</b>
Taxable Property Base 1.0% Annual Growth	\$4,418,663,444	\$4,462,850,078	\$4,507,478,579	\$4,552,553,365	\$4,598,078,899	\$4,644,059,688	\$4,690,500,285
Property Tax Levy 2.0% Annual Growth	\$70,398,298	\$71,806,264	\$73,242,389	\$74,707,237	\$76,201,382	\$77,725,409	\$79,279,918
Net Revenues General Fund 2.0% Growth	\$76,376,837	\$77,904,374	\$79,462,461	\$81,051,710	\$82,672,745	\$84,326,200	\$86,012,724
Average Assessed Value - Single Family Unit (1%)	\$350,214	\$353,716	\$357,253	\$360,825	\$364,434	\$368,078	\$371,759
Taxable Property Base Per Capita	\$143,249	\$144,214	\$145,187	\$146,168	\$147,157	\$148,155	\$149,160

## Fair Share Development Fees



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

### EDUCATIONAL FACILITIES

An Educational Fair Share Fee, which provides partial reimbursement of capital costs associated with the development of new school facilities, is collected at the time a certificate of occupancy is issued for all new residential structures. Revenues from Educational Fair Share Fees are used to pay down the cost of debt service associated with general obligation bonds issued for new or expanded school facilities.

### 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 2017-2018 Fees

### EDUCATIONAL FACILITIES

The Town has assessed and collected Fair Share Development Fees since FY 2001-2002 to offset a portion of the costs associated with the construction of Broad Rock Road Middle School. The cost of this major capital project is summarized below:

Broad Rock Middle School Construction Program	BRMS Construction Cost	Recovered Cost by Fees - 50%	Recovered Cost by Taxes - 50%
Land Acquisition	\$406,382	\$203,191	\$203,191
Facility Construction	10,570,000	5,285,000	5,285,000
<b>Total Facility Cost</b>	<b>\$10,976,382</b>	<b>\$5,488,191</b>	<b>\$5,488,191</b>
Plus Bond Interest Expense	4,523,040	2,261,520	2,261,520
<b>Recoverable Capital Cost</b>	<b>\$15,499,422</b>	<b>\$7,749,711</b>	<b>\$7,749,711</b>
Less State School Construction Aid	(4,649,827)	(2,324,913)	(2,324,913)
<b>Net Facility Cost to Community</b>	<b>\$10,849,595</b>	<b>\$5,424,798</b>	<b>\$5,424,798</b>
25% Discount and Cost Transfer	-	(\$1,356,199)	\$1,356,199
<b>Net Cost Share</b>	<b>\$10,849,595</b>	<b>\$4,068,598</b>	<b>\$6,780,997</b>

## Fair Share Development Fees, *continued*



The cost share targeted to be collected from Educational Fair Share Fees to offset a portion of development and construction costs associated with Broad Rock Middle School is estimated at \$4,068,598. Through June 2017, \$3,800,325 in Educational Fair Share Fees will have been used to pay down costs associated with this school project. It is anticipated that \$190,058 in Education related Fair Share Fees will remain in fund balance as of June 30, 2017 for future year commitment to offset debt related costs.

This planned commitment of these funds will result in recovering \$3,990,383 or \$78,215 less than the calculated Fair Share Fee target. Since construction of Broad Rock Middle School began in FY 2000-2001, student enrollment has decreased from 4,365 students to 3,096 students a loss of 1,269 students (29.1%) of the 2001 student population. Based on ongoing enrollment reductions and the expectation that this trend will continue, it is anticipated that no new school facilities are needed to meet the needs of student enrollment. Therefore suspension of collection of School Related Fair Share Fees effective June 30, 2017 is proposed.

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

For the FY 2017-2018 Capital Improvement Program, it is proposed to utilize the existing 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 proposed to continue to use a two-tiered fee based on occupancy type and expected average household size. The two-tier fee structure includes a base fee for a typical single-household detached structure and an alternate fee for a reduced occupancy basis for senior type housing units (age 55+ occupancy) with two or fewer bedrooms.

Recreational/Open Space Fees	FY 2016-2017		FY 2017-2018	
	Single Household	2 Bedroom or Less Units	Single Household	2 Bedroom or Less Units
Estimated Value of Land Per Acre	\$115,000	\$115,000	\$125,000	\$125,000
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	2.60	1.95	2.40	1.80
<b>Proposed Recreation Fee for FY 2016 -2017</b>	<b>\$3,140</b>	<b>\$2,355</b>	<b>\$3,150</b>	<b>\$2,363</b>

*Fee calculations in the current year employed household size documented in US Census 2010 for the FY 2017-2018 a newly released Census 2014 estimate was used. Land values are updated annually by the Tax Assessor.*

Based on the foregoing, the proposed FY 2017-2018 fee per dwelling unit for open space, park, and recreational land and/or facilities is proposed at \$3,150 (base fee), with an senior-only unit (two bedrooms or fewer) proposed at \$2,363.

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

- The purchase and development of new municipal parkland will cost on average \$125,000 per parcel. This cost factor is based on the estimated Market Value of at least a 10,000 square foot vacant lot within the community.
- The Comprehensive Community Plan identifies the Town-wide need for recreation land to be 10.50 acres per 1,000 persons.



- For a typical single household detached structure, the average occupancy is 2.40<sup>[1]</sup> persons per unit. For household units that are age restricted (elderly occupancy only) or include two bedrooms or fewer, the expected occupancy is 1.8<sup>[1]</sup> persons per household (75% of single household average).
- For subsequent years of the CIP, it is proposed to review this funding formula against best practices for calculation of Open Space, Conservation, Park, and Recreational Land Fees. The current formula has been in place for many years and the recommended review may result in proposed changes to this methodology going forward.

### Fee Exemption for Affordable Housing

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

For the 2017-2018 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 (\$58,250 for South Kingstown) based on Department of Housing and Urban Development (HUD) 2016 Income Limits
- Real estate taxes of \$264 per month based on an estimated affordable assessment of the unit
- Interest rate of 3.41% for a thirty (30) year mortgage
- Hazard insurance of \$100 per month based upon RI Housing Loan Servicing Division data

Based on the foregoing, Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) calculates the maximum low and moderate income sales price for a dwelling unit in South Kingstown to be \$209,975.

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 (\$87,360) 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 would be considered as part of the Town's stock of affordable housing as calculated annually by RI Housing.

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



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

Open Space and Leisure Service Programs.....	4 - 1
General Municipal Programs .....	4 - 15
Utility Programs .....	4 - 28
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**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2017-2018 THROUGH 2022-2023**



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

Over the last sixteen years, the Town has approved funding for 28 open space projects, totaling 1,578 acres, and involving a municipal funding commitment of \$7.96 million. Many of these projects have been undertaken in cooperation with the South Kingstown Land Trust (SKLT) through the Community Partnership for Preservation; a group consisting of the Town, SKLT, Narrow River Land Trust, The Champlin Foundations, The Nature Conservancy, RI Department of Environmental Management, and US Fish and Wildlife Service.

During FY 2015-2016, the Town participated in two land preservation projects in partnership with the SKLT and other cooperating agencies. These projects involved the preservation of the Whaley Farm in East Matunuck and the Wells Farm in West Kingston. The Whaley Farm now has a conservation easement on 39.86 acres of working farmland, and the Wells Farm preservation resulted in a fee simple acquisition of 19.76 acres on Yawgoo Pond and a conservation easement on 13.3 acres of pasture. The Town's funding commitment for the Whaley Farm is \$104,200, and for the Wells Farm the funding component is authorized up to \$254,000. The Wells Farm project will provide the opportunity for the SKLT to expand its existing abutting trail system onto the fee simple acquisition parcel, which will provide an additional trail loop and offer improved accessibility to Yawgoo Pond. Both the Wells Farm and Whaley Farm preservation projects are expected to be completed by the end of the 2016 calendar year. As these projects have yet to close, the anticipated preserved acreage is not yet reflected within the *Open Space Acreage* chart listed below. In addition, the Town has continued its support of 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. In FY 2015-2016, the SKLT protected a combined 69.6 acres of land within several parcels located across the community in Matunuck, Kingston, Perryville, and West Kingston.

The total preserved acreage in South Kingstown as of July 2016 amounts to 11,530.4 acres, an increase of 69.6 acres over July 2015, and representing 31.7% of the land area in the Town. An inventory of Open Space properties in South Kingstown is illustrated in the chart below:

Town of South Kingstown Open Space Acreage						
	July 2011	July 2012	July 2013	July 2014	July 2015	July 2016
Agricultural Land Preservation Comm.	972.0	956.4	956.4	956.4	956.4	956.4
Audubon Society of Rhode Island	659.2	659.1	659.1	659.1	659.1	659.1
Cluster / Private	988.0	988.0	1019.4	1193.3	1201.8	1183.3
US Fish and Wildlife Service	798.2	798.2	799.2	799.2	799.2	799.2
Girl Scouts of Rhode Island	185.9	185.9	185.9	186.4	186.4	186.4
Narrow River Land Trust	107.9	107.9	107.9	107.9	107.9	107.9
South Kingstown Land Trust	2,182.7	2,247.8	2306.1	2312.1	2327.3	2396.9
State of Rhode Island	3,642.6	3,642.6	3642.6	3652.4	3655.2	3655.2
The Nature Conservancy	635.5	635.5	635.5	587.0	587.0	593.1
Town of South Kingstown	992.9	992.9	992.9	992.9	992.9	992.9
<b>Total Acres</b>	<b>11,165.0</b>	<b>11,214.3</b>	<b>11,305.0</b>	<b>11,446.7</b>	<b>11,473.3</b>	<b>11,530.4</b>
<b>% Land Area of Town</b>	<b>30.7%</b>	<b>30.8%</b>	<b>31.1%</b>	<b>31.5%</b>	<b>31.5%</b>	<b>31.7%</b>
					Land	36,369.7
					Water	3,881.0
					<b>Total</b>	<b>40,250.7</b>

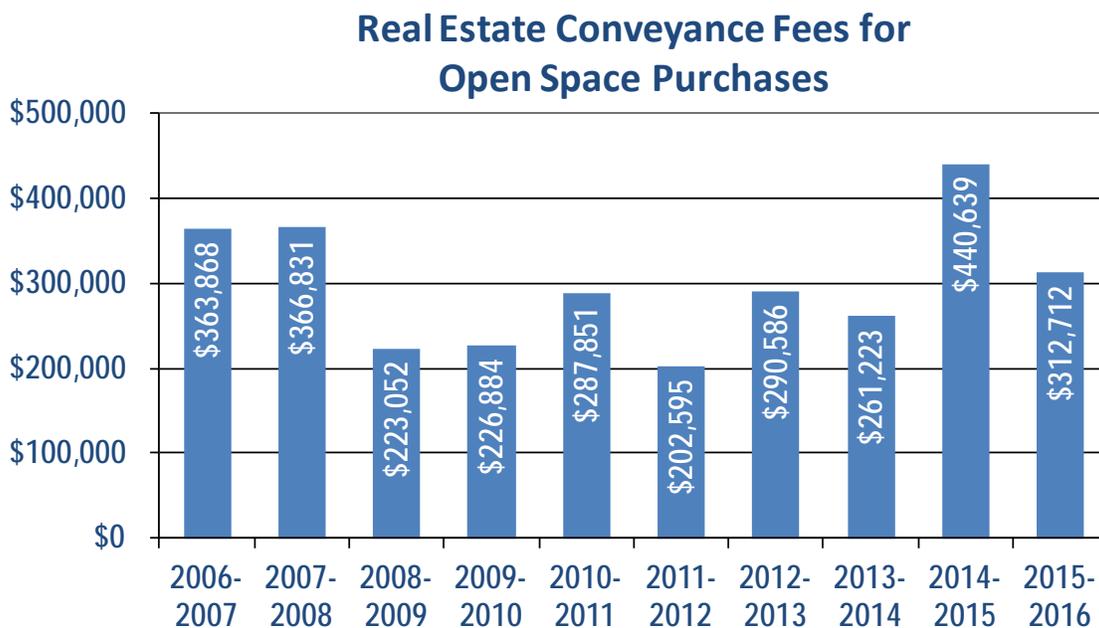


**FUTURE USE OF REAL ESTATE CONVEYANCE FEE INCOME**

As detailed within the *Open Space Acquisition Program* chart found on the following page, an estimated \$450,000 will be available over the six year term of the CIP for future purchases through this program. In view of the fact that nearly 32% of the Town’s land area has already been preserved from future development, the use of additional municipal bonds to fund future open space purchases is not proposed over the next six year term. Rather, it is suggested that additional flexibility in the use of Real Estate Conveyance Fees be considered as part of this Capital Improvement Program budget. Specifically, it is proposed that funds accruing from this source be made available to support other community enrichment programs. As detailed later in this narrative, it is proposed to transfer \$100,000 from the Open Space Reserve Fund to the Affordable Housing Fund in order to support Town Council approved affordable housing initiatives. It is further proposed to transfer \$200,000 to the Recreation Capital Reserve Fund in order to support construction of the Bike Path Connector between the Broad Rock Playfields and South County Commons.

Open Space Acquisition Fund	
Available June 30, 2016	\$731,223
FY2016-2017 Revenues	\$300,000
Transfer to Affordable Housing	(100,000)
Transfer to BR/Commons Path	(200,000)
FY2016-2017 Expenditures	(569,000)
Estimated June 30, 2017	\$162,223

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



## Open Space Acquisition Program

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total
<b>Revenue Statement</b>								
Real Estate Conveyance Tax Proceeds	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,100,000
Bonds Issued	0	0	0	0	0	0	0	\$0
<b>Total Revenues</b>	<b>\$300,000</b>	<b>\$2,100,000</b>						
<b>Expense Statement</b>								
Debt Service - \$200,000 - FY99 #21	(\$11,519)	(\$10,681)	(\$10,347)	\$0	\$0	\$0	\$0	(\$21,028)
Debt Service - \$800,000 - FY02 #23	(70,838)	(68,456)	(65,804)	(63,472)	(60,869)	(58,002)	0	(\$316,603)
Debt Service - \$400,000 - FY03 #26	(25,125)	(24,416)	(23,712)	(23,014)	(22,321)	(21,348)	(20,671)	(\$135,481)
Debt Service - \$400,000 - FY04 #28	(27,243)	(26,375)	(25,378)	(24,618)	(23,761)	(22,768)	(21,787)	(\$144,688)
Debt Service - \$3.5 M - FY06 #31	(235,863)	(227,063)	(218,363)	(209,763)	(201,263)	(192,863)	(182,913)	(\$1,232,228)
Debt Service - \$700,000 - FY07 #32	(46,248)	(49,825)	(49,025)	(43,225)	(42,525)	(41,825)	(40,775)	(\$267,200)
<b>Debt in Permanent Financing</b>	<b>(\$416,836)</b>	<b>(\$406,816)</b>	<b>(\$392,629)</b>	<b>(\$364,091)</b>	<b>(\$350,739)</b>	<b>(\$336,806)</b>	<b>(\$266,146)</b>	<b>(\$2,117,228)</b>
Transfer to Debt Service Fund	(\$225,000)	(\$225,000)	(\$225,000)	(\$225,000)	(\$218,575)	(\$211,400)	(\$204,225)	(\$1,309,200)
Less Town Acquisitions	(344,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(450,000)
<b>Total Expenses</b>	<b>(\$569,000)</b>	<b>(\$300,000)</b>	<b>(\$300,000)</b>	<b>(\$300,000)</b>	<b>(\$293,575)</b>	<b>(\$286,400)</b>	<b>(\$279,225)</b>	<b>(\$1,759,200)</b>
<b>Income to Expense Balance</b>	<b>-\$269,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,425</b>	<b>\$13,600</b>	<b>\$20,775</b>	<b>\$40,800</b>
<b>O S Acquisition Fund Balance</b>	<b>\$162,223</b>	<b>\$162,223</b>	<b>\$162,223</b>	<b>\$162,223</b>	<b>\$168,648</b>	<b>\$175,823</b>	<b>\$189,423</b>	

<sup>1</sup> Property Tax is equal to Projected Debt Service less R.E. Conveyance Tax Proceeds



### PASSIVE RECREATION MANAGEMENT PLAN DEVELOPMENT

The Town continues to work toward its goal of preserving open space and protecting land from development. To complement this effort, the Town plans to begin development of passive recreation management plans for parcels held by the Town to facilitate public use and enjoyment of these properties. Fiscal year 2017-2018 will see development of the following:

#### NOYES FARM MANAGEMENT PLAN

The Town purchased the 248 +/- acre Noyes Farm property in Kingstown in early 2006 for approximately \$3 million using a combination of land dedication fees, Recreation Impact Fees, and State and private grants. The property is situated on the north side of Route 138, northeast of the intersection with Kingstown Road (Route 108). Noyes Farm, a historic farmstead, is one of the largest undeveloped tracts of land in the community, and is characterized by extensive wooded areas, stone walls, wetland areas, and a stream complex. It also contains primitive trails throughout, established by area residents and game traversing the area.

The land purchase included a conservation easement that states: *“this grant is subject to a Conservation Restriction wherein the Grantee (the Town) pledges to keep the property in its open, natural, scenic, agricultural and ecological condition and shall not allow any activities upon such land that would significantly impair or interfere with the conservation value of the premises. Passive recreational activities including but not limited to, unpaved hiking paths and necessary infrastructure would be allowed so long as they are not inconsistent with the above Conservation Restriction.”*

Noyes Farm provides a unique opportunity to be developed, in a managed fashion, into a passive recreational asset for the entire community. Engaging a professional recreational planning entity is also proposed, in order to develop an overall management and improvement plan for the property. This process will be managed through the Planning Department in cooperation with the Parks and Recreation Department, as well as the Planning Board, Recreation Commission, and Conservation Commission. As an initial process step, it is planned to assemble a GIS based data compendium on the property and conduct a field audit of the premises in FY 2017-2018 with Town staff and members of the applicable boards/commissions. Outcomes of this initial site review would be the development of a feature inventory that could be geo-referenced into our GIS system data-layer components. The Town would also seek to identify opportunities for passive recreational use and constraints, etc. This initial phase of work will inform the development of a detailed scope of work and request for proposals in order to engage consultant services to develop a Noyes Farm Management Plan. The intent of such a plan will be to identify a general use program, strategies, and areas for improvements with regard to passive recreational use of the property, inclusive of appropriately scaled facilities consistent with the recorded Conservation Restriction.

It is proposed that \$20,000 held in the Recreation Fair Share Capital Reserve Fund be allocated for general planning consulting and design services, including but not limited to site analysis, constraint and opportunity identification, conceptual design layout, and budget projections for site development. As a result of this plan development, specific improvements for the property and necessary resources to implement the program will be detailed in future years of the CIP.



**Bike Path Connector – Broad Rock Playfields to South County Commons**

In 2006, the Town Council approved the development of plans for construction of a bike path connector between the Broad Rock Playfields and the South County Commons property located within the Route 1 Special Management District. The connector was envisioned as scenic pedestrian access from South County Commons to not only the Broad Rock Playfields, but the Dog Park, YMCA, Senior Center, Broad Rock Middle School, Old Mountain Field, and the planned Community Recreation Center. Design plans were developed and the necessary wetland alteration permits were obtained in 2007. Public interest has remained strong, and the project was noted during the Healthy Placed by Design (HPbD) initiative in 2012 to support increased connectivity.

In May 2016, the Town submitted an application for funding through the RIDEM Recreation Acquisition and Development Grant Program, for 80% of the estimated cost to develop the full length of the connector as a paved path. This grant application was approved, contingent upon approval of the State’s Green Economy Bond Referendum, which was considered and approved in November 2016. A written commitment from the property owner of the western side of the path has been secured, and allows the Town easement rights for development of the connector path on this private property.

