

Capital Improvement Program



Town Manager Proposed Program

Fiscal Period
2011-2012 Through 2016-2017

Why Develop a Capital Improvement Program?

First, 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.

CIP Focus

- Review all prior CIP projects and provide full justification of project need and time schedule.
- Reduce debt service costs by reducing future bonding projects and/or revising project time schedules.
- Identify all municipal lead projects regardless of funding sources.

CIP Focus

- Identify all municipal projects that combine PAYG and Capital Reserve Funding Sources.
- Restructure CIP to allow for expansion of the Road Improvement Program without increasing property tax burdens associated with new debt service requirements.

CIP and Capital Budget Ordinance

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 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.

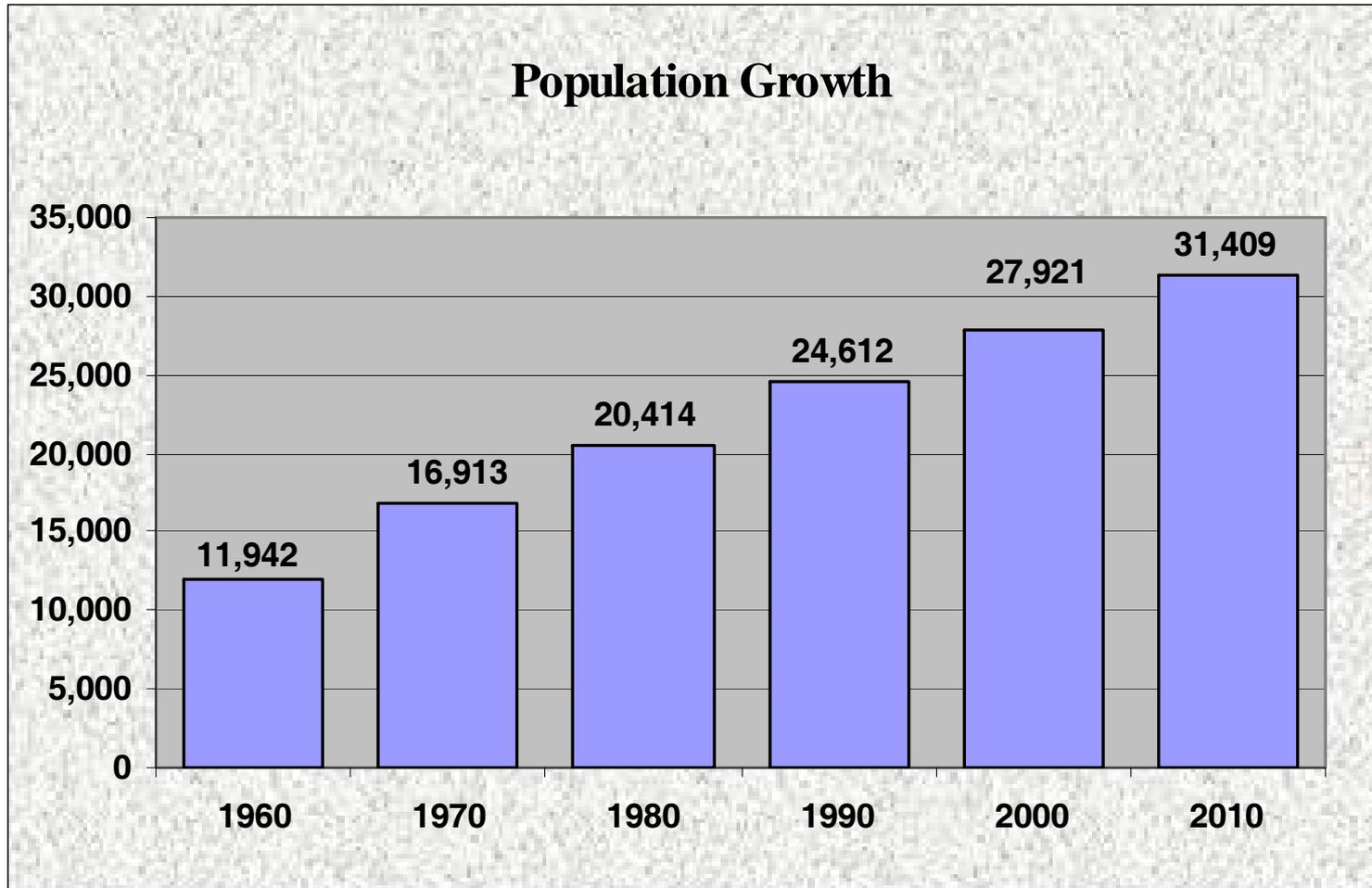
Capital Improvement Program Summary

| Six Year Planning Program | Adopted 2010-2011 | | Proposed 2011-2012 | | Change | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| | Projected Cost | Proposed Bonds | Projected Cost | Proposed Bonds | Program Cost | Municipal Bonds |
| Open Space Program | \$1,300,000 | \$1,300,000 | \$1,050,000 | \$1,000,000 | (\$250,000) | (\$300,000) |
| Recreational Program | 6,938,000 | 4,150,000 | 6,835,000 | 4,150,000 | (103,000) | 0 |
| General Municipal Program | 8,225,260 | 1,700,000 | 10,450,260 | 3,500,000 | 2,225,000 | 1,800,000 |
| School Program | 3,000,000 | 3,000,000 | 2,600,000 | 2,600,000 | (400,000) | (400,000) |
| Total Six Year Program | \$19,463,260 | \$10,150,000 | \$20,935,260 | \$11,250,000 | \$1,472,000 | \$1,100,000 |