Based upon a Parks and Recreation long term Capital Improvement Program priority scale, as supported by the Recreation Commission, the project is scheduled for implementation in FY 2017-2018. Until then, the path will remain accessible to the public as it currently exists as an unpaved nature trail with maintenance continuing to be provided by the Parks and Recreation Department.

The table below shows the funding detail for the connector to be fully paved:

<b>Broad Rock Rd to South County Commons Bike Path</b>	
<b>Income</b>	<b>Entire Corridor</b>
Transfer From Open Space Capital Reserve	\$200,000
Approved DEM Grant	400,000
<b>Total Income</b>	<b>\$600,000</b>
<b>Expenses</b>	<b>Entire Corridor</b>
South County Commons Bike Path Spur	\$550,000
Contingency	50,000
<b>Total Project Cost</b>	<b>\$600,000</b>

**Neighborhood Guild Improvements**

The Neighborhood Guild is in need of interior and exterior building improvements. The last major facility renovation was completed in 1995. The scope of work to be conducted in this 107 year old facility is targeted at improving the building’s infrastructure, accessibility, and internal operating efficiency, while maximizing available programming space. All debt service costs associated with this project shall be reimbursed by funds held in the Neighborhood Guild Trust Fund. The project consists of four phases in priority order, outlined below.

**PHASE 1: ACCESSIBILITY ENHANCEMENTS**

Replacement of the exterior staircase at the building’s main entrance took place in 2014, due to significant deterioration which led to safety concerns. The second component of Phase 1 is the replacement of the

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



existing wheelchair lift, with construction scheduled to begin in the Spring 2017. The estimated cost of this work is \$173,000 and will be funded through the Neighborhood Guild Income Reinvested Income Fund, which has a balance of \$315,653 as of June 30, 2016.

### PHASE 2: EXTERIOR MAIN ENTRANCE ALCOVE REHABILITATION

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

### PHASE 3: 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 \$825,000.

### PHASE 4: INTERIOR RESTORATION & IMPROVEMENTS TO ACTIVITY ROOMS, GYMNASIUM, AND ATTIC

In preparation for the transition of the Department's sports and fitness programming to the new Recreation Center in 2017, 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 to the Guild gymnasium and select activity areas at an estimated cost of \$100,000.

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

Neighborhood Guild Improvements	
<b>Income</b>	
Municipal Bond - May 2019	\$1,000,000
<b>Total Income</b>	<b>\$1,000,000</b>
<b>Expenses</b>	
Exterior Main Entrance Alcove (FY 2018)	\$75,000
Window Replacement/ HVAC (FY 2019)	825,000
Interior Restoration (FY 2020)	100,000
<b>Total Program Cost</b>	<b>\$1,000,000</b>

### Marina Park Improvement Program

The Town recently completed improvements to the two parking lots at the Town's 13.3 acre waterfront park. In the past two years, Marina Park has experienced a significant increase in activity, due in part to the success of the businesses that lease the adjacent Town property on Salt Pond Road. Other seasonal activities held at Marina Park, such as the Farmers Market, Wakefield Concert Band summer performances, and Field of Artisans crafts fair, have also contributed to the increased attendance at the park. As a result, parking has become particularly challenging. In addition, the boat ramp at Marina Park has experienced higher use due in part to the free public parking for trucks and trailers. The Town Council

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



authorized a transfer of \$40,000 from the FY 2015-2016 General Fund surplus to be allocated to the existing project fund balance to address these parking lot improvements.

A brief description of proposed projects follows:

### EAST & WEST PARKING LOTS

The East Parking Lot is primarily used for marina and commuter parking, with some usage for boat trailer storage. The West Lot is used for marina and commuter parking, as well as trucks with boat trailers. Both the East and West lots were reconstructed during the current fiscal year. Lot improvements included reclaiming of existing paving material, a fine grading of the parking areas, and the installation of a 1.5 inch asphalt binder course and a 1.5 inch Class I asphalt finish course. The lots were also striped to accommodate both types of parking space lengths.

### MAIN BOAT RAMP

The existing boat ramp surface is in poor condition and will require complete reconstruction at an estimated cost of \$250,000. The pre-cast concrete boat ramp panels at the toe of the ramp will be removed and replaced and the surface of the ramp will be overlaid with a 1.5 – 2 inch Class I asphalt finish course. Based on the overall condition of the ramp, the possibility of lessening the ramp's slope to improve overall safety and visibility for users will be assessed as well. Reserve funding in the amount of \$30,000 is proposed in FY 2017-2018 and a total of \$145,000 is proposed over the next five years in order to replace the ramp in FY 2022-2023. An additional \$31,000 is proposed to be transferred from the General Fund Unassigned Fund balance to support completion of this project. The Town will also request funding support from RIDEM Fish and Wildlife, and should financial support be provided, the time schedule for completion of this project will be accelerated.

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

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

Marina Park Improvement Program	
<b>Income</b>	
Funds Held in Reserve - 6/30/16	\$127,335
FY 2016-2017 CIP Transfer	20,000
CIP Transfers FY 2018 through FY 2023	145,000
General Fund Operating Surplus Transfer	31,000
<b>Total Income</b>	<b>\$323,335</b>
FY 2016-2017 Expenses - East & West Parking Lots	(\$72,777)
<b>Funds Available 6/30/2017</b>	<b>\$250,558</b>
<b>Expenses</b>	
Boat Ramp Reconstruction - FY 2021-2022	\$250,000
<b>Total Program Cost</b>	<b>\$250,000</b>



**Town Beach Improvement Program**

The Town Beach Improvement program involves annual funding support for ongoing maintenance and mitigation efforts necessary to address the impact of erosion. The Town Beach Improvement Program cost over the next six years is estimated at \$215,000 and includes sand replenishment activities, as well as replacement of aging playground equipment, parking lot improvements, and replacement of storage units. The Recreation Department will be exploring long term erosion mitigation options in order to update the Town Beach Master Plan.

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 6/30/2016	\$106,855
FY 2016-2017 CIP Transfer	20,000
Future CIP Transfers	110,000
<b>Total Income</b>	<b>\$236,855</b>
FY 2016-2017 Expenses	\$20,000
<b>Funds Available 6/30/2017</b>	<b>\$216,855</b>
<b>Expenses</b>	
Beach Improvement Program	\$130,000
Sand Replenishment	55,000
Playground Equipment Upgrade	20,000
Beach Storage Units	10,000
<b>Total Program Cost</b>	<b>\$215,000</b>

**Old Mountain Field Improvement Program**

Old Mountain Field is one of the Town’s most active recreational facilities. It features lighted baseball and softball fields, basketball and tennis courts, a skateboard park, picnic area, and nature trails. It is used for Recreation Department programs and camps, high school athletics and physical education; and multiple community-based athletic leagues. Old Mountain Field is a hub of leisure activity from April through December. The six year Capital Improvement Program includes the following improvements to the park complex:

**LOWER TENNIS COURT RESURFACING**

These two lighted courts receive a high volume of use by the public and school department physical education and interscholastic league play. They are in need of crack repair and court resurfacing in order to keep them in safe, playable condition. It is proposed that \$11,000 be allocated in FY 2017-2018 for this project.

**PICNIC SHELTER INSTALLATION**

A covered picnic shelter is proposed for installation at Old Mountain Field in order to provide a shady place to congregate for park visitors, sporting event spectators, and recreation program participants during the heat of summer, as well as for shelter during periods of rain. The Department would expect to offer rental opportunities for this park feature, similar to the picnic shelter at Tuckertown Park. Construction of a 20’ x 30’ picnic shelter is proposed for FY 2020-2021.



## NEW RESTROOM & CONCESSION BUILDING CONSTRUCTION

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. The concession building is also in poor condition and beyond renovating. It is proposed that a new combined use facility be designed and constructed in order 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 \$400,000. Capital Improvement Program funding of \$155,000 over the six-year term of the CIP is proposed. The Town will also seek State grant support to pay for a portion of this project. Without third party funding, completion of this project will be delayed.

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

Old Mountain Field Improvements	
<b>Income</b>	
Funds Held in Reserve 6/30/16	\$90,000
FY 2016-2017 CIP Transfer	30,000
CIP Transfers FY 2018 through FY 2023	196,000
Additional Funding Need	230,000
<b>Total Income</b>	<b>\$546,000</b>
FY 2016-2017 Expenses	\$90,000
<b>Funds Available 6/30/2017</b>	<b>\$456,000</b>
<b>Expenses</b>	
Lower Tennis Court Resurfacing (FY 2018)	\$11,000
Picnic Shelter (FY 2021)	30,000
Restroom/Concession Building Replacement (FY 2023)	400,000
<b>Total Program Cost</b>	<b>\$441,000</b>

## Parks & Recreation Program Summary

Charts entitled *Parks Improvement Program*, and *Parks & Recreation Equipment Replacement Schedule* can be found beginning on the following page, 4 - 10. These charts provide a summary of the Parks and Recreation related projects and equipment purchases scheduled over the next six years.

PARKS IMPROVEMENT PROGRAM								
	Adopted 2016-2017	PAYG 2017-2018	CIP 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	TOTAL
<b>Abbie Perry Park</b>								
Playground Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
<b>Broad Rock Playfields</b>								
Parking Lot Improvements	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$20,000
<b>Brousseau Park</b>								
Tennis Court Resurfacing	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
Parking Lot Improvements	0	0	0	0	15,000	0	0	15,000
Playground Upgrades	20,000	0	0	0	0	0	0	0
Tennis Court Lights - Replacement	0	0	20,000	0	0	0	0	20,000
<b>Curtis Corner Playfields</b>								
Irrigation System Maintenance	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Tennis Court Resurfacing	0	25,000	0	0	0	0	0	25,000
Guardrail / Fencing	0	0	0	0	0	0	10,000	10,000
<b>Fagan Park</b>								
Playground Upgrades	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Green Hill Park</b>								
Parking Lot Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Marina Park</b>								
Parking/Ramp & Dock Improvements	\$20,000	\$30,000	\$25,000	\$30,000	\$20,000	\$20,000	\$20,000	\$145,000
<b>Old Mountain Field</b>								
Picnic Shelter	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
Skate Park Improvements	15,000	0	0	0	0	0	0	0
Lower Tennis Court Resurfacing	0	11,000	0	0	0	0	0	11,000
Restroom/Concession Building Replacement	15,000	25,000	30,000	30,000	30,000	20,000	20,000	155,000
<b>Saugatucket Park</b>								
Walking Paths Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000
<b>Stepping Stone Preschool</b>								
Restroom improvements	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Interior Building Improvements	0	0	0	15,000	0	0	0	15,000
Ramp Access - ADA Compliance	0	0	0	0	0	50,000	0	50,000

PARKS IMPROVEMENT PROGRAM								
	Adopted 2016-2017	PAYG 2017-2018	CIP 2018-2019	CIP 2019-2020	CIP 2020-2021	CIP 2021-2022	CIP 2022-2023	TOTAL
<b>Town Beach</b>								
Beach Improvement Program	\$20,000	\$10,000	\$0	\$20,000	\$20,000	\$10,000	\$10,000	\$70,000
Sand Replenishment		10,000	0	0	0	0	0	10,000
Playground Upgrade			20,000	0	0	0		20,000
Beach Storage Units	0	0	0	0	0	0	10,000	10,000
<b>Town Farm Park</b>								
Playground Upgrade		\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
<b>Treaty Rock Park</b>								
Playground Upgrades		\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Basketball Court Improvements		0	0	0	0	0	0	0
<b>Tri-Pond Park</b>								
Asa Pond Dock Installation		\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000
<b>Tuckertown Park</b>								
Road / Parking Improvements	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restroom Improvements								0
Play Structure Replacement		0	0	0	50,000	0	0	50,000
Tennis Court Resurfacing		0	0	0	0	15,000	0	15,000
<b>Village Green</b>								
Tennis Court Lighting Replacement	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tennis Court Resurfacing		0	10,000	0	0	0	0	10,000
Drainage Improvements - Indian Run Brook		0	0	15,000	0	0	0	15,000
<b>West Kingston Park</b>								
Baseball Field Rehab		\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Playground Upgrade	15,000	0	0	0	0	0	0	0
Softball Field Lighting Upgrade		15,000	0	0	0	0	0	15,000
<b>William C. O'Neill Bike Path</b>								
Bike Path Asphalt Sealing / Repairs		\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Main St. Comfort Station - Exterior Painting/Repairs		0	0	0	0	0	10,000	10,000
<b>Total Parks Improvement Program</b>	<b>\$145,000</b>	<b>\$126,000</b>	<b>\$155,000</b>	<b>\$160,000</b>	<b>\$165,000</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$916,000</b>
Less Capital Funds Forward	(\$20,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Parks Improvement Program</b>	<b>\$125,000</b>	<b>\$126,000</b>	<b>\$155,000</b>	<b>\$160,000</b>	<b>\$165,000</b>	<b>\$150,000</b>	<b>\$160,000</b>	<b>\$916,000</b>

**PARKS & RECREATION EQUIPMENT REPLACEMENT SCHEDULE**

Equipment	Date	I.D.#	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
1/2 Ton Pick-up Park Superintendent	2010	5158		\$20,000						\$20,000
3/4 Ton Pick-up w/liftgate, plow	2015	2960						45,000		45,000
3/4 Ton Pick-up w/liftgate, plow	2011	716			29,000					29,000
Pick up Truck/Tool body, lift, plow	2015	672						50,000		50,000
Maint/Panel Truck - Van	2005	425				25,000				25,000
Box Truck	2005	695		32,000						32,000
Dump Truck/1 ton, stake body	2013	1219					50,000			50,000
Dump Truck 1 ton w/ plow	2013	1460				50,000				50,000
Dump Truck 1 ton w/ plow	2009	804		50,000						50,000
Dump Truck 1.5 ton w/ plow	2009	1525	55,000							0
Dump Truck w/Stake Body	2015									0
Admin Vehicle SUV	2016	4564								0
Recreation Staff Pool Vehicle	New							25,000		25,000
Multi-Use Vehicle	2013	JD Gator					15,000			15,000
Utility Sand Groomer	2012	Toro Sandpro	15,000							0
Infield Machine	2013	Toro Sandpro					15,000			15,000
Tractor	2007	JD4320			30,000					30,000
Tractor	1992	JD-4200	30,000				20,000			20,000
Tractor/Bobcat	2011	Toolcat 5600							45,000	45,000
Tractor/Backhoe	1999	JD-4500			30,000					30,000
12-foot mower	2014	TORO-GM							35,000	35,000
12-foot mower	2012	JD-1600			30,000	30,000				60,000
12 Foot Mower	2013	TORO					30,000	30,000		60,000
Front-Mount Mower	2014	JD-1550							28,000	28,000
Front-Mount Mower	2011	JD1445			28,000					28,000
Front-Mount Mower	2012	JD1445				28,000				28,000
Front-Mount Mower	2007	JD1445	25,000							0
Front-Mount Mower	2008	JD w/bagger		28,000						28,000
Walk Behind Mower	1999	Ferris								0
Walk Behind Mower	2001	Ferris								0
Walk Behind Mower	2008	John Deere								0
Equipment trailer	2007	16 Ft Utility	7,000							0
Equipment trailer	2014	Box Trailer						5,000		5,000
Equipment trailer	2008	21ft-mow								0
Equipment trailer	2007	21ft-mow								0
Equipment trailer	2014	21ft-mow					7,000			7,000
Leaf removal vacuum	2013	Giant Vac.						6,500		6,500
Toolcat attachment	New	Blower								0
Turf Aerator attachment	1990	aerator	20,000							0
<b>Total Parks &amp; Rec Equipment Replacement</b>			<b>\$152,000</b>	<b>\$130,000</b>	<b>\$147,000</b>	<b>\$133,000</b>	<b>\$137,000</b>	<b>\$136,500</b>	<b>\$133,000</b>	<b>\$816,500</b>
Less Capital Funds Forwarded			<b>(\$23,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			<b>\$0</b>
<b>Net Parks &amp; Rec Equipment Replacement</b>			<b>\$129,000</b>	<b>\$130,000</b>	<b>\$147,000</b>	<b>\$133,000</b>	<b>\$137,000</b>	<b>\$136,500</b>	<b>\$133,000</b>	<b>\$816,500</b>



### Senior Services Program

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#### ADULT DAY SERVICES FACILITY IMPROVEMENTS

CIP funding in the amount of \$20,000 is requested in FY 2017-2018 for the construction of a handicapped accessible deck for the Adult Day Services facility, as ADA compliant design requires a ramp for an additional point of egress. The deck will be accessible through a sliding door, off the northerly side of the facility and overlooking the backyard. This feature is considered an important element for the day services facility, as it will allow staff to incorporate outdoor programming during spring, summer, and fall seasons. Estimated project cost is \$30,000, and the Town is holding \$10,400 in private donations for this project.

Other scheduled improvements for the Adult Day Services facility over the next six years include the replacement of the building's security and access systems in FY 2018-2019. Since this facility serves a special needs population, all exterior doors require an alarm system that notifies staff when a participant is attempting to exit the facility without assistance. The existing system is not tied into the building's standard security system.

The original facility's roof will require replacement within the next five years. A total of \$15,000 has been earmarked for FY 2021-2022 for roof replacement on the original building. The new section of the building, built in 2011, will not require roof replacement at that time.

#### SENIOR CENTER FACILITY IMPROVEMENTS

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

Preventive maintenance efforts over the last sixteen years has kept the facility in very good condition. However, the flat rubber roof, which is original to the building, is in need of full replacement at an estimated cost of \$35,000. A total of \$15,000 is proposed to be allocated in FY 2017-2018, bringing the total available funding to \$35,000 for scheduling in FY 2017-2018. The building's exterior shingles are scheduled for sealing in FY 2020-2021 with a total of \$30,000 budgeted for this improvement. Reserve funding is proposed for the FY 2019-2020 fiscal year in the amount of \$20,000 for future replacement of the asphalt shingle roof. The HVAC rooftop units have recently required major parts replacement to ensure that the facility's heat and air conditioning are in proper working order, and four of the seven units have been overhauled or replaced within the last two years. Additional funding is earmarked for FY 2022-2023 for future replacement of units as the need arises. Also proposed in FY 2022-2023 is funding in the amount of \$10,000 for interior painting and general cosmetic improvements of the Senior Center facility.

#### SENIOR TRANSPORTATION

In April 2012, the Department purchased a new eighteen passenger senior van. The vehicle replaced a 2003 van which remains in operation as a back-up vehicle. Based on the typical passenger volume, the senior van transports an average of 7 to 12 passengers at any given time. The existing van capacity is eighteen, plus a wheelchair. The Department is exploring the option of a lower capacity, smaller van with wheelchair accessibility to service the senior population in a more cost effective manner. A smaller vehicle is approximately half the cost of the existing model, requires less fuel consumption and does not

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



require a Commercial Drivers License with passenger endorsement. A total of \$55,000 in funding over the six year period is proposed for future replacement of the senior van.

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

<b>Senior Services Program</b>	
<b>Income</b>	
Elderly Services Fund Reserve	\$891
Private Donations - Adult Day Services Deck	10,400
Capital Budget Transfer	195,000
FY 2016-2017 CIP	25,000
<b>Total Income</b>	<b>\$231,291</b>
FY 2016-2017 Expenses - Furniture & Roof Reserve	\$25,000
<b>Funds Available 6/30/2017</b>	<b>\$206,291</b>
<b>Expenses</b>	
<b>Adult Day Service Center Improvements</b>	
Construction of Deck	\$30,000
Roof Replacement Reserve	15,000
Security/Access System (FY 2019)	10,000
<b>Senior Center Facility Improvements</b>	
Interior Improvements	\$10,000
Roof Replacement Reserve	35,000
Building Exterior - Paint/Stain	30,000
HVAC Reserve	20,000
<b>Senior Transportation</b>	
Senior Van	\$55,000
<b>Total Program Cost</b>	<b>\$205,000</b>



### Information Technology Program

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

#### SERVER VIRTUALIZATION HARDWARE REPLACEMENT/UPGRADE

Server virtualization is a technology for partitioning one physical server into multiple virtual servers. Each of these virtual servers can run its own operating system and applications, and perform as if it is an individual server. It is a way of maximizing physical resources to maximize the investment in hardware. This significantly reduces the majority of hardware acquisition and maintenance costs, and can result in significant savings for the Town. Virtualization reduces the electrical and cooling requirements needed since there are fewer servers; thus, promoting *green* efficiencies as well.

During FY 2011-2012, IT completed a server virtualization project, and plans to replace this equipment in FY 2017-2018. By this time, the equipment will have been in use for seven years.

#### UPGRADE OF EXCHANGE SERVER LICENSING

During FY 2013-2014, the Town established in-house email services for staff, utilizing Microsoft Exchange 2013 on a virtual server. This enabled the sharing of calendars, meeting invites, global contacts, and email mobility for Town staff. The IT Department is recommending an upgrade of Exchange, or the possibility of utilizing cloud based email in FY 2019-2020. Taking into account the cost of cloud based email services versus licensing upgrades and the needs of staff, IT will investigate both options. It's important to note that cloud based email would increase annual operating expenses in the off years; whereas, in-house email would only require a refresh approximately every five years.

#### FIBER RING EQUIPMENT AND FIREWALL REPLACEMENT

During FY 2015-2016, the Town established a fiber ring connection between many Town locations. 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 (Financials, Payroll, file sharing, and email to name a few) rely on this ring being available and its equipment to be running at optimal performance. The IT Division proposes setting aside \$50,000 in both FY 2020-2021 and FY 2021-2022 to replace the fiber network equipment and firewall as the equipment will be approximately six years old.

## General Municipal Programs, *continued*



A summary of planned Information Technology projects is presented below:

Technology Program	
<b>Income</b>	
Reserve Funds Available June 30, 2016	\$179,318
FY 2016-2017 CIP Transfer	35,000
Future Year CIP Funding	190,000
<b>Total Income</b>	<b>\$369,318</b>
FY 2016-2017 Expenses and Encumbrances	\$169,000
<b>Projected Funds Available 6/30/2017</b>	<b>\$200,318</b>
<b>Expenses</b>	
FY 2017-2018 Server Virtualization Hardware Replacement	\$70,000
FY 2019-2020 Upgrade of Exchange Server Licensing	30,000
FY 2020-2021 Fiber Ring and Fire Wall Replacement	50,000
FY 2021-2022 Fiber Ring and Fire Wall Replacement	50,000
<b>Total Program Cost</b>	<b>\$200,000</b>

### Library Improvement Program

#### PEACE DALE LIBRARY EXTERIOR PAINTING

Peace Dale Library is in need of cleaning, repairing, and repainting the exterior of this facility at a projected cost of \$72,000. Exterior painting was last completed 11 years ago. The rear portion of the building is all wood, which expands and contracts depending on the season. The siding and painted surfaces facing the parking lot receives significant sun exposure, and ultraviolet rays (UV) degrade the paint, causing cracking and peeling.

#### ROBERT BEVERLY HALE LIBRARY EXTERIOR PAINTING

The exterior painting of Robert Beverly Hale Library was last completed 12 years ago. It is proposed to repaint this facility in FY 2018-2019. The projected cost of this project is \$17,000.

Library Program	
<b>Income</b>	
Reserve Fund Available June 30, 2016	\$141,203
<b>Total Income</b>	<b>\$141,203</b>
FY 2016-2017 Kingston Mansard Roof Painting	\$22,500
<b>Projected Funds Available 6/30/2017</b>	<b>\$118,703</b>
<b>Expenses</b>	
Hazard Memorial Library Exterior Painting	\$72,000
RB Hale Library Exterior Painting	17,000
<b>Total Program Cost</b>	<b>\$89,000</b>

### Property Revaluation Program

Property values must be determined in accordance with Title 45, Chapter 5 of the RI General Laws, which states "All property liable to taxation shall be assessed at its full and fair cash value or at a uniform percentage thereof, not to exceed one hundred percent (100%), to be determined by the assessors in each town or city...". 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

## General Municipal Programs, *continued*



tax exempt. The process requires a physical measurement and listing of all properties, with the goal of setting property values current to the date of value. A statistical update reviews the last three years of property sales, with emphasis placed on the year of the revaluation, in order to establish new values for all properties in the community.

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

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

<b>Property Revaluation Program</b>	
<b>Income</b>	
Reserve Funds Available June 30, 2016	\$240,713
State Reimbursement for 12/31/18 Revaluation	147,960
CIP Transfer FY 2018 thru FY 2021	380,000
<b>Total Income</b>	<b>\$768,673</b>
<b>Statistical Appraisals - 12/31/18</b>	
(13,700 parcels @ \$17)	\$246,600
<b>Total Expenditures</b>	<b>\$246,600</b>
<b>Full Revaluation 12/31/21</b>	
(14,000 parcels @ \$40)	\$504,000
Tangible Property Account Review	15,000
<b>Total Expenditures</b>	<b>\$519,000</b>
<b>Total Program Cost</b>	<b>\$765,600</b>

### **Public Works Road Improvement Program**

The Public Services Department manages a comprehensive Town-wide road improvement program that annually evaluates the Town's roads and associated infrastructure in order to provide ongoing infrastructure repairs and improvements. Municipal infrastructure includes all Town owned rights of way (ROW), and the structures within the ROW, such as pavement, sidewalks, drainage systems, bridges, and dams; and other transportation-related enhancements. Municipal infrastructure is prioritized for reconstruction 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 Public Services 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 Funds.



Capital transportation projects have been developed based upon the following categories:

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

In 2013, the Public Services Department transitioned to a bituminous concrete (asphalt) pavement overlay program in lieu of full depth reclamation (FDR) and road reconstruction. Although FDR road reconstruction will continue to be used in the future on an as needed basis, the primary methodology will be asphalt overlay, which is significantly less expensive than FDR. Since implementing the Road Improvement Program in 2001, approximately 27 miles of roads have been reconstructed and 19 miles resurfaced, representing approximately 30.7% of 150 miles of Town owned roadways. Over the next six year term of the Capital Improvement Program, it is proposed to continue an aggressive rate of road overlay in order to upgrade the quality of the local road network. Work associated with pavement overlay includes selective pavement removal (where required), tack coat, leveling course of bituminous concrete (asphalt), tack coat, and a 1½ inch bituminous concrete finish course.

The proposed six-year expenditure requirements for the Road Improvement Program are projected at \$5,338,375. The program will require \$4,110,000 in Pay As You Go funding over the six-year term, Operating Budget Transfers of \$590,000 and the authorization of \$400,000 in general obligation bonds, with the remaining \$238,375 in funding being provided from the Public Works Improvement Capital Reserve.

A summary of the proposed Public Works Road Improvement Program income and expenses projected over the six year term of the CIP is presented below:

Public Works Road Improvement Program	
<b>Income</b>	
Annual Capital Budget Transfers	\$4,110,000
General Obligation Bonds	400,000
General Fund Year End Transfers	590,000
Funds Held in Road Improvement Reserve Fund	238,375
<b>Total Income</b>	<b>\$5,338,375</b>
<b>Expenses</b>	
Arterial Road Program	\$2,964,250
Collector Road Program	1,420,375
Local Road Program	23,750
Drainage Improvements	610,000
Bridge and Dam Improvements	225,000
Highway Facility Program	95,000
<b>Total Program Cost</b>	<b>\$5,338,375</b>

**PUBLIC WORKS PROGRAM SUMMARY**

Charts entitled *Public Works Road Improvement Program* and *Public Works Equipment Replacement Schedule* can be found beginning on the following page, 4 - 19. These charts provide a summary of the Public Works related projects and construction equipment and vehicles.

**PUBLIC WORKS ROAD IMPROVEMENT PROGRAM**

	Estimated 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Six Year Total
<b>Arterial Road Program - Reconstruction</b>								
Matunuck Beach Road (Rt 1 to Cards Pond)	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Torrey Road	0	0	0	0	270,750	0	0	270,750
Pond Street (@ Marina)	0	67,500	0	0	0	0	0	67,500
<b>Subtotal ARP- Reconstruction</b>	<b>\$400,000</b>	<b>\$67,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$270,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$338,250</b>
<b>Arterial Road Program - Overlay</b>								
North Road (Kersey Rd to Sophia Ct)	\$168,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pond Street (Rt 1 to Marina)	0	83,250	0	0	0	0	0	83,250
Woodruff Avenue (Town Line to Robinson)	161,540	0	0	0	0	0	0	0
Green Hill Beach Road (School House Rd to Post Rd)	0	0	0	0	0	264,000	0	264,000
South Road (Curtis Corner to Main St)	0	425,000	0	0	0	0	0	425,000
Old North Road (Rt 138 to Stoney Fort Rd)	0	0	0	445,500	0	0	0	445,500
Wordens Pond Road (Phase 1 of 2 - West End)	0	0	292,050	0	0	0	0	292,050
Salt Pond Road (Woodruff to Kenyon)	0	0	42,500	0	0	0	0	42,500
Kenyon Avenue	0	0	0	0	0	0	208,500	208,500
Gravelly Hill Road	0	0	0	0	0	0	492,000	492,000
Robinson Street	0	0	0	0	0	163,200	0	163,200
Columbia Street	0	0	0	0	0	210,000	0	210,000
<b>Subtotal ARP - Overlay</b>	<b>\$329,940</b>	<b>\$508,250</b>	<b>\$334,550</b>	<b>\$445,500</b>	<b>\$0</b>	<b>\$637,200</b>	<b>\$700,500</b>	<b>\$2,626,000</b>
<b>Total Arterial Road Program</b>	<b>\$729,940</b>	<b>\$575,750</b>	<b>\$334,550</b>	<b>\$445,500</b>	<b>\$270,750</b>	<b>\$637,200</b>	<b>\$700,500</b>	<b>\$2,964,250</b>
<b>Collector Road Program - Reconstruction</b>								
Moonstone Beach Rd (Rt 1 to Post Road)	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Collector Road Program - Reconstruction</b>	<b>\$78,000</b>	<b>\$0</b>						

**PUBLIC WORKS ROAD IMPROVEMENT PROGRAM**

	Estimated 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Six Year Total
<b>Collector Road Program - Overlay</b>								
Moonstone Beach Rd (Mill Pond Rd to Rt 1)	\$0	\$0	\$0	\$0	\$192,500	\$0	\$0	\$192,500
Waites Corner Road (Fairgrounds to Rt 138)	0	0	260,000	0	0	0	0	260,000
Browning Street	0	90,000	0	0	0	0	0	90,000
Frank Avenue	0	0	0	80,850	0	0	0	80,850
Carpenter Drive	0	210,000	0	0	0	0	0	210,000
Moonstone Beach Rd (Cards Pond Rd to School House Rd)	0	0	103,500	0	0	0	0	103,500
Liberty Lane (Rt 138 to Bike Path)	0	0	0	0	246,125	0	0	246,125
Jerry Brown Farm Road	0	0	145,000	0	0	0	0	145,000
James Trail (less ledge reconstruction area)	0	0	0	0	0	92,400	0	92,400
<b>Subtotal Collector Road Program - Overlay</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$508,500</b>	<b>\$80,850</b>	<b>\$438,625</b>	<b>\$92,400</b>	<b>\$0</b>	<b>\$1,420,375</b>
<b>Collector Road Program - Cold Plane/Overlay</b>								
Charles Street	\$39,160	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cherry Lane	31,900	0	0	0	0	0	0	0
<b>Subtotal Collector Road Program - CP/Overlay</b>	<b>\$71,060</b>	<b>\$0</b>						
<b>Total Collector Road Program</b>	<b>\$149,060</b>	<b>\$300,000</b>	<b>\$508,500</b>	<b>\$80,850</b>	<b>\$438,625</b>	<b>\$92,400</b>	<b>\$0</b>	<b>\$1,420,375</b>
<b>Linear Cost Per Foot</b>	<b>\$45</b>	<b>\$50</b>	<b>\$50</b>	<b>\$55</b>	<b>\$55</b>	<b>\$60</b>	<b>\$60</b>	
<b>Local Road Program - Overlay</b>								
Barber's Pond Road	\$36,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Coast Guard Avenue	0	23,750	0	0	0	0	0	23,750
<b>Total Local Roads</b>	<b>\$36,000</b>	<b>\$23,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,750</b>
<b>Total Road Program (Arterial, Collector &amp; Local)</b>	<b>\$915,000</b>	<b>\$899,500</b>	<b>\$843,050</b>	<b>\$526,350</b>	<b>\$709,375</b>	<b>\$729,600</b>	<b>\$700,500</b>	<b>\$4,408,375</b>

**PUBLIC WORKS ROAD IMPROVEMENT PROGRAM**

	Estimated 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Six Year Total
<b>New Drainage/ Erosion/ TMDL Projects</b>								
TMDL Implementation Reserve Fund	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Matunuck Beach Road Protection Reserve Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Torrey Road	0	20,000	0	20,000	0	0	0	40,000
<b>Total New Drainage</b>	<b>\$20,000</b>	<b>\$115,000</b>	<b>\$95,000</b>	<b>\$115,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$610,000</b>
<b>Bridges and Dams</b>								
Bridge Inspection Program	\$0	\$0	\$30,000	\$0	\$0	\$0	\$35,000	\$65,000
Silver Lake (RIDOT #565)	0	0	0	20,000	0	0	0	20,000
Saugatucket River Culvert	50,000	50,000	0	0	0	0	0	50,000
Church St Pedestrian Bridge	0	50,000	0	0	0	0	0	50,000
Wakefield Mill Dam	0	0	20,000	0	0	0	0	20,000
Rocky Brook Dam	0	0	20,000	0	0	0	0	20,000
<b>Total Bridges &amp; Dams</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$70,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$225,000</b>
<b>Highway Facility Program</b>								
Building Repair & PSOB Transfers	\$15,000	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Salt Barn Improvements	0	0	0	20,000	0	0	0	20,000
Fuel Center Upgrade	0	0	0	0	25,000	0	0	25,000
Infrastructure Management System	0	30,000	0	0	0	0	0	30,000
<b>Total Highway Facility Program</b>	<b>\$15,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,000</b>

## PUBLIC WORKS ROAD IMPROVEMENT PROGRAM

	Estimated 2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Six Year Total
<b>Public Works Road Improvement Program Summary</b>								
Arterial Road Program	\$729,940	\$575,750	\$334,550	\$445,500	\$270,750	\$637,200	\$700,500	\$2,964,250
Collector Road Program	149,060	300,000	508,500	80,850	438,625	92,400	0	1,420,375
Local Road Program	36,000	23,750	0	0	0	0	0	23,750
Sidewalk Improvements	0	0	0	0	0	0	0	0
Drainage Improvements	20,000	115,000	95,000	115,000	95,000	95,000	95,000	610,000
Bridge and Dam Improvements	50,000	100,000	70,000	20,000	0	0	35,000	225,000
Highway Facility Program	15,000	30,000	0	40,000	25,000	0	0	95,000
<b>Total Public Works Road Improvement Program</b>	<b>\$1,000,000</b>	<b>\$1,144,500</b>	<b>\$1,008,050</b>	<b>\$701,350</b>	<b>\$829,375</b>	<b>\$824,600</b>	<b>\$830,500</b>	<b>\$5,338,375</b>
<b>Pay As You Go Capital Budget Funding</b>								
CIP - Road Improvement Program Transfers	\$650,000	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$4,110,000
General Fund Operating Transfer	85,000	90,000	100,000	100,000	100,000	100,000	100,000	590,000
Public Service Bonds Issued – June Sale	0	75,000	325,000	0	0	0	0	400,000
<b>Total Projected Income</b>	<b>\$735,000</b>	<b>\$825,000</b>	<b>\$1,095,000</b>	<b>\$780,000</b>	<b>\$790,000</b>	<b>\$800,000</b>	<b>\$810,000</b>	<b>\$5,100,000</b>
<b>Annual Income to Expenses</b>	<b>(\$265,000)</b>	<b>(\$319,500)</b>	<b>\$86,950</b>	<b>\$78,650</b>	<b>(\$39,375)</b>	<b>(\$24,600)</b>	<b>(\$20,500)</b>	<b>(\$238,375)</b>
<b>Projected Fund Balance - June 30th</b>	<b>\$321,712</b>	<b>\$2,212</b>	<b>\$89,162</b>	<b>\$167,812</b>	<b>\$128,437</b>	<b>\$103,837</b>	<b>\$83,337</b>	

<b>Public Works Road Improvement Fund</b>	
Fund Balance Available 6/30/2016	\$558,445
FY 2017 Income Estimate	\$735,000
FY 2017 Expense Estimate	1,000,000
Public Works Garage Reserve	28,267
<b>Fund Balance Available 6/30/2017</b>	<b>\$321,712</b>

<b>Public Works Bonding Requirements</b>	
Public Works Bond 5/2019	2006 Bond \$400,000
<b>Six-Year Bonding Requirements</b>	<b>\$400,000</b>

Note: Transportation Bond Authorization November 2006

**PUBLIC WORKS - EQUIPMENT REPLACEMENT SCHEDULE**

General Fund	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Highway Division Equipment</b>								
Hwy Super & Engineer Vehicles & Equipment	\$27,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Lifts	0	0	0	0	0	0	0	0
Pickup & Utility Trucks (7)	36,000	35,000	36,000	37,000	0	38,000	38,000	184,000
Light Dump Trucks (3)	0	0	0	0	0	0	90,000	90,000
Medium Dump Trucks (8)	165,000	0	0	185,000	185,000	190,000	0	560,000
Large Dump Trucks (2)	0	0	90,000	50,000	0	80,000	120,000	340,000
Street Sweepers (2)	120,000	120,000	0	0	0	0	0	120,000
Arborist Truck	0	0	0	0	0	0	0	0
Roadside Mowing (3)	0	0	95,000	0	98,000	0	0	193,000
Backhoe / Bobcat	0	0	0	0	0	0	50,000	50,000
Sidewalk Snow Removal Bobcat	30,000	0	0	0	0	0	0	0
Payloader	0	0	60,000	70,000	70,000	50,000	0	250,000
Grader	0	260,000	0	0	0	0	0	260,000
Chippers (2)	0	0	40,000	0	0	0	0	40,000
Trailer, Roller, Compressor	0	0	0	30,000	0	0	40,000	70,000
Equipment Reserve Funds Available	(126,550)	(111,500)	0	(20,000)	0	0	0	(131,500)
<b>Total Highway Division Equipment</b>	<b>\$251,450</b>	<b>\$303,500</b>	<b>\$321,000</b>	<b>\$352,000</b>	<b>\$353,000</b>	<b>\$358,000</b>	<b>\$338,000</b>	<b>\$2,025,500</b>



**Public Safety Program**

The Public Safety Capital Reserve Fund consists of three program elements: Computer Systems, Communications Systems, and Building Reserve - Facility Wide Improvements. These are ongoing programs necessary for the maintenance and upkeep of equipment and facilities. Beginning in FY 2016-2017, replacement of computer and communications equipment with a value of less than \$10,000 is now considered an operational expenditure within the Police Department’s Operations Budget.

**PUBLIC SAFETY COMPUTER SYSTEMS**

Computer equipment replacements costing in excess of \$10,000 are forecast in FY 2022-2023. These include network and firewall replacement (\$50,000) and Server Virtualization Hardware replacement (\$50,000). Over the term of the CIP it is planned to budget for \$100,000 in program funding to meet projected costs of equipment replacement.

**PUBLIC SAFETY COMMUNICATIONS SYSTEMS**

The Police Department’s Communications System includes: 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. An annual funding allocation for the Communications System Reserve Fund is necessary to allow for timely replacement of critical system elements when needed. Only equipment acquisitions having a value exceeding \$10,000 will be purchased through this reserve fund. With a projected cost of \$100,000, and \$25,000 already held in the Public Safety Reserve Fund, capital funding of \$75,000 over the term of the CIP is proposed.

**PUBLIC SAFETY BUILDING RESERVE - FACILITY WIDE IMPROVEMENTS**

Since the facility’s construction in 1998, improvements have been made to the operational controls relating to the building heating, ventilation, and air conditioning systems. Given that the mechanical systems that support the building have reached over 18 years of age, it is prudent to continue to provide for reserve funding in the event of a major equipment failure or facility repair.

With a projected cost of \$246,000, and \$136,000 already held in the Public Safety Reserve Fund Capital, funding of \$110,000 is proposed over the six year term of the CIP to address anticipated improvements or equipment replacements. Equipment replacements of the facility boiler and components of the HVAC system are projected in FY 2019-2020 at a cost of \$140,000.

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

<b>Public Safety Capital Program Summary - Reserve</b>	
<b>Income</b>	
Reserve Funds Available June 30, 2017	\$226,122
Future Year CIP Funding	285,000
<b>Total Income</b>	<b>\$511,122</b>
<b>Expenses</b>	
Public Safety Computer Systems	\$100,000
Public Safety Communications Systems	100,000
Public Safety Building Reserve - Facility Wide	246,000
<b>Total Program Cost</b>	<b>\$446,000</b>



### Emergency Medical Services Program

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

#### EMS EQUIPMENT & VEHICLE REPLACEMENTS

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 so that the primary vehicle scheduled for replacement gets moved into reserve status, and the old reserve vehicle is used as a trade-in. A new transport ambulance is scheduled for acquisition in FY 2016-2017 in order to replace the existing ambulance #2. Transport Ambulance #1 is scheduled for replacement FY 2019-2020. The non-transport vehicle #3 is scheduled for replacement in FY 2018-2019 and FY 2022-2023.

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

<b>EMS Division</b>	
<b>Income</b>	
Estimated Funds June 30, 2017	\$18,277
Future Year CIP Funding	720,000
<b>Total Income</b>	<b>\$738,277</b>
<b>Expenses</b>	
Vehicle Replacements	\$530,000
South Station - Facility Improvements	10,000
Medical Diagnostics/ Equipment	180,000
<b>Total Program Cost</b>	<b>\$720,000</b>

### Fire Alarm Program

The Fire Alarm Division's principal area of responsibility is maintenance of the public safety cable plant and the municipal fire alarm system. The cable plant consists of over 100 miles of aerial and underground cables, and the fire alarm system consists of ten box circuits and nine alarm circuits. Many of the system components are in excess of 50 years old and are in need of replacement. The Division is currently evaluating several processes and technologies that would provide for phase out of the cable system, and the development of and migration to a wireless system that would improve alarm transmission and testing capabilities.

#### MIGRATION TO RADIO ALARM BOX SYSTEM

The Town's cable plant, in service since 1965, is experiencing operational difficulty due to age as noted above. The current copper wire supports over 240 businesses in South Kingstown, along with servicing all Town and School properties for fire alarm, burglar, and in some cases even telephone service for some Town buildings. During the current year, a consultant has been engaged to evaluate the existing cable



plant and identify system replacement options. Implementation of a new system will allow businesses to realize improved alarm communication with the Town’s Public Safety dispatch center. It is noted that the development of a radio alarm system will necessitate equipment acquisition for both the Town (Public Safety Dispatch equipment) and the businesses that utilize the system for fire alarm protection. Cost of new equipment to retrofit the Public Safety dispatch center is estimated at \$70,000. The projected cost per commercial unit will range between \$1,000 and \$8,000 depending on the building size and number of service zones within the commercial unit.

**800 MHZ RADIOS FOR TOWN INTEROPERABILITY**

During emergency conditions, all Town Departments communicate with 800 MHz band radios. Radios currently in use within the Fire Alarm Division are targeted for replacement in FY 2019-2020.

**VEHICLE REPLACEMENT**

Fiscal year 2017-2018 represents the second of a two year funding cycle for the Division’s pickup truck, which will need to be replaced as it is 10 years old and will have a projected mileage over 100,000. This pick-up truck is an all purpose, 365 day, on-call vehicle. It is used primarily in the Fire Alarm Division’s day-to-day operation testing fire alarm systems and inspection of buildings throughout the Town.

<b>Fire Alarm Division</b>	
<b>Income</b>	
Funds Held in Reserve Balance as of June 30, 2016	\$30,773
CIP Transfer FY 2016-2017	20,000
Future Year CIP Funding	110,000
<b>Total Income</b>	<b>\$160,773</b>
<b>Expenses</b>	
Radio Box Program Migration	\$70,000
800MHz radios for Interoperability	40,000
Vehicle Replacement	30,000
<b>Total Program Cost</b>	<b>\$140,000</b>

**Affordable Housing Program**

As noted in the Town Manager’s CIP Budget Message on page 2 -6, it is proposed that \$100,000 from the Open Space Reserve Fund be transferred into the Town’s Affordable Housing Trust Fund in FY 2017-2018. The Affordable Housing Trust Fund was established by the Town Council in February 2008 with an initial allocation of \$10,000 as part of the development of the FY 2008-2009 General Fund Budget. To this point, the fund has not been accessed and the seed money remains in place. The additional funding proposed herein will provide a stronger pool of resources that may assist in the production of affordable housing within the Town as we progress toward the 10% affordable housing mandate established by the RI General Assembly through the Low and Moderate-Income Housing Act (RIGL § 45-53). Also, these funds will permit the engagement of consulting services to conduct a comprehensive analysis of affordable housing needs in the community. Such review will outline potential policy and programmatic directions to consider that may better align our efforts concerning affordable housing in South Kingstown.”

An inventory for calendar 2015 prepared by RI Housing indicates that there are 609 housing units in South Kingstown that meet the definition of affordable under State law, up from 592 units in calendar 2014. This equates to 5.74% of the 10,600 year round units in the Town.

## General Municipal Programs, *continued*



This proposed transfer is in accord with the Town Council's Goals and Objectives for the 2014-2016 Town Council Term, particularly with the following Housing Goal: *Facilitate the development of affordable housing throughout the community with the goal of achieving the State's 10% affordable housing stock* and Housing Objective: *Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community.*

### Town Hall Facility Improvement Program

Maintenance and upkeep of the Town Hall building and facilities is an ongoing program. Improvements planned over the next six year term of the Capital Improvement Program include replacement of the flat roof covering over the second floor administrative offices, storm window and air conditioning replacements in the Town House section of the facility, window and carpeting replacements facility wide as needed, winterizing of the fire alarm garage, and parking lot improvements.

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

Town Hall Renovation and Improvement Program	
<b>Income</b>	
Reserve Funds Available June 30, 2016	\$427,494
FY 2016-2017 CIP Transfer	10,000
FY 2017 to FY 2022 CIP Transfers	40,000
<b>Total Income</b>	<b>\$477,494</b>
<b>Expenses</b>	
Replace Portion of Roof 2nd Floor	\$50,000
Carpeting and Painting - Throughout Facility	75,000
Storm Windows - Chambers and Tower	25,000
HVAC Replacement - Town Clerk Offices	15,000
Window Replacement - Annex	30,000
Gutter Repair/Replacement & Exterior Painting	25,000
HVAC Replacement - 2nd Floor Offices	20,000
HVAC Installation Town Council Chambers	40,000
Parking Lot Improvements	100,000
Winterizing of Fire Alarm Building	20,000
<b>Total Program Cost</b>	<b>\$400,000</b>



### Water Meter Replacement Program

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

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

The current meter technology sends meter readings via radio powered by a lithium battery in the meter head. The lithium batteries have a warranty life of 10 years, whereby meter reading send failures can be expected sometime after 2018. As the warranty period end approaches, a decision will need to be made if the entire water meter (\$255/meter) should be replaced or just the meter head (\$177/meter head). Additionally, meter horn replacement, if needed, is estimated at an additional \$220 per water service. Similar to the 2008 meter replacement program, system-wide meter replacement by a third party meter installation contractor is proposed.

The projected cost for materials (entire water meter @ \$255 per meter) and labor (\$50 per meter) to replace the approximately 3,300 water meters is \$1,100,000. It is proposed to utilize Water Enterprise Fund retained earnings to fund this project, which is anticipated to occur in the 2020-2021 fiscal year.



## School Capital Program

This section details the projects proposed by the School Committee for completion during the next six year period. Projects through fiscal year 2019-2020 are based on the facility audit completed in July 2013. Projects beyond fiscal year 2019-2020 are forecast on a current year in-house assessment of district buildings. The School Committee's current year CIP carried no capital spending after FY 2019-2020. The School Committee's Recommended FY 2017-2018 submission includes program spending for FY 2020-2021 through FY 2022-2023 that increase the School Department Capital Program by \$2,674,000.

The stated priorities of the School Committee in addressing building needs are as follows:

- Protect building envelopes
- Promote Safety
- Identify Infrastructure deficiencies
- Improve Indoor environment conditions and air quality
- Ensure ADA Compliance
- Enhance Energy Management

The Rhode Island Department of Education (RIDE) approved the School Committee's School Construction Application in May 2014. This application included projects identified through FY 2019-2020. Projects beyond FY 2019-2020 will require a new facilities improvement application to be prepared and submitted for future RIDE approval. This application process will require the convening of a School Facilities Improvement Committee and the employment of an engineering consultant to perform detailed inspections of all school buildings. The end product of this third party inspection will be a proposed comprehensive building improvement plan for the School District. The School Committee anticipates the start of this process in calendar year 2017.

In advance of this investigation and plan being developed, the School Committee has prepared a preliminary inventory of projects that will be evaluated for inclusion in the upcoming building needs assessment. Project cost estimates have been incorporated into the School Committee's Recommended FY 2017-2018 through FY 2022-2023 Capital Improvement Program submission. A summary of this needs assessment is as follows:

<b>School Capital Improvement Program</b>	
<b>Income</b>	
School General Obligation Bonds Available after June 30, 2016	\$3,241,060
Additional Authorized Bond Available	1,000,000
Additional Bonding Authorization and/or School Fund Transfer	1,674,000
School Fund Balance Forwarded to CIP -Paving Projects	1,600,000
South Road Capital Reserve Fund - Roof /Life Safety Code	395,000
<b>Total Income</b>	<b>\$7,910,060</b>
<b>Expenses</b>	
Bonding Element - FY 2017 - FY 2023	\$5,915,060
Paving Projects	1,600,000
South Road School Improvements	395,000
<b>Total Program Cost</b>	<b>\$7,910,060</b>



### PROJECTED PROGRAM INCOME

Planned funding of the School Committee Recommended Capital Improvement Program will require multiple revenue sources. The current year's Town Council Adopted CIP identified General Obligation Bond funding of \$4,000,000 for school building improvements. During the current fiscal year, expenditures qualifying for bond funding in the amount of \$758,940 have been incurred, thereby leaving \$3,241,060 in currently authorized bond funds available for use in planning for the FY 2017-2018 School CIP. Available funding will allow the completion of all identified and RIDE approved capital projects scheduled for completion through FY 2019-2020.

The projects identified by the School Department and proposed for completion in FY 2020-2021 through FY 2022-2023 will require additional funding in the amount of \$2,674,000. The Town currently has voter approval for an additional \$1 million in school bonds, which with Town Council approval, can be committed to the School Department's long term capital program. For planning purposes, the Debt Service Schedules and Debt Level Projections assume the borrowing of this currently approved \$1 million bond in FY 2020-2021. Even with the use of this bonding, a \$1,674,000 funding shortfall remains which will require an additional bonding authorization, program reductions, or the identification of other funding sources. Should the Town Council and the voters approve additional bonding authorization for school purposes, the bonds would be scheduled for sale no earlier than FY 2022-2023.

The School Committee is also anticipating the transfer of \$1,600,000 in funds for the paving of five school building parking lots over the course of the CIP and the availability of \$395,000 in funding from the South Road Capital Reserve Fund to meet projected improvements at the South Road School.

### PROJECTED PROGRAM EXPENDITURES

The School Committee's Recommended Six Year CIP will require \$7.91 million in program expenditures. This represents a \$2.67 million increase over the adopted current year School CIP of \$5.24 million. This increase is the result of the school administration having previously undefined capital improvement projects for FY 2020-2021 through FY 2022-2023. All identified projects and cost estimates will need to be evaluated by the consultant responsible for preparation of the planned comprehensive building improvement plan. In addition, RIDE approval of the plan is required in order to be eligible for school housing aid of 35% of approved project and borrow costs.

Also of note is that the School Department is proposing to spend \$1.6 million for the reconstruction of the Curtis Corner Middle School parking lot and the repaving of four other school building parking lots during the six year term of the CIP. In addition, the School Committee is proposing an additional \$395,000 in improvements for South Road School, which has been placed back in service as a public school building.

Until comprehensive long term planning is undertaken and project priorities and cost estimates are prepared, no recommendation can be offered on the level of project funding that will be needed in the FY 2020-2021 through 2022-2023 term. It is also noted that projected costs associated with projects scheduled during the initial three years of the capital program are based on preliminary estimates since no detailed design plans have been prepared at this time.

Should additional bonding be needed, voter authorization would be necessary in November 2020, and adjustments to the Town's Debt Service Program would be addressed in future updates to the Capital Improvement Program.



**FY 2017-2018 Projects (\$1,546,200)**

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**WEST KINGSTON ELEMENTARY SCHOOL**

- **REPLACE HVAC/ELECTRICAL SYSTEMS (\$1,053,000)** The electrical and heating plants at Matunuck and West Kingston Elementary Schools are currently functional; however, some components have been in use for more than 30 years. The concern is that the control systems to operate both the electrical and heating infrastructure are becoming obsolete and principal components are no longer being manufactured. Replacement parts are currently available from suppliers but inventory is not being replenished. This project will replace the original electrical panel and electric heating systems in the building.

**WAKEFIELD ELEMENTARY SCHOOL**

- **INSTALL UNIT VENTILATORS (\$43,200)** This project will install mechanical ventilation to classrooms in the original building. Currently, windows are the only source of ventilation.

**CURTIS CORNER MIDDLE SCHOOL**

- **REPAVE PARKING & ROADWAYS (\$450,000)** This project will repave the parking area and associated roadways. This project will be funded from the School Department's unassigned fund balance.

**FY 2018-2019 Projects (\$1,053,000)**

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**MATUNUCK ELEMENTARY SCHOOL**

- **REPLACE HVAC/ELECTRICAL SYSTEMS (\$1,053,000)** This project is identical to the West Kingston project noted above. Replacement of the original electrical panel and electric heating systems for the entire facility is planned. While the systems are still functional, replacement parts are scarce and the supply will not be replaced when current inventories are gone.

**FY 2019-2020 Projects (\$1,136,860)**

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**SOUTH KINGSTOWN HIGH SCHOOL**

- **PARTIAL ROOF REPLACEMENT (\$625,000)** This project will replace the single ply rubber roof installed on the building's 1992 addition.
- **BOILER CHIMNEY REPAIR (\$41,000)** This project will replace a minimum of 50 vertical feet of brick and add structural reinforcement to the existing chimney.
- **EMERGENCY LIGHTING INSTALLATION (\$20,000)** This project will provide battery units throughout the building where not currently present, to illuminate egress paths. This will replace units currently powered by the emergency generator. Existing exit signs will be replaced with LED lighting.

**CURTIS CORNER MIDDLE SCHOOL**

- **REPLACE UNIT VENTILATORS (\$247,360)** This project will replace ventilator equipment original to the building, and is nearing the end of its life. The ventilator units currently have wire mesh screen in place of the supply grilles utilized when the equipment was initially installed.



### BROAD ROCK MIDDLE SCHOOL

- **EMERGENCY FIXTURE REPAIR/IMPROVEMENTS (\$25,000)** This project will implement code required repairs to the plumbing system and emergency plumbing fixtures.

### PEACE DALE ELEMENTARY SCHOOL

- **HVAC IMPROVEMENTS (\$8,500)** This project provides improvements to ventilation systems in the building's crawl space and kitchen areas.
- **PARTIAL ROOF REPLACEMENT (\$100,000)** This project will replace the flat roof section of the building behind the gymnasium.

### WAKEFIELD ELEMENTARY SCHOOL

- **EXTERIOR DOOR REPLACEMENT (\$25,000)** This project will replace exterior doors where severe deterioration has occurred at the base of the jambs and at exterior thresholds.

### SOUTH ROAD SCHOOL

- **RETAINING WALL REPAIR (\$20,000)** This project will repair the retaining wall on the north end of the parking lot which has deteriorated and which is leaning.
- **FLOORING REPLACEMENT (\$25,000)** The VCT flooring in portion of the building constructed during the 1992 addition is lifting due to moisture. This project will include the removal of the flooring, and installation of a vapor barrier and new VCT flooring.

## FY 2020-2021 Projects (\$999,000)

---

### SOUTH KINGSTOWN HIGH SCHOOL

- **FIRE ALARM SYSTEM REPLACEMENT (\$250,000)** Currently there are two fire alarm systems in the High School building, one original to the building, and the other installed within the 1992 addition. This project will allow the installation of one complete addressable fire alarm system for the entire building.
- **BOILER CONTROLS (\$250,000)** The building's boilers are currently operating with both Siemen's and KMC controls. This project will allow the entire system to be standardized using KMC controls.

### WAKEFIELD ELEMENTARY SCHOOL

- **EXTERIOR DOOR & WINDOW REPLACEMENT (\$249,000)** With the exception of the building's new addition, all of the windows are the original steel framed windows with single pane glazing. The exterior window frame seals are in poor condition. Exterior entry doors are also original steel frame glazed with single pane glass. Much of the exterior door hardware is non ADA compliant. Classroom exit doors are also in need of repairs and upgrades. This project will include the replacement and/or repair of the doors, windows, and related hardware.
- **BOILER REPLACEMENT (\$250,000)** The original portion of the building is heated by a gas-fired Hurst boiler that was installed in 1995. There is a separate boiler that provides heat for the building's addition. This project will include replacement of the boiler within the original portion of the building.



### FY 2021-2022 Projects (\$725,000)

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#### SOUTH KINGSTOWN HIGH SCHOOL

- **EXTERIOR DOOR UPGRADES (\$200,000)** Most of the High School's exterior doors are original to the building. A large quantity of these doors and the associated hardware need to be replaced or repaired. This project will include the replacement and/or repair of the doors and related hardware.

#### CURTIS CORNER MIDDLE SCHOOL

- **BOILER REPLACEMENT (\$225,000)** The building's current boiler was installed in 1999. Curtis Corner Middle School is the only school in the district equipped with a gas fired boiler that does not have a redundant heating system. With the current system, the School Department has been advised the normal life expectancy is less than originally anticipated, and in recent years the school has experienced boiler malfunctions. This project would include the replacing the current single system with a high efficiency redundant boiler system, having a life expectancy of 25 to 35 years. Funding for this project will be from the School's Unassigned Fund Balance and any remaining funds in the School's Capital Reserve Fund. The District will need to submit and receive a new five year construction application to ensure housing aid reimbursement for this project.

#### MATUNUCK ELEMENTARY SCHOOL

- **REPAVE PARKING & ROADWAYS (\$300,000)** This project will repave the school's parking areas and associated roadways. This project will be funded from the school department's unassigned fund balance.

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

---

#### SOUTH KINGSTOWN HIGH SCHOOL

- **LIBRARY RENOVATIONS (\$350,000)** This project will remove and replace the library's existing carpeting, counter tops, and ceiling tiles, replace and upgrade lighting, and paint all walls.

#### WEST KINGSTON ELEMENTARY SCHOOL

- **REPAVE PARKING & ROADWAYS (\$200,000)** This project will replace the entire parking lot at West Kingston Elementary School. The existing asphalt is original to the school, built in 1975. There have been several small patches done to increase the life of the existing asphalt. This project will be funded from the School Department's unassigned fund balance.
- **PARTIAL ROOF REPLACEMENT (\$200,000)** The single ply rubber roof of the second addition at West Kingston Elementary School is original to the addition, built in 1990. This roof has a twenty year life expectancy. This project will replace the existing roof with a multi-layered build up roof.

#### PEACE DALE ELEMENTARY SCHOOL

- **PARTIAL ROOF REPLACEMENT (\$500,000)** The majority of the building's flat roof was replaced in 2015. This project will complete the remaining areas of ballasted flat roof surrounding the gymnasium. This project will also include replacing the flat single-ply rubber roof over the library with a built up multi-layered roof system.



- **REPAVE PARKING & ROADWAYS (\$500,000)** This project will replace the entire parking lot at Peace Dale Elementary School. The existing asphalt is worn and breaking in several areas. There have been several small patches done to increase the life of the existing asphalt. This project will be funded from the School Department's Unassigned Fund Balance.

### **SOUTH ROAD SCHOOL**

- **EXTERIOR DOORS & WINDOWS REPLACEMENT (\$350,000)** With the exception of the building's new addition, all the windows are the original steel framed windows with single pane glazing. Seals at the exterior of the frames are in poor condition. Entry doors are also original steel frame glazed with single pane glass. Much of the exterior door hardware is non ADA compliant. Classroom exit doors are also in need of repairs and upgrades. This project will include the replacement and/or repair of the doors, windows, and related hardware.

### **ADMINISTRATION BUILDING**

- **PAVING (\$150,000)** These funds will complete the paving project at the Administration Building, and to redesign the entrance roadway. This project will be funded from the School Department's Unassigned Fund Balance.

### **MATUNUCK ELEMENTARY SCHOOL**

- **PARTIAL ROOF REPLACEMENT (\$200,000)** The single ply rubber roof of the building's second addition is original to when the addition was constructed in 1990. This roof has a twenty year life expectancy. This project will replace the existing roof with a multi-layered build up roofing system.

## **School Program Summary**

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A chart entitled *School Facilities Program* is found beginning on the following page, 4 - 35. This chart provides a summary of the school related projects and programs described above.

**SCHOOL FACILITIES PROGRAM**

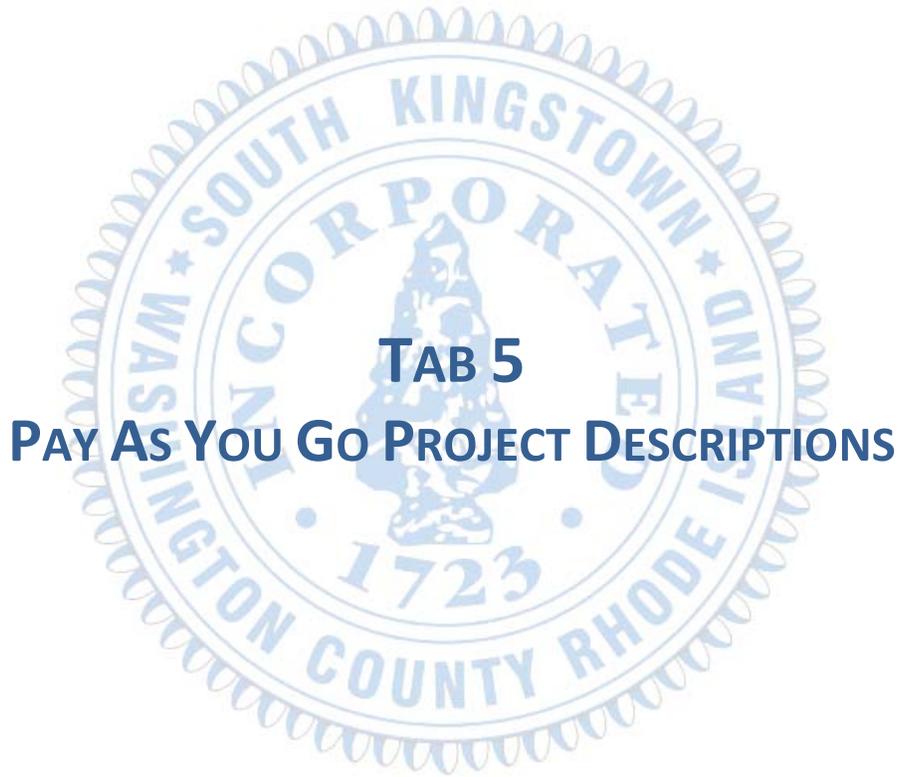
	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>High School</b>								
Install Emergency Lighting	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
Fire Alarm System Replacement	0	0	0	0	250,000	0	0	250,000
Mechanical Room Renovation - BOND	20,000	0	0	0	0	0	0	0
Boiler Control System	0	0	0	0	250,000	0	0	250,000
Exterior Door Replacement	0	0	0	0	0	200,000	0	200,000
Library Renovations	0	0	0	0	0	0	350,000	350,000
Building Addition Roof Replacement	0	0	0	625,000	0	0	0	625,000
Boiler Chimney Repair	0	0	0	41,000	0	0	0	41,000
<b>Subtotal High School</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$686,000</b>	<b>\$500,000</b>	<b>\$200,000</b>	<b>\$350,000</b>	<b>\$1,736,000</b>
<b>Curtis Corner Middle School</b>								
Exterior Envelop Fascia Replacement - CIP	\$42,878	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replace Unit Ventilators	0	0	0	247,360	0	0	0	247,360
Boiler Replacement	0	0	0	0	0	225,000	0	225,000
Life Safety and Plumbing - CIP	38,750	0	0	0	0	0	0	0
<b>Subtotal Curtis Corner Middle School</b>	<b>\$81,628</b>	<b>\$0</b>	<b>\$0</b>	<b>\$247,360</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$472,360</b>
<b>Administration/District</b>								
<b>Subtotal Administration/District</b>	<b>\$0</b>	<b>\$0</b>						
<b>Hazard School</b>								
<b>Subtotal Hazard School</b>	<b>\$0</b>	<b>\$0</b>						
<b>Broad Rock Middle School</b>								
Exterior Masonry Repair - CIP	\$22,878	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Fixture Repair	0	0	0	25,000	0	0	0	25,000
<b>Subtotal Broad Rock Middle School</b>	<b>\$22,878</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>

**SCHOOL FACILITIES PROGRAM**

	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>West Kingston Elementary School</b>								
Partial Roof Relacement - BOND	\$282,618	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Site Drainage and Foundation Repair - CIP	128,364	0	0	0	0	0	0	0
HVAC/Electrical System Replacement	0	1,053,000	0	0	0	0	0	1,053,000
Life Safety Code Improvements - CIP	23,750	0	0	0	0	0	0	0
<b>Subtotal West Kingston Elementary School</b>	<b>\$434,732</b>	<b>\$1,053,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,253,000</b>
<b>Peace Dale Elementary School</b>								
HVAC Improvements	\$0	\$0	\$0	\$8,500	\$0	\$0	\$0	\$8,500
Partial Roof Replacement	0	0	0	100,000	0	0	500,000	600,000
<b>Subtotal Peace Dale Elementary School</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$608,500</b>
<b>Wakefield Elementary School</b>								
Roof Replacement - 1990 Wing - BOND	\$168,704	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Life Safety Code Improvements - CIP	23,750	0	0	0	0	0	0	0
Boiler Replacement	0	0	0	0	250,000	0	0	250,000
Window and Door Replacement	0	0	0	25,000	249,000	0	0	274,000
Install Unit Ventilators	0	43,200	0	0	0	0	0	43,200
<b>Subtotal Wakefield Elementary School</b>	<b>\$192,454</b>	<b>\$43,200</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$499,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$567,200</b>
<b>Matunuck Elementary School</b>								
Partial Roof Replacement - BOND	\$287,618	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Life Safety Code Improvements - CIP	23,750	0	0	0	0	0	0	0
Site Drainage and Foundation Repair - CIP	128,364	0	0	0	0	0	0	0
HVAC/Electrical System Replacement	0	0	1,053,000	0	0	0	0	1,053,000
<b>Subtotal Matunuck Elementary School</b>	<b>\$439,732</b>	<b>\$0</b>	<b>\$1,053,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$1,253,000</b>
<b>TOTAL - School Program</b>	<b>\$1,191,424</b>	<b>\$1,096,200</b>	<b>\$1,053,000</b>	<b>\$1,091,860</b>	<b>\$999,000</b>	<b>\$425,000</b>	<b>\$1,250,000</b>	<b>\$5,915,060</b>

### SCHOOL FACILITIES PROGRAM

	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Paving Projects</b>								
Curtis Corner Middle School	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Administration Building	0	0	0	0	0	0	150,000	150,000
West Kingston Elementary	0	0	0	0	0	0	200,000	200,000
Peace Dale Elementary	0	0	0	0	0	0	500,000	500,000
Matunuck Elementary	0	0	0	0	0	300,000	0	300,000
Paving Projects Engineering	28,527	0	0	0	0	0	0	0
<b>Subtotal - School Fund Capital Transfer</b>	<b>\$28,527</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$850,000</b>	<b>\$1,600,000</b>
South Road Roof Replacement - 1990 Wing	\$169,032	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Road Retaining Wall Repair	0	0	0	20,000	0	0	0	20,000
South Road Windows and Doors	0	0	0	0	0	0	350,000	350,000
South Road Flooring Replacement	0	0	0	25,000	0	0	0	25,000
Fire Code Repairs	19,800	0	0	0	0	0	0	0
<b>Subtotal - South Road School Reserve Transfer</b>	<b>\$188,832</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$395,000</b>
<b>TOTAL - School Program</b>	<b>\$1,408,783</b>	<b>\$1,546,200</b>	<b>\$1,053,000</b>	<b>\$1,136,860</b>	<b>\$999,000</b>	<b>\$725,000</b>	<b>\$2,450,000</b>	<b>\$7,910,060</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
Public Safety.....	5- 19
General Government .....	5- 24
Senior Services .....	5- 25
Water Fund .....	5-27
Wastewater Fund.....	5-29
School Fund.....	5-34

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2017-2018 THROUGH 2022-2023**



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

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### Capital Budget Overview

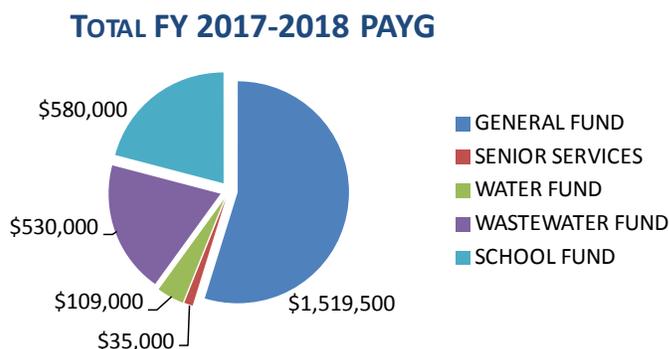
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The Capital Budget is the first year spending program of the Capital Improvement Program and is called the Pay As You Go (PAYG) Element. This section provides narrative descriptions for each of the projects proposed for funding in FY 2017-2018 and is incorporated into the operating budget.

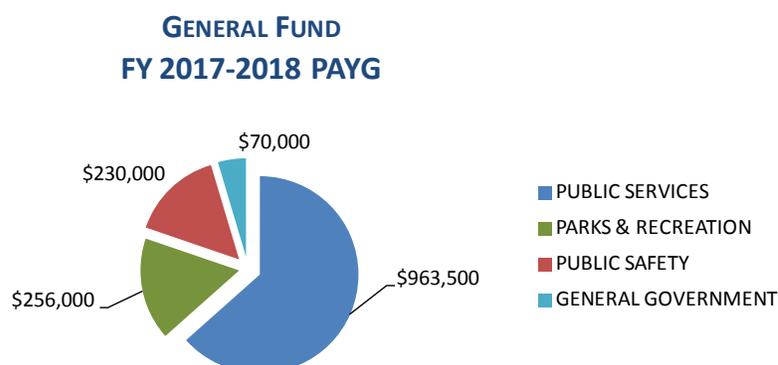
### FY 2017-2018 Pay As You Go Summary

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The total Pay as You Go Element of the Capital Improvement Program for FY 2017-2018 is \$2,773,500 reflecting an increase of \$276,050 over the adopted current year PAYG program of \$2,497,450. A breakdown by fund of the total FY 2017-2018 PAYG Element is shown below.



The FY 2017-2018 General Fund Element of the Pay As You Go Program in the amount of \$1,519,500 reflects an increase of \$79,050 over the current fiscal year adopted program of \$1,440,450. A breakdown of proposed funding for FY 2017-2018 General Fund capital projects is shown below.



### FY 2017-2018 Pay As You Go Projects

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Projects budgeted across all funds for inclusion in the FY 2017-2018 PAYG Element of the CIP as referenced above are detailed on the following pages of this section (*see Element 4, pages 4-1 through 4-11 for a full listing of all projects proposed over the next six year Capital Improvement Program FY 2017-2018 through FY 2022-2023*).

## Parks & Recreation Project Descriptions



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

Park Rehabilitation and Improvements is an ongoing program that provides for the development, maintenance and repair of the Town's existing park system, recreation facilities, athletic fields, and playground components. All projects proposed for funding in the 2017-2018 fiscal year are shown in this section. The following pages provide detail for each project shown below.

#### FY 2017-2018 PAYG Element

Projects proposed for funding in the upcoming 2017-2018 fiscal year are shown below (see pages 4-10 and 4-11 for a full listing of all Parks Rehabilitation and Improvement projects proposed over the next six year Capital Improvement Program FY 2017-2018 through FY 2022-2023).

Project	Adopted 2016-2017	PAYG 2017-2018
<b>Curtis Corner Playfields</b>		
Tennis Court Resurfacing	\$0	\$25,000
<b>West Kingston Park</b>		
Softball Field Lighting Upgrade	0	15,000
<b>Old Mountain Field</b>		
Lower Tennis Court Resurfacing	0	11,000
Restroom/Concession Bldg Replacement	15,000	25,000
<b>Marina Park</b>		
Parking/Ramp & Dock Improvements	20,000	30,000
<b>Town Beach</b>		
Beach Improvement Program	20,000	20,000
<b>Total</b>		<b>\$126,000</b>
Less Capital Funds Forward	<b>(\$20,000)</b>	\$0
<b>Net PAYG Transfers</b>		<b>\$126,000</b>



## Parks & Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

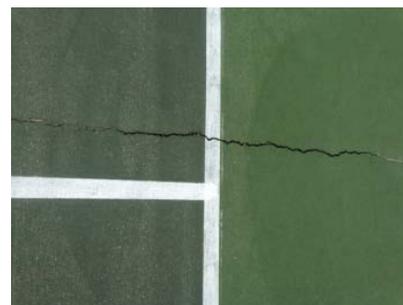
Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Curtis Corner Playfields – Tennis Court Resurfacing

### PROJECT DESCRIPTION

Crack sealing and resurfacing of the five tennis courts at Curtis Corner Playfields is proposed for FY 2017-2018. Constructed in 1998, these courts are used daily by the School Department, Recreation Department, and the general public. It is expected that this maintenance project will extend the life of the courts an estimated ten years.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital project

Project	Adopted 2016-2017	PAYG 2017-2018
Curtis Corner Playfields Tennis Court Resurfacing	\$0	\$25,000
<b>Total</b>		<b>\$25,000</b>



## Parks & Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

West Kingston Park – Softball Field Lighting Upgrade

### PROJECT DESCRIPTION

Replacement of the light ballasts at the West Kingston Park Softball Field are proposed in FY 2017-2018 as they are beginning to show signs of age and causing the park's electrical circuits to trip. This field is the main venue for the Recreation Department's adult recreational softball league which is active from spring through fall.

### JUSTIFICATION

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



### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital project

Project	Adopted 2016-2017	PAYG 2017-2018
West Kingston Park Softball Field Lighting Upgrade	\$0	\$15,000
<b>Total</b>		<b>\$15,000</b>



## Parks & Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Old Mountain Field (OMF) Improvements

- Lower Tennis Court Resurfacing
- Restroom/Concession Building Replacement

### PROJECT DESCRIPTION

The two lower tennis courts at Old Mountain Field (OMF) are in need of crack repair, resurfacing and striping. These lit courts are used heavily from April through November by the School Department, Recreation Department and the general public. This maintenance project will extend the life of the courts for an estimated ten years.

Also proposed in FY 2017-2018 is the continuation of reserve funding for the future replacement of the Old Mountain Field Restroom and Concession Buildings at a projected total cost of \$400,000. This project will require funding beyond the six year CIP term.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Lower Tennis Court Resurfacing – single year funded capital project
- Restroom/Concession Building Replacement – reserve funding for Multi-year funded capital project

Project	Adopted 2016-2017	PAYG 2017-2018
<b>Old Mountain Field</b>		
Lower Tennis Court Resurfacing	\$0	\$11,000
Restroom/Concession Bldg Replacement	15,000	25,000
<b>Total</b>		<b>\$36,000</b>



## Parks & Recreation Project Descriptions, *continued*

### DEPARTMENT - PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

### PROJECT TITLE

Marina Park – Parking/Ramp & Dock Improvements

### PROJECT DESCRIPTION

The public boat ramp at Marina Park receives annual maintenance and repair as needed. Due to its deteriorating condition, this popular site will need to be completely replaced in the near future. Continued reserve funding is proposed in FY 2017-2018 for the future replacement of the public boat ramp in FY 2022-2023.



### JUSTIFICATION

- Continue exemplary levels of general municipal core services and programs for the community
- Protection of facility infrastructure

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project
- Supplemented by \$31,000 to be transferred from the General Fund Unassigned Fund Balance
- Alternative funding sources through RIDEM Fish and Wildlife grants are also being explored

Project	Adopted 2016-2017	PAYG 2017-2018
Marina Park		
Parking/Ramp & Dock Improvements	\$20,000	\$30,000
<b>Total</b>		<b>\$30,000</b>

# Parks & Recreation Project Descriptions, *continued*



## DEPARTMENT- PROGRAM TITLE

Parks and Recreation - Parks Rehabilitation/Improvement Program

## PROJECT TITLE

Town Beach Improvements

## PROJECT DESCRIPTION

Each year, reserve funding is proposed to be allocated to the Town Beach Improvement Fund to be used for sand replenishment and other facility improvements as warranted. Each spring, the Recreation Department assesses beach conditions to determine if additional sand is required to address areas of erosion on the beach prior to the summer season. If re-nourishment is not necessary, the funding will remain in the beach improvement fund to address long term maintenance in the form of erosion control and other facility improvements.



## JUSTIFICATION

- The Town takes great pride in the maintenance of its public buildings and park facilities
- Protection and management of natural resources
- Maintain facility infrastructure

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital project

Project	Adopted 2016-2017	PAYG 2017-2018
Town Beach Beach Improvement Program	\$20,000	\$20,000
<b>Total</b>		<b>\$20,000</b>



## Parks & Recreation Project Descriptions, *continued*

### DEPARTMENT

Parks and Recreation – Parks Division

### PROGRAM TITLE

Equipment Acquisition and Replacement Program

### PROGRAM DESCRIPTION

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 2017-2018 is detailed below (*a full list of equipment proposed for replacement over the six year term of the FY 2017-2018 through FY 2022-2023 Capital Improvement Program is shown on page 4-12*) :

- **Half Ton Pick-up Truck: \$20,000**

This vehicle is used daily by the Park Superintendent to oversee maintenance and operations of the Town's park grounds, outdoor athletic facilities, and public building grounds. The vehicle proposed for replacement in FY 2017=2018 is a 2010 Chevy and has logged 42,000 miles to date, with a projected 52,000 miles by June 2018. It is noted that if the vehicle remains in relatively good condition and experiences no major mechanical issues through the next year, it is possible that the Department could delay the replacement by one year and still receive a favorable trade-in value towards a replacement.



- **Box Truck: \$32,000**

This vehicle is used by Park Maintenance staff in the regular care of indoor and outdoor park facilities and athletic field turf maintenance. It transports equipment and materials for work involving field preparation, irrigation repair, and building maintenance. The existing vehicle is a 2005 Chevrolet and has logged 82,700 miles. The box truck is critical to the three season parks operation including athletic field maintenance and it is proposed to replace the aging vehicle in FY 2017-2018.



- **One Ton Dump Truck w/Plow: \$50,000**

This vehicle is a 2009 one ton Dump Truck with plow that is used year round for park and facility maintenance, as well as for snow removal during winter months, and has logged 41,400 miles. Heavy, year round use of this truck has required more frequent maintenance recently, including major transmission work. Signs of rust are also showing on the truck body due to the effects of the attached salt/sand spreader. It is proposed to replace this vehicle in FY 2017-2018; depending on the severity of the coming winter, it may be able to be kept an additional year before requiring any further maintenance and major loss of trade-in value.



## Parks & Recreation Project Descriptions, *continued*



- **Front-Mount Mower w/Bagger: \$28,000**

This machine is one of a fleet of five front mount mowers that the Parks Division uses for the regular maintenance of park grounds and athletic fields eight months out of the year. It is proposed to replace an existing 2008 John Deere machine with bagger attachment in the 2017-2018 fiscal year.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital program

Equipment	Adopted 2016-2017	PAYG 2017-2018
1/2 Ton Pick-up Truck	\$0	\$20,000
Box Truck	0	32,000
Dump Truck 1 ton w/plow	0	50,000
Front-Mount Mower w/bagger	0	28,000
<b>Total</b>		<b>\$130,000</b>



## Road Improvement Program Pay As You Go Summary

The Public Services Road Improvement Program is an ongoing program managed by the Engineering Division that provides for transportation projects such as arterial and collector road reconstruction, drainage infrastructure and bridge and dam reconstruction; financed through capital budget annual appropriations, operating program transfers, reserve funding, and general obligation bonds. All projects proposed for funding in the 2017-2018 fiscal year are shown in this section. The following pages provide detail for each project shown below.

### FY 2017-2018 PAYG Element

The proposed Road Improvement Program will require the expenditure of \$5,538,375 over the six year Capital Improvement Program scheduled to begin in FY 2017-2018. The proposed six year program will require \$4,110,000 in capital budget annual appropriations; \$590,000 in general fund operating budget transfers; the sale of public services bonds totaling \$400,000 and \$238,375 in funding held in the Public Works Improvement Fund.

A transfer from the General Fund Capital Improvement Program in the amount of \$660,000 to the Public Works Improvement Capital Reserve Fund is proposed for FY 2017-2018, as well as \$90,000 from the Streets and Highways Account within the General Fund Budget.

### FUNDING TIMELINE

Projects proposed for funding in the upcoming 2017-2018 fiscal year are shown below (see pages 4-19 through 4-22 for a full listing of all Road Improvement Program projects proposed over the next six year term of the FY 2017-2018 through FY 2022-2023 Capital Improvement Program).

	Adopted 2016-2017	PAYG 2017-2018
Road Improvement Program		
Arterial Road Program	\$729,940	\$575,750
Collector Road Program	149,060	300,000
Local Road Program	36,000	23,750
Sidewalk Improvements	0	0
Drainage Improvements	20,000	115,000
Bridge and Dam Improvements	50,000	100,000
Highway Facility Program	15,000	30,000
<b>Total Road Improvement Program</b>		<b>\$1,144,500</b>



### DEPARTMENT – PROGRAM TITLE

Public Services - Road Improvement Program

### PROJECT TITLE

Road Reconstruction and Pavement Overlay

### PROJECT DESCRIPTION

#### ■ Road Reconstruction

Work will include pulverizing and reclaiming the existing asphalt road surface and integrating the material with the top eight inches of gravel sub-base. The reclaimed material will be reshaped on the road and compacted with a vibratory roller, followed by a 2½" binder and 1½" bituminous concrete finish course. It is important to note that stormwater treatment best management practices (BMPs) may also be required in conjunction with road reconstruction projects depending on the area of road surface that reclaimed to the substrate layer. FY 2017-2018 road reconstruction is proposed as follows:



#### Pond Street at Billington Cove Marina

A section of Pond Street just north of Billington Cove Marina – as a result of poor subsoil conditions, approximately 750' of the roadway warrants selective road reconstruction/ full depth reclamation, geotextile membrane, bituminous concrete leveling course, tack coat and 2" Class I bituminous concrete overlay.

#### ■ Pavement Overlay

Consists of placing an asphalt "leveling course" that adjusts road surface defects and creates a level surface. The leveling course is followed with a tack coat of oil and a 2" Class I finish course of bituminous concrete. Unlike road reconstruction, reflective cracking from existing road substrate may occur, resulting in a shorter pavement life than after full-depth road reconstruction. However, this pavement management technique is less expensive (\$50/linear foot) than full road reconstruction (\$90/linear foot), whereby many more miles of roads can be overlaid as compared to reconstructed. The following roads are proposed for pavement overlay in the 2017-2018 fiscal year:



#### Pond Street (US Route 1 to Marina) – Arterial Road

The balance of Pond Street from US Route 1 to Billington Cove Marina that is not reconstructed is in need of pavement overlay in the upcoming fiscal year. Proposed road improvements for this include a bituminous concrete leveling course, selective failed asphalt removal, tack coat and 2" Class I bituminous concrete overlay.

#### South Road (Curtis Corner Road to Main Street) – Arterial Road

The northern portion of South Road from Route 138 to Curtis Corner Road received bituminous concrete pavement overlay in August 2013. The balance of the road (8,500 linear feet) is now in need of pavement overlay with selective repairs where significant pavement failure has occurred.

## Public Services Project Descriptions, *continued*



Since South Road serves as one of the few “north/ south” corridors in Town, it realizes very high traffic volumes that have adversely impacted the road over the years, which now require pavement overlay work. Anticipated road improvements include a bituminous concrete leveling course, selective failed asphalt removal, tack coat and 2” Class I bituminous concrete overlay.

### Carpenter Drive, Browning Street, and Coast Guard Avenue – Collector and Local Roads

Carpenter Drive and Browning Street serve as two collector roads from Green Hill Beach Road to the southerly Green Hill neighborhood. These roads, in addition to Coast Guard Avenue, are in poor condition and in need of pavement overlay. Anticipated road improvements include cold planing and/or bituminous concrete leveling course, selective failed asphalt removal, tack coat and 2” Class I bituminous concrete overlay.

#### JUSTIFICATION

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

#### CATEGORY

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

#### FUNDING TIMELINE

- Single year funded capital projects

Project	Adopted 2016-2017	PAYG 2017-2018
<b>Arterial Road Program - Reconstruction</b>		
Pond Street (@ Billington Cove Marina)	\$0	\$67,500
<b>Subtotal ARP- Reconstruction</b>		<b>\$67,500</b>
<b>Arterial Road Program - Overlay</b>		
Pond Street (Rt 1 to Billington Cove Marina)	\$0	\$83,250
South Road (Curtis Corner to Main St)	0	425,000
<b>Subtotal ARP - Overlay</b>		<b>\$508,250</b>
<b>Total Arterial Road Program</b>		<b>\$575,750</b>
<b>Collector Road Program - Overlay</b>		
Browning Street	\$0	\$90,000
Carpenter Drive	0	210,000
<b>Subtotal Collector Road Program - Overlay</b>		<b>\$300,000</b>
<b>Total Collector Road Program</b>		<b>\$300,000</b>
<b>Local Road Program - Overlay</b>		
Coast Guard Avenue	\$0	\$23,750
<b>Subtotal Local Road Program - Overlay</b>		<b>\$23,750</b>
<b>Total Local Road Program</b>		<b>\$23,750</b>
<b>Total Road Program (Arterial, Collector &amp; Local)</b>		<b>\$899,500</b>



## Public Services Project Descriptions, *continued*

### DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

### PROJECT TITLE

New Drainage/Erosion Control/TMDL Projects

### PROJECT DESCRIPTION

- **TMDL Implementation**

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



An engineering services contract was awarded to Fuss & O'Neil in January 2013 to design stormwater improvements for the Narrow River watershed. In an effort to fund the proposed stormwater improvements, the Town, in April 2015, applied for and received a RIDEM Watershed Restoration Fund (WRF) grant award (50% local funding match) in the amount of \$310,330 for a new vacuum street sweeper (\$115,000) and Narrow River TMDL improvements (\$195,330). Design plans for structural BMPs will be prepared upon completion of a public outreach program with Narrow River property owners.

Annual reserve funding is proposed for these improvements and future TMDL structural BMPs in other Town watersheds where TMDLs have been promulgated. Additionally, reserve funding (\$20,000 in FY 2017-2018) is also proposed for Torrey Road improvements, which will incorporate structural stormwater BMPs to reduce TMDL pollutant loading.

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

Construction of the Matunuck Beach Road Protection Improvement Project commenced in October 2016. Installation of the sheet pile wall will occur over the winter months, with final project completion is anticipated for May 2017.

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



## Public Services Project Descriptions, *continued*

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### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Project	Adopted 2016-2017	PAYG 2017-2018
<i>New Drainage/ Erosion/ TMDL Projects</i>		
TMDL Implementation Reserve Fund	\$0	\$75,000
Matunuck Beach Rd Protection Reserve Fund	20,000	20,000
Torrey Road	0	20,000
<b>Total Drainage/Erosion/TMDL Projects</b>		<b>\$115,000</b>

# Public Services Project Descriptions, *continued*



## DEPARTMENT – PROGRAM TITLE

Public Services Department - Road Improvement Program

## PROJECT TITLE

Bridges and Dams Inspection and Maintenance

## PROJECT DESCRIPTION

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

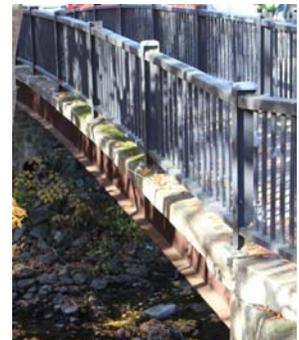
- **Saugatucket River Culvert**

During heavy precipitation events, the Saugatucket River culvert system at Saugatucket Road is overtopped by high stormwater flows. Increased culvert pass through during storm events would require a detailed hydraulic and hydrology (H&H) study for essentially the entire Saugatucket River watershed, since any increase in pass through capacity at this culvert may adversely impact downstream properties. Since the width of this culvert is narrow, with poor approach geometry resulting in frequent damage to the guardrail system, the Town will focus efforts on increasing culvert width, not capacity. Funding in the amount of \$50,000 in FY 2017-2018 represents the last of a 4-year funding cycle to design and construct geometric (not hydraulic) improvements to the culvert.



- **Church Street Pedestrian Bridge**

The steel arch Church Street pedestrian bridge that crosses the Saugatucket River was constructed in the late 1980s. Anticipated work includes spot paint repairs and repainting of structural steel members and handrail system. Funding in the amount of \$50,000 is proposed for this maintenance of the Church Street pedestrian bridge during the 2017-2018 fiscal year.



## JUSTIFICATION

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

## CATEGORY

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

## FUNDING TIMELINE

- Multi-year funded capital projects

Project	Adopted 2016-2017	PAYG 2017-2018
<b>Bridges and Dams</b>		
Saugatucket River Culvert	\$50,000	\$50,000
Church Street Pedestrian Bridge	0	50,000
<b>Total Bridges &amp; Dams</b>	<b>\$50,000</b>	<b>\$100,000</b>

## Public Services Project Descriptions, *continued*



### DEPARTMENT

Public Services – Streets & Highways

### PROGRAM TITLE

Public Works Equipment Acquisition/Replacement Program

### PROGRAM DESCRIPTION

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

- **Pickup Truck: \$35,000**

The Highway Division equipment fleet includes seven pickup/utility box trucks used in support of the many diversified services the Division provides, including being the vehicles used the most often for winter snow removal on narrow plow routes throughout Town. It is therefore important to replace the pickup trucks on a regular basis. A 2011 Chevrolet pickup truck with snowplow, which has approximately 86,200 miles, is proposed for replacement with a one ton pickup truck equipped with four-wheel drive and snowplow and utility body in FY 2017-2018.



- **Road Grader: \$260,000**

The Highway Division currently utilizes a road grader to provide seasonal grading services to those private roads receiving grading services “by tradition” and the limited number of Town gravel surface roads (ex.: Barber’s Pond Road northern section). The road grader is also used for sidewalk snow removal during heavy snow events when traditional equipment can no longer move snow/ice accumulation on sidewalks cleared by Town forces. The Highway Division’s 1989 John Deere 670B has approximately 6,592 hours and will be replaced with a similar type road grader with a hydraulic articulating blade.



- **Street Sweeper: \$120,000**

Since 2004, the Highway Division has operated two sweepers to sweep the 150 miles of Town roads (300 lane miles). All paved Town roads are swept annually, between early spring and summer. Sweepers are also used to maintain the roadways within the various TMDL zones to ensure compliance with federal and state storm water management regulations. FY 2017–2018 represents the last of a 2-year funding cycle to replace, at an estimated cost \$240,000 a 2004 Elgin Pelican sweeper that has been plagued with hydraulic drive system and sand collection system failures. The new sweeper will augment one purchased in FY 2015-2016 with 50% grant funding from the RI Department of Environmental Management (RIDEM).



## Public Services Project Descriptions, *continued*

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### JUSTIFICATION

- The Town is responsible for maintenance of the Town's roads 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
- Supplemented by \$111,500 to be transferred from the Equipment Reserve Fund

Equipment	Adopted 2016-2017	PAYG 2017-2018
Pickup Truck	\$0	\$35,000
Road Grader	0	260,000
Street Sweeper	120,000	120,000
<b>Total Equipment</b>		<b>\$415,000</b>
Less Capital Funds Forwarded	0	111,500
<b>Net Equipment Replacement</b>		<b>\$303,500</b>

## Public Services Project Descriptions, *continued*



### DEPARTMENT

Public Services – Public Works

### PROGRAM TITLE

Public Works Highway Facility Improvement Program

### PROGRAM DESCRIPTION

The purchase of a new asset management software system is proposed for FY 2017-2018, which can document and track the following:

- Vehicle and equipment maintenance
- Building facilities and equipment
- Right of way infrastructure including pavement, signage and trees
- Town dams
- Utility (water & wastewater) infrastructure
- Service requests (citizen concerns and complaints)



### JUSTIFICATION

- New software able to generate preventive maintenance work orders for Town staff and will replace two existing software systems and the Access database currently used by the Public Services Department for service requests

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project
- Supplemented by the transfer of \$40,000 that was initially established in FY 2013-2014 (\$20,000 each from the Water and Wastewater Enterprise Funds)

Equipment	Adopted 2016-2017	PAYG 2017-2018
Asset Management Software System	\$0	\$30,000
<b>Total</b>		<b>\$30,000</b>
Less Capital Funds Forwarded	0	40,000
<b>Net Equipment Replacement</b>		<b>\$70,000</b>



## Public Safety Project Descriptions

### DEPARTMENT

Public Safety – General

### PROGRAM TITLE

Public Safety Building – Facility Maintenance Program

### PROGRAM DESCRIPTION

Upgrade various components of the Public Safety Complex's HVAC system that is over 18 years old, including upgrading the chilled water loop with high efficiency motors and variable speed drives.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

	Adopted 2016-2017	PAYG 2017-2018
Public Safety Facility		
Public Safety Building - General	\$0	\$15,000
<b>Total</b>		<b>\$15,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Harbor Patrol Division

### PROGRAM TITLE

Harbor Patrol Equipment Replacement Program

### PROGRAM DESCRIPTION

Reserve funding is proposed for replacement in FY 2018-2019 of two Harbor Patrol boats that require extensive repair and maintenance, with one boat that is more functional and able to maneuver all of the Town's waterways. The cost of purchasing a commercial grade fiberglass or welded aluminum boat is estimated at \$50,000 with a projected 30-year life expectancy.



### JUSTIFICATION

- 1995 15' aluminum Jon Boat has developed a critical hull failure due to age and deterioration; a temporary repair has been made but is not a long term solution
- 1990 21' hard bottom inflatable is a recurring maintenance liability

### 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

	Adopted 2016-2017	PAYG 2017-2018
Harbor Patrol Program		
Harbor Patrol Boat	\$0	\$25,000
<b>Total</b>		<b>\$25,000</b>



## Public Safety Project Descriptions, *continued*

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### DEPARTMENT

Public Safety - Emergency Medical Services (EMS) Division

### PROGRAM TITLE

EMS Equipment Replacement and Facilities Improvement Program

### PROGRAM DESCRIPTION

Funding is proposed for improvements to the EMS quarters at the South Station at the Public Services Building, replacement of medical equipment, and vehicle replacement reserve funding as shown below:

- **Improvements to South Station Quarters: \$10,000**  
Funding is proposed for renovations to the EMS crew quarters at the Public Services Building, including replacement carpeting, covering exposed communication lines and replacing cabinets around the sink area.
- **Equipment upgrade: \$15,000**  
Funding is proposed for the purchase of a PhysioControl Lucas Chest Compression Device, which provides automated chest compressions at a rate and depth set in accordance with American Heart Association standards. This device will replace an existing unit purchased in 2010.
- **Vehicle Replacements: \$105,000**
  - Year one reserve funding in the amount of \$40,000 as part of a 2-year funding cycle is proposed for replacement in FY 2018-2019 of Paramedic 2, the non-transporting vehicle, at a total cost of \$70,000
  - Year one reserve funding in the amount of \$65,000 as part of a 3-year funding cycle is proposed for replacement in FY 2019-2020 of Paramedic 3, a transporting rescue, at a total cost of \$225,000



### JUSTIFICATION

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

### CATEGORY

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

## Public Safety Project Descriptions, *continued*

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### FUNDING TIMELINE

- Multi-year funded capital projects

EMS Program	Adopted 2016-2017	PAYG 2017-2018
South Station Improvements	\$0	\$10,000
EMS Medical Diagnostics/Equipment	0	15,000
EMS Vehicle Replacement #2	0	40,000
EMS Vehicle Replacement #3	0	65,000
<b>Total</b>		<b>\$130,000</b>



## Public Safety Project Descriptions, *continued*

### DEPARTMENT

Public Safety – Fire Alarm Division

### PROGRAM TITLE

Fire Alarm Equipment and Vehicle Replacement

### PROJECT DESCRIPTION

Funding for equipment and vehicle replacement is proposed in FY 2017-2018 as shown below:

- **Migration to Radio Alarm Box System \$30,000**  
Reserve funding is proposed in FY 2017-2018 as the second of a three year funding cycle for migration to a radio alarm box system that will improve fire alarm communication with the Town's dispatch center through enhanced technology utilization. The total program cost is estimated at \$70,000, with \$60,000 in PAYG funding and \$10,000 in funds held in reserve.
- **Pickup Truck \$30,000**  
Replacement of the Division's pickup truck that is ten years old is proposed for FY 2017-2018. This vehicle is used by Fire Alarm staff primarily in the day-to-day operation of the Division for testing fire alarm systems and inspection of buildings throughout Town.



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Fire Alarm Program	Adopted 2016-2017	PAYG 2017-2018
Migration to Radio Box System Reserve	\$20,000	\$30,000
Vehicle Replacement	0	30,000
<b>Total</b>		<b>\$60,000</b>

# General Government Project Descriptions



## DEPARTMENT

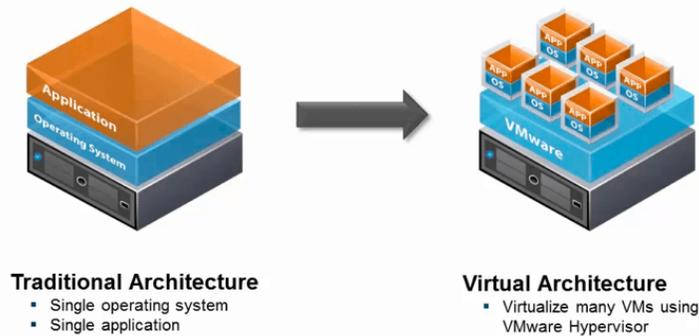
Information Technology (IT)

## PROGRAM TITLE

IT Equipment Replacement Program

## PROJECT DESCRIPTION

Funding to upgrade the Town's virtual server equipment is proposed in FY 2017-2018. Server virtualization is a technology for partitioning one physical server into multiple virtual servers. Each of these virtual servers can run its own operating system and applications, and perform as if it is an individual server. It is a way of maximizing physical resources to maximize the investment in hardware.



## JUSTIFICATION

- Equipment to be replaced will have been in use for 8 years in FY 2017-2018
- Server virtualization drastically reduces the majority of hardware acquisition and maintenance costs resulting in significant savings
- Virtualization reduces the electrical and cooling requirements needed since there are fewer servers, thus promoting “green” efficiencies

## CATEGORY

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

## FUNDING TIMELINE

- Single year funded capital project

	Adopted 2016-2017	PAYG 2017-2018
Information Technology Program		
Server Virtualization Upgrade	\$0	\$70,000
<b>Total</b>		<b>\$70,000</b>



## Senior Services Project Descriptions

### DEPARTMENT

Senior Services

### PROGRAM TITLE

Adult Day Services Center Improvements

### PROJECT DESCRIPTION

Funding for the construction of a handicapped accessible deck for the Adult Day Services facility is proposed for FY 2017-2018. The deck will be accessible through a sliding door, off the northerly side of the facility and overlooking the backyard. The ADA compliant design requires a ramp for an additional point of egress. This feature is considered an important element for the Day Care facility as it will allow staff to incorporate outdoor programming during spring, summer and fall seasons.



### JUSTIFICATION

- Provide services and programs that seek to address unmet needs of special populations within the Town
- Enhances quality of life for frail and at risk seniors and their families

### CATEGORY

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

### FUNDING TIMELINE

- Single year funded capital project
- Supplemented by private and non-profit donations held in reserve

	Adopted 2016-2017	PAYG 2017-2018
Adult Day Services Program		
Adult Day Services Deck	\$0	\$20,000
Donations held in reserve	0	10,400
<b>Total Project Cost</b>		<b>\$30,400</b>



## Senior Services Project Descriptions, *continued*

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### DEPARTMENT

Senior Services

### PROGRAM TITLE

Senior Center Facility Improvements

### PROJECT DESCRIPTION

The existing architectural flat rubber roof of the Senior Center Facility is approaching the end of its useful life. The building is sixteen years old and it is proposed to replace the rubber roof in FY 2017-2018 at an anticipated cost of \$35,000.



### JUSTIFICATION

- Protection of facility infrastructure; reduce heating and cooling expenses

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital project

	Adopted 2016-2017	PAYG 2017-2018
Senior Center Program		
Senior Center Roof Replacement	\$20,000	\$15,000
<b>Total</b>		<b>\$15,000</b>



## Water Fund Project Descriptions

### DEPARTMENT

Public Services – Utilities – Water Division

### PROGRAM TITLE

Water Program

### PROGRAM DESCRIPTION

The Water Fund is one of three Utility Funds; its principal operation is water supply and distribution. No property tax support is provided to finance Utility based expenditures. Water Fund capital improvements proposed for FY 2017-2018 include:

- **Victoria Lane and Mautucket Road Tank Exterior Cleaning: \$49,000**  
The Water Division's Mautucket Road and Victoria Lane water tank exteriors were last powerwashed in 2014 and are in need again in order to remove mold that grows on the polyurethane based exterior paint system. Specialized high-reach lifts will be required for both tanks, with the Victoria lane tank expected to cost \$38,000 as compared to \$11,000 for Mautucket Road tank, due to the height of the tank.
- **Pump Station Infrastructure: \$10,000**  
The Factory Pond well facilities date back to the early 1970's, and due to their age miscellaneous building upgrades and repairs are needed on an on-going basis. Reserve funding in the amount of \$10,000 is proposed for the 2017-2018 fiscal year.
- **Leak Detection Program: \$25,000**  
The Water Division has worked diligently on reducing "unaccounted for" water for both the South Shore and Middlebridge water systems. "Unaccounted for" water is defined as the difference between production water readings and water user readings that are adjusted for unmetered consumption such as fire protection and fire hydrant flushing. The South Shore and Middlebridge ranges are now less than the maximum State goal of 10%. However, unaccounted for water management is a dynamic and on-going process since leaks can arise at any time and must be repaired in a timely manner to minimize any lost water. Fiscal Year 2017-2018 funding of \$25,000 is proposed for this on-going effort.
- **Water Main Replacement Program: \$25,000**  
The South Shore water and Middlebridge distribution systems date back to the early and late 1970's, respectively. Given the age and material composition (Transite pipe) of the distribution system, selective water main replacement can be expected in the future. It is proposed that reserve funding in the amount of \$25,000 be appropriated in the 2017-2018 fiscal year.



## Water Fund Project Descriptions, *continued*



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Water Fund	Adopted 2016-2017	PAYG 2017-2018
<b>Water Storage</b>		
Mautucket Water Tank Cleaning	\$0	\$11,000
Victoria Lane Water Tank Cleaning	0	38,000
<b>Water Supply</b>		
Pump Station Infrastructure	\$10,000	\$10,000
<b>Water Distribution</b>		
Leak Detection Reserve	\$25,000	\$25,000
Water Main Replacement Reserve	25,000	25,000
<b>Total</b>		<b>\$109,000</b>

# Wastewater Fund Project Descriptions



## DEPARTMENT

Public Services – Utilities – Wastewater Division

## PROGRAM TITLE

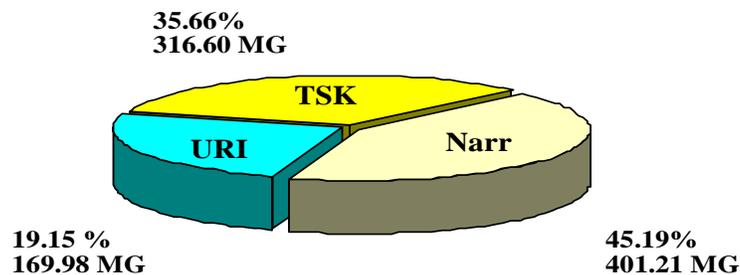
Wastewater Program

## PROGRAM DESCRIPTION

The Wastewater Fund is one of three Utility Funds; its principal operation is wastewater collection and treatment. No property tax support is provided to finance Utility based expenditures. In order to ensure smooth and efficient Wastewater Treatment Facility (WWTF) process operations, the Wastewater Division uses a scheduled equipment maintenance and repair program for major WWTF plant components. Over the past 15 years, major plant components replaced and/or repaired include improvements to the solids handling, Phase I hydraulic upgrade, and the headworks and disinfection infrastructure.

Given the complexity and usage of the WWTF, an equipment replacement schedule was established to ensure that the various major plant components that are exceeding their useful life are repaired/replaced as necessary. The proposed replacement schedule is based on in-house assessments; however, the order and time of equipment failure could vary from these projections. Since commencement of WWTF operations in 1976, capital related improvements to the facility are proportionately shared between the Towns of South Kingstown and Narragansett and the University of Rhode Island, based upon each regional partner's respective flow contribution. WWTF flow apportionment for FY 2015-2016 is shown below:

**FY 2015-2016 Regional WWTF Partner Flow Shares**



Local collection system and pump station improvement expenditures, where applicable are paid proportionately by South Kingstown and URI based upon flow contribution; FY2015-2016: SK=65.07%; URI=34.93% to the Silver Lake pump station and FY2015-2016: SK=7.90%; URI=92.10% to the Kingston pump station. South Kingstown assumes all total costs associated with the remaining eleven- (11) local pump stations that convey South Kingstown flow only.

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



Wastewater Fund capital improvements proposed for FY 2017-2018 are as shown below:

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

The Regional Wastewater Treatment Facility (WWTF) was constructed in the mid-1970's, whereby concrete repairs are necessary in various parts of the main building and out buildings. Work may include removal of spalled concrete, reinforcing steel preparation and concrete patch repairs at an estimated cost of \$40,000. WWTF flow cost sharing will be used to apportion this capital expenditure, as shown below:



- FY 2017-2018 Reserve Funding .....\$40,000
- TSK Regional Partner Share (35.66%).....\$14,264

▪ **Local Pump Station Improvements: \$50,000**

The Fairgrounds Road wastewater pumping station was constructed in 1995 in conjunction with the West Kingston industrial park sewer project. The pump station wet well suction piping system is now in need of replacement at an estimated cost of \$50,000, which will be paid entirely by South Kingstown.



- Total Projected Cost .....\$50,000
- TSK Regional Partner Share (100%).....\$50,000

▪ **Silver Lake Pump Station Improvements: \$150,000**

The Silver Lake pump station was built in the mid 1970's and serves as the main pumping facility for all Town and University of RI wastewater that is conveyed to the regional WWTF. The wet well side of the pump station is a very corrosive environment, whereby the HVAC, electrical, lighting and grit removal system require replacement. The grit removal system is essential to remove grit and fines, which is very abrasive to pumps and equipment. Silver Lake pump station flow cost sharing as shown below will be utilized for this project:



- Total Projected Cost .....\$150,000
- TSK Regional Partner Share (65.07%).....\$97,605



▪ **Regional WWTF Solids Handling Upgrades: \$30,000**

A new polymer system was installed at the WWTF in the late 1980's and is now in need of replacement. This equipment is used to add polymer chemical to the wastewater process to facilitate solids precipitation. New equipment will be installed by Wastewater Division staff at a considerable savings to the Town and its regional partners. WWTF flow cost sharing as shown below will be used for this project:



- Total Projected Cost .....\$30,000
- TSK Regional Partner Share (35.66%) .....\$10,698

▪ **Regional WWTF Waste Sludge Pumps: \$50,000**

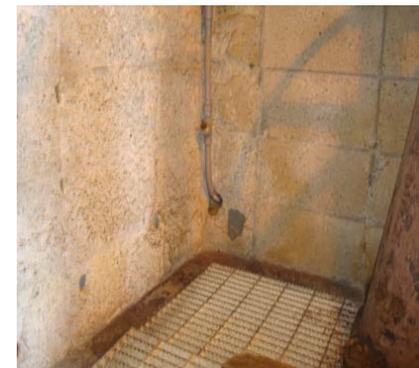
The original WWTF waste sludge pumps date back to the original plant construction in the mid 1970's. These pumps are used to move solids to a holding storage tank for off-site processing (incineration). FY 2017-2018 funding in the amount of \$50,000 is proposed to purchase the 1st of two pumps, with installation by in-house staff at a considerable savings to the Town and its regional partners. WWTF flow cost sharing being used is shown below:



- Total Projected Cost .....\$50,000
- TSK Regional Partner Share (35.66%) .....\$17,830

▪ **Regional WWTF Influent Headworks: \$50,000**

Repairs to the WWTF headworks influent channel were completed in 2015. However, during influent channel repairs, damage to the building's concrete masonry units was discovered, which requires additional repair. An evaluation of the headworks odor abatement system will also be performed at the time of repair, and odor abatement system modifications may also be warranted to mitigate future headworks corrosion. FY 2017-2018 funding represents the 2nd of a 2-year funding cycle for this project. WWTF flow cost sharing shown below will be used for this project:



- Total Projected Cost .....\$50,000
- TSK Regional Partner Share (35.66%) .....\$17,830



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

Secondary clarifier #4 has grout and surface concrete failure that requires repair to prevent further damage. Anticipated work shall include concrete preparation, bonding agent application and finish concrete repair. Clarifier weirs and baffles will also be evaluated to determine if repairs or maintenance is needed. WWTF flow cost sharing as shown below will be used for this project:



- Total Projected Cost .....\$100,000
- TSK Regional Partner Share (35.66%) .....\$35,660

▪ **Rolling Stock Equipment Replacement: \$30,000**

A replacement vehicle for the Wastewater Division is proposed in FY 2017-2018. The Wastewater Division currently has four- (4) pickup/ utility body trucks, and one SUV. The new vehicle will replace a 2006 F250 with a Tommy Gate and 36,000 miles, which is plagued with corrosion and an inoperative lift gate. Silver Lake pump flows cost sharing shown below will be used for this vehicle:



- Total Projected Cost .....\$30,000
- TSK Regional Partner Share (65.07%) .....\$19,521

▪ **DPS Building Improvement Contribution: \$20,000**

Funding in the amount of \$20,000 is proposed in FY 2017-2018 for on-going improvements to the Public Services Administration building (former Police station) located on Commodore Oliver Hazard Perry Highway (US Route 1). Proposed improvements include 2<sup>nd</sup> floor carpet replacement and interior painting. WWTF flows cost sharing as shown below will be used for this project:



- Total Projected Cost .....\$20,000
- TSK Regional Partner Share (35.66%) .....\$7,132

▪ **GIS Information Upgrade: \$10,000**

Upgrades to the Town’s GIS system are required from time-to-time, including the Wastewater Division’s GIS infrastructure data layer. Reserve funding in the amount of \$10,000 is proposed for FY 2017-2018, for future GIS related upgrades. FY 2017-2018 funding of \$10,000 will be used for this project, which will be paid in its entirety by the Town.



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

## Wastewater Fund Project Descriptions, *continued*



### JUSTIFICATION

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

### CATEGORY

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

### FUNDING TIMELINE

- Multi-year funded capital projects

Wastewater Fund	Adopted 2016-2017	PAYG 2017-2018
<b>WWTF, Telemetry &amp; Pump Stations</b>		
WWTF Building Infrastructure Upgrade	\$0	\$40,000
Local Pump Station Improvements	30,000	50,000
Silver Lake P. S. Upgrades	0	150,000
<b>Solids Handling</b>		
Solids Handling Upgrade	\$152,000	\$30,000
Waste Sludge Pumps	0	50,000
<b>Primary Treatment</b>		
Influent Headworks	\$50,000	\$50,000
<b>Secondary Treatment</b>		
Clarifier Repair	\$0	\$100,000
<b>Equipment &amp; GIS</b>		
Rolling Stock Equipment Replacement	\$0	\$30,000
DPS Bldg Improvement Contribution	0	20,000
Geographic Information System Upgrade	0	10,000
<b>Total</b>		<b>\$530,000</b>

# School Fund Project Descriptions



## DEPARTMENT

School Fund

## PROGRAM TITLE

Technology - Equipment Replacement

## PROGRAM DESCRIPTION

The School Technology Equipment Replacement program ensures that technology equipment is replaced in a timely and cost-efficient manner. Each year, the School Department reviews and revises as warranted the equipment procurement schedule. Equipment proposed for replacement in FY 2017-2018 includes the following:

- **Telecommunications Program \$25,000**  
Replace the aging (12 year old) Cisco telephones and switching equipment and provide a software update for the Cisco Unified Communications System over the next three years and add a 911 notification system using SingleWire.
- **Elementary School Laptops \$170,000**  
Additional new devices to support ongoing student testing program, blended learning and distance learning. This will provide the 3rd and 4th grade students with classroom access to 12 devices in each room.
- **Support Staff Computers \$10,000**  
Replacement of aging front office computers for day to day operations.
- **Computer Replacement Schedule \$50,000**  
Over the last several years, funds have been used to create equipment equity throughout the school system, with the goal to provide access to technology for all students and teachers. This funding will be directed to the Elementary Schools' technology effort.
- **Freshmen Laptop Program \$200,000**  
As the District continues with implementation of the laptop program, it is proposed to purchase approximately 250 laptops and cases for the freshman Class of 2020. The life expectancy of these laptops ranges from 4 to 8 years. Upon graduation, students return laptops that are then redistributed to Elementary and Middle School students.
- **Network Hardware \$25,000**  
The District is a networking environment with each school having a local and wide area network to connect to the internet, wireless, Google Mail and the student data systems. It is necessary to support and upgrade the networks to maintain reliability. Funding in FY 2017-2018 will be used for the purchase of servers, routers, switches, fiber optic cabling, and to upgrade existing servers.



## School Fund Project Descriptions, *continued*

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### 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 acquire new as needed.

### FUNDING TIMELINE

- Multi-year funded capital projects

School Fund Technology Program	Adopted 2016-2017	PAYG 2017-2018
<b>Technology</b>		
Elementary School Laptops	\$0	\$170,000
Telecommunications Program	25,000	25,000
Office Computer Equipment Replacement	15,000	10,000
Computer Equity/Replacement	80,000	50,000
Student Computer Initiative (1:1 Ratio)	200,000	200,000
Network Hardware	25,000	25,000
<b>Total</b>		<b>\$480,000</b>

## School Fund Project Descriptions, *continued*

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### DEPARTMENT

School Fund

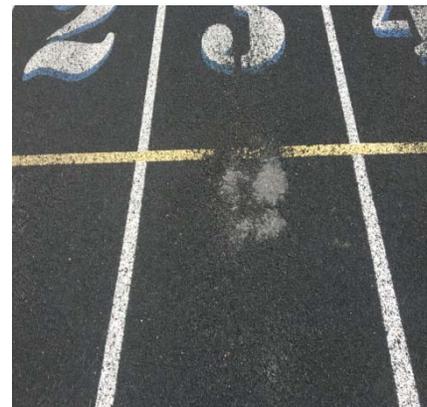
### PROGRAM TITLE

District-wide Projects

### PROGRAM DESCRIPTION

District-wide projects proposed for the 2017-2018 fiscal year includes the following:

- **High School Elevator Upgrade \$35,000**  
Upgrade of the internal controls of the existing passenger elevator at the High School is proposed in FY 2017-2018. The original elevator was installed as part of the 1992 addition to the High School.
- **Vehicle Replacement \$40,000**  
Replacement of a 2003 GMC utility bed fleet pick-up with a snow plow hook up with 140,000 miles is proposed in FY 2017-2018. The existing vehicle will be taken out of service.
- **Track Resurfacing /Repairs \$25,000**  
It is proposed to resurface and re-stripe the Curtis Corner Middle School (CCMS) track in FY 2017-2018. There are some areas that are quite worn and will become safety issues. The track was resurfaced and re-stripped in July 2012, which was estimated to have a five year life, as it gets a good amount of use by the High School and Middle School teams. The School District sponsors various meets, including many division and state meets which adds to the wear and tear. The Town's recreation program also utilizes the track in the spring and summer, while the general community takes advantage of it daily.



### 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 acquire new as needed.

## School Fund Project Descriptions, *continued*



### FUNDING TIMELINE

- Multi-year funded capital projects
- Supplemented by Unassigned Funds forwarded

School Fund District Wide Projects	Adopted 2016-2017	PAYG 2017-2018
<b>District-wide Projects</b>		
H.S. Elevator Upgrade	\$0	\$35,000
Vehicle Replacement Program	0	40,000
Track Resurfacing	0	25,000
<b>Total</b>		<b>\$100,000</b>
<b>Total School Fund</b>		<b>\$580,000</b>
Unassigned Funds Forwarded	0	(100,000)
<b>TRANSFER School Fund (400)</b>		<b>\$480,000</b>



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

General Fund..... 6 - 1  
Senior Services Program ..... 6 - 3  
Water Fund ..... 6 - 4  
Wastewater Fund..... 6 - 5  
School Fund..... 6 - 6  
Long Range Program Element..... 6 - 7  
CIP Summary..... 6 - 8

**TOWN MANAGER PROPOSED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FISCAL PERIOD 2017-2018 THROUGH 2022-2023**

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

General Fund (101)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Recreation Program</b>								
Park Rehabilitation/Improvements	\$125,000	\$126,000	\$155,000	\$160,000	\$165,000	\$150,000	\$160,000	\$916,000
Equipment Acquisition/Replacement	129,000	130,000	147,000	133,000	137,000	136,500	133,000	816,500
<b>Subtotal - Recreation Dept</b>	<b>\$254,000</b>	<b>\$256,000</b>	<b>\$302,000</b>	<b>\$293,000</b>	<b>\$302,000</b>	<b>\$286,500</b>	<b>\$293,000</b>	<b>\$1,732,500</b>
<b>Public Services Program</b>								
Road Improvement Program	\$650,000	\$660,000	\$670,000	\$680,000	\$690,000	\$700,000	\$710,000	\$4,110,000
Equipment Acquisition/Replacement	251,450	303,500	321,000	352,000	353,000	358,000	338,000	2,025,500
<b>Subtotal - Public Services Dept</b>	<b>\$901,450</b>	<b>\$963,500</b>	<b>\$991,000</b>	<b>\$1,032,000</b>	<b>\$1,043,000</b>	<b>\$1,058,000</b>	<b>\$1,048,000</b>	<b>\$6,135,500</b>
<b>Public Safety Program</b>								
Computer System Equipment	\$25,000	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Communications Equipment	0	0	15,000	15,000	15,000	15,000	15,000	75,000
Public Safety Building - General	15,000	15,000	15,000	20,000	20,000	20,000	20,000	110,000
Harbor Patrol - Equipment Replacement	0	25,000	25,000	22,000	0	0	0	72,000
<b>Subtotal - Public Safety Dept</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$75,000</b>	<b>\$77,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$357,000</b>
<b>Emergency Medical Services</b>								
Medical Diagnostics/Equipment	\$50,000	\$15,000	\$35,000	\$35,000	\$35,000	\$30,000	\$30,000	\$180,000
Facilities Improvements - South Station	0	10,000	0	0	0	0	0	10,000
EMS Vehicle Replacement #1	105,000	0	0	0	65,000	50,000	50,000	165,000
EMS Vehicle Replacement #2	0	40,000	30,000	0	0	40,000	30,000	140,000
EMS Vehicle Replacement #3	0	65,000	80,000	80,000	0	0	0	225,000
<b>Subtotal - EMS Dept</b>	<b>\$155,000</b>	<b>\$130,000</b>	<b>\$145,000</b>	<b>\$115,000</b>	<b>\$100,000</b>	<b>\$120,000</b>	<b>\$110,000</b>	<b>\$720,000</b>
<b>Fire Alarm Division</b>								
Migration to Radio Box System Reserve	\$20,000	\$30,000	\$10,000	\$0	\$0	\$0	\$0	\$40,000
800mhz Radios (Interoperability)	0	0	0	40,000	0	0	0	40,000
Vehicle Replacement	0	30,000	0	0	0	0	0	30,000
<b>Subtotal - Fire Alarm Division</b>	<b>\$20,000</b>	<b>\$60,000</b>	<b>\$10,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,000</b>

*\*chart continued on next page*

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

General Fund (101), continued	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>General Government</b>								
Senior Services Program	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Technology Program	35,000	70,000	0	20,000	50,000	50,000	0	190,000
Property Appraisal Program	0	0	80,000	100,000	100,000	100,000	0	380,000
Town Hall - Renovations and Upkeep	10,000	0	0	10,000	10,000	10,000	10,000	40,000
Pool Car Replacement	0	0	25,000	0	25,000	0	25,000	75,000
<b>Subtotal - General Government</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$105,000</b>	<b>\$130,000</b>	<b>\$185,000</b>	<b>\$160,000</b>	<b>\$35,000</b>	<b>\$685,000</b>
<b>TOTAL General Fund (101)</b>	<b>\$1,440,450</b>	<b>\$1,519,500</b>	<b>\$1,628,000</b>	<b>\$1,687,000</b>	<b>\$1,685,000</b>	<b>\$1,679,500</b>	<b>\$1,541,000</b>	<b>\$9,740,000</b>

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

Senior Services Program (304)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Adult Day Service Center Improvements</b>								
Construction of Deck off Addition	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Furniture Replacement	0	0	0	0	0	0	0	0
Roof Replacment	0	0	0	0	0	15,000	0	15,000
Security/Access System	0	0	10,000	0	0	0	0	10,000
<b>Senior Center Facility Improvements</b>								
Rubber Roof Replacement Reserve	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Asphalt Roof Shingle Replacement	0	0	0	20,000	0	0	0	20,000
Building Exterior Stain/Paint	0	0	0	0	30,000	0	0	30,000
HVAC Replacement Reserve	0	0	0	0	0	0	20,000	20,000
Interior Rehabilitation	0	0	0	0	0	0	10,000	10,000
<b>Senior Transportation</b>								
Senior Van - 12 Passenger	\$0	\$0	\$20,000	\$15,000	\$10,000	\$10,000	\$0	\$55,000
<b>TOTAL Senior Services Program (304)</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$30,000</b>	<b>\$35,000</b>	<b>\$40,000</b>	<b>\$25,000</b>	<b>\$30,000</b>	<b>\$195,000</b>

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

Water Fund (702)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Water Storage</b>								
Mautucket Water Tank Cleaning	\$0	\$11,000	\$0	\$13,000	\$0	\$15,000	\$0	\$39,000
Mautucket Tank Repair	5,000	0	0	0	10,000	0	0	10,000
Victoria Lane Water Tank Cleaning	0	38,000	0	40,000	0	42,000	0	120,000
Victoria Lane Tank Repair	5,000	0	0	0	10,000	0	0	10,000
SCADA/Telemetry Upgrades	0	0	35,000	0	0	0	0	35,000
<b>Water Supply</b>								
RIDOH Capital Infrastructure Plan	\$0	\$0	\$0	\$0	\$25,000	\$0	\$20,000	\$45,000
RIDOH Vulnerability Assessment Plan	0	0	0	0	0	0	25,000	25,000
Water Supply Mgmt Plan Reaffirmation	0	0	0	30,000	0	0	0	30,000
Pump Station Infrastructure	10,000	10,000	0	0	12,000	0	0	22,000
Water Quality Study/Disinfection Station	0	0	0	0	12,000	0	0	12,000
<b>Water Distribution</b>								
Leak Detection Reserve	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
Water Main Replacement Reserve	25,000	25,000	25,000	10,000	20,000	0	25,000	105,000
<b>Equipment &amp; GIS</b>								
DPS Office Building Contribution	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
Rolling Stock Equipment Replacement	35,000	0	35,000	0	0	25,000	37,000	97,000
GIS Upgrade	0	0	0	0	0	20,000	0	20,000
<b>TOTAL Water Fund (702)</b>	<b>\$105,000</b>	<b>\$109,000</b>	<b>\$120,000</b>	<b>\$118,000</b>	<b>\$124,000</b>	<b>\$127,000</b>	<b>\$132,000</b>	<b>\$730,000</b>

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

Wastewater Fund (704)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>WWTF, Telemetry &amp; Pump Stations</b>								
WWTF Building Infrastructure Upgrade	\$0	\$40,000	\$60,000	\$60,000	\$50,000	\$0	\$65,000	\$275,000
WWTF Telemetry and Control Upgrade	0	0	0	35,000	0	0	0	35,000
WWTF Standby Generator Replacement	100,000	0	0	0	0	0	0	0
WWTF Outfall Diffuser Repair	0	0	20,000	20,000	0	0	0	40,000
Local Pump Station Improvements	30,000	50,000	50,000	50,000	0	50,000	50,000	250,000
Silver Lake P. S. Upgrades	0	150,000	0	0	0	75,000	0	225,000
Kingston P. S. Generator Upgrades	0	0	0	0	80,000	0	50,000	130,000
<b>Solids Handling</b>								
Solids Handling Upgrade	\$152,000	\$30,000	\$0	\$0	\$0	\$125,000	\$0	\$155,000
Waste Sludge Pumps	0	50,000	0	0	50,000	0	0	100,000
Septage Holding Tank	0	0	0	50,000	0	0	0	50,000
Septage Building	0	0	150,000	20,000	0	0	0	170,000
<b>Primary Treatment</b>								
Influent Headworks	\$50,000	\$50,000	\$0	\$0	\$0	\$40,000	\$0	\$90,000
Primary Treatment Upgrade	100,000	0	0	50,000	0	0	0	50,000
Primary Grease & Sludge Pumps	0	0	0	0	0	0	0	0
<b>Secondary Treatment</b>								
Chemical Storage Building Repair	\$80,000	\$0	\$0	\$20,000	\$0	\$40,000	\$0	\$60,000
Aeration Equipment Upgrade	0	0	0	0	0	50,000	0	50,000
Clarifer Repair	0	100,000	100,000	100,000	100,000	100,000	0	500,000
RAS Pump Replacement	0	0	125,000	0	0	0	125,000	250,000
<b>Collection System</b>								
Evaluation Report	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Interceptor Repair and Cleaning	50,000	0	0	0	100,000	0	50,000	150,000
<b>Equipment &amp; GIS</b>								
Collection System Maint. Equipment	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Rolling Stock Equipment Replacement	0	30,000	0	32,000	35,000	0	0	97,000
DPS Building Improvement Contribution	0	20,000	0	0	0	20,000	0	40,000
Geographic Information System Upgrade	0	10,000	0	10,000	0	12,000	0	32,000
<b>TOTAL Wastewater Fund (704)</b>	<b>\$562,000</b>	<b>\$530,000</b>	<b>\$530,000</b>	<b>\$502,000</b>	<b>\$415,000</b>	<b>\$512,000</b>	<b>\$340,000</b>	<b>\$2,829,000</b>

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

School Fund (400)	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
<b>Technology</b>								
High School Computer Labs	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Middle Schools Laptops	0	0	0	0	175,000	175,000	0	350,000
Elementary School Laptops	0	170,000	0	0	0	0	0	170,000
Telecommunications Program	25,000	25,000	25,000	25,000	25,000	75,000	25,000	200,000
Office Computer Equipment Replacement	15,000	10,000	7,500	0	0	0	0	17,500
Computer Equity/Replacement	80,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Student Computer Initiative (1:1 Ratio)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Network Hardware	25,000	25,000	50,000	25,000	50,000	25,000	25,000	200,000
<b>Subtotal Technology</b>	<b>\$345,000</b>	<b>\$480,000</b>	<b>\$332,500</b>	<b>\$345,000</b>	<b>\$500,000</b>	<b>\$525,000</b>	<b>\$300,000</b>	<b>\$2,482,500</b>
<b>District-wide Projects</b>								
H.S. Elevator Upgrade	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
H. S. Emergency Lighting	0	0	0	20,000	0	0	0	20,000
H.S. Skylights	0	0	0	0	0	0	16,000	16,000
Wakefield Flooring	0	0	25,000	0	0	0	0	25,000
Vehicle Replacement Program	0	40,000	0	45,000	0	50,000	0	135,000
HVAC Roof Top Units	0	0	25,000	25,000	25,000	25,000	25,000	125,000
Painting Program	0	0	0	0	50,000	0	50,000	100,000
Fire Alarm Systems	0	0	50,000	0	0	0	0	50,000
HVAC Controls	0	0	0	50,000	0	0	0	50,000
Window and Door Replacement	0	0	0	0	0	0	50,000	50,000
Backboard Replacement HS Gymnasium	45,000	0	0	0	0	0	50,000	50,000
Track Resurfacing	0	25,000	0	0	0	0	0	25,000
Guidance Space Renovation	0	0	50,000	0	0	0	0	50,000
<b>Subtotal District-wide Projects</b>	<b>\$45,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$140,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$191,000</b>	<b>\$731,000</b>
<b>TOTAL School Fund (400)</b>	<b>\$390,000</b>	<b>\$580,000</b>	<b>\$482,500</b>	<b>\$485,000</b>	<b>\$575,000</b>	<b>\$600,000</b>	<b>\$491,000</b>	<b>\$3,213,500</b>
Unassigned Funds Forwarded	0	(100,000)	0	0	0	0	0	(100,000)
<b>TRANSFER School Fund (400)</b>	<b>\$390,000</b>	<b>\$480,000</b>	<b>\$482,500</b>	<b>\$485,000</b>	<b>\$575,000</b>	<b>\$600,000</b>	<b>\$491,000</b>	<b>\$3,113,500</b>
<b>TOTAL Capital Improvement Program</b>	<b>\$2,497,450</b>	<b>\$2,773,500</b>	<b>\$2,790,500</b>	<b>\$2,827,000</b>	<b>\$2,839,000</b>	<b>\$2,943,500</b>	<b>\$2,534,000</b>	<b>\$16,707,500</b>

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

*(Includes Bonds and all other Funding Sources)*

	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
<b>Open Space and Recreational Programs</b>								
Open Space Acquisition Program	\$344,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Noyes Farm Study	0	20,000	0	0	0	0	0	20,000
South County Commons Bike Path	0	600,000	0	0	0	0	0	600,000
Neighborhood Guild Improvements	173,000	75,000	925,000	0	0	0	0	1,000,000
Community Recreation Center	6,600,000	0	0	0	0	0	0	0
Marina Park Improvements	60,000	0	0	0	250,000	0	0	250,000
Town Beach Program	20,000	30,000	30,000	40,000	40,000	40,000	35,000	215,000
Old Mountain Field Improvements	90,000	11,000	0	0	30,000	0	400,000	441,000
Senior Services Program	25,000	35,000	30,000	35,000	40,000	25,000	30,000	195,000
<b>General Municipal Programs</b>								
Information Technology Program	\$45,000	\$33,333	\$33,333	\$33,333	\$33,333	\$33,333	\$33,333	\$200,000
Library System	0	0	89,000	0	0	0	0	89,000
Road Improvement Program	1,000,000	1,144,500	1,008,050	701,350	829,375	824,600	830,500	5,338,375
Police Element	195,315	74,333	74,333	74,333	74,333	74,333	74,333	446,000
EMS South Station Element	450,000	10,000	0	0	0	0	0	10,000
Emergency Medical Services Program	155,000	120,000	145,000	115,000	100,000	120,000	110,000	710,000
Communications Program	20,000	23,333	23,333	23,333	23,333	23,333	23,333	140,000
Property Revaluation Program	183,000	0	246,600	0	519,000	0	0	765,600
Affordable Housing Program	0	50,000	50,000	0	0	0	0	100,000
Town Hall Improvements	66,000	66,667	66,667	66,667	66,667	66,667	66,667	400,000
<b>Utility Department Programs</b>								
Water Meter Replacement Program	\$0	\$0	\$0	\$0	\$1,100,000	\$0	\$0	\$1,100,000
<b>School Department Programs</b>								
General Building Renovations Program	\$1,408,783	\$1,546,200	\$1,053,000	\$1,136,860	\$999,000	\$725,000	\$2,450,000	\$7,910,060
<b>TOTAL Long Range Program</b>	<b>\$10,835,098</b>	<b>\$3,914,367</b>	<b>\$3,849,317</b>	<b>\$2,300,877</b>	<b>\$4,180,042</b>	<b>\$2,007,267</b>	<b>\$4,128,167</b>	<b>\$20,380,035</b>

**Town Manager Proposed  
CAPITAL IMPROVEMENT PROGRAM SUMMARY**

	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Six Year Total
	Current Year	Year #1	Year #2	Year #3	Year #4	Year #5	Year #6	(Six-Years)
Long Range Program	\$3,192,420	\$3,914,367	\$3,849,317	\$2,300,877	\$4,180,042	\$2,007,267	\$4,128,167	\$20,380,035
Annual Funding Element	\$2,497,450	\$2,773,500	\$2,790,500	\$2,827,000	\$2,839,000	\$2,943,500	\$2,534,000	\$16,707,500
<b>TOTAL Capital Improvement Program</b>	<b>\$13,332,548</b>	<b>\$6,687,867</b>	<b>\$6,639,817</b>	<b>\$5,127,877</b>	<b>\$7,019,042</b>	<b>\$4,950,767</b>	<b>\$6,662,167</b>	<b>\$37,087,535</b>
Less Road Improvement Transfers	(\$901,450)	(\$963,500)	(\$991,000)	(\$1,032,000)	(\$1,043,000)	(\$1,058,000)	(\$1,048,000)	(\$6,135,500)
Less Recreation Program Transfers	(254,000)	(256,000)	(302,000)	(293,000)	(302,000)	(286,500)	(293,000)	(1,732,500)
Less Public Safety Programs	(215,000)	(230,000)	(230,000)	(232,000)	(155,000)	(175,000)	(165,000)	(1,187,000)
Less Library Program	0	0	0	0	0	0	0	0
Less Information Technology Transfers	(35,000)	(70,000)	0	(20,000)	(50,000)	(50,000)	0	(190,000)
Less Revaluation Program	0	0	(80,000)	(100,000)	(100,000)	(100,000)	0	(380,000)
Less Town Hall Improvement Transfers	(10,000)	0	0	(10,000)	(10,000)	(10,000)	(10,000)	(40,000)
Less Senior Programs	0	(35,000)	(30,000)	(35,000)	(40,000)	(25,000)	(30,000)	(195,000)
<b>Subtotal Annual Funding Transfers</b>	<b>(\$1,415,450)</b>	<b>(\$1,554,500)</b>	<b>(\$1,633,000)</b>	<b>(\$1,722,000)</b>	<b>(\$1,700,000)</b>	<b>(\$1,704,500)</b>	<b>(\$1,546,000)</b>	<b>(\$9,860,000)</b>
<b>NET TOTAL Capital Improvement Program</b>	<b>\$11,917,098</b>	<b>\$5,133,367</b>	<b>\$5,006,817</b>	<b>\$3,405,877</b>	<b>\$5,319,042</b>	<b>\$3,246,267</b>	<b>\$5,116,167</b>	<b>\$27,227,535</b>

	2016-2017 Adopted	2017-2018 Proposed	Increase (Decrease)
Capital Budget Program			
General Fund (101)	\$1,440,450	\$1,519,500	\$79,050
Senior Services Fund (304)	\$0	\$35,000	35,000
Water Enterprise Fund (702)	105,000	109,000	4,000
Wastewater Enterprise Fund (704)	562,000	530,000	(32,000)
School Fund (400)	390,000	580,000	190,000
<b>TOTAL Capital Budget Program</b>	<b>\$2,497,450</b>	<b>\$2,773,500</b>	<b>\$276,050</b>

	2016-2017 Adopted 6-Year Plan	2017-2018 Proposed 6-Year Plan	Increase (Decrease)
Capital Improvement Program			
Annual Funding Element	\$16,012,900	\$16,707,500	\$694,600
Bonding Program Element	24,049,890	20,380,035	(3,669,855)
<b>TOTAL Proposed Capital Improvement Program</b>	<b>\$40,062,790</b>	<b>\$37,087,535</b>	<b>(\$2,975,255)</b>
Less Pay-As-You-Go Transfers	(\$7,167,000)	(\$9,860,000)	(\$2,693,000)
<b>NET TOTAL Capital Improvement Program</b>	<b>\$32,895,790</b>	<b>\$27,227,535</b>	<b>(\$5,668,255)</b>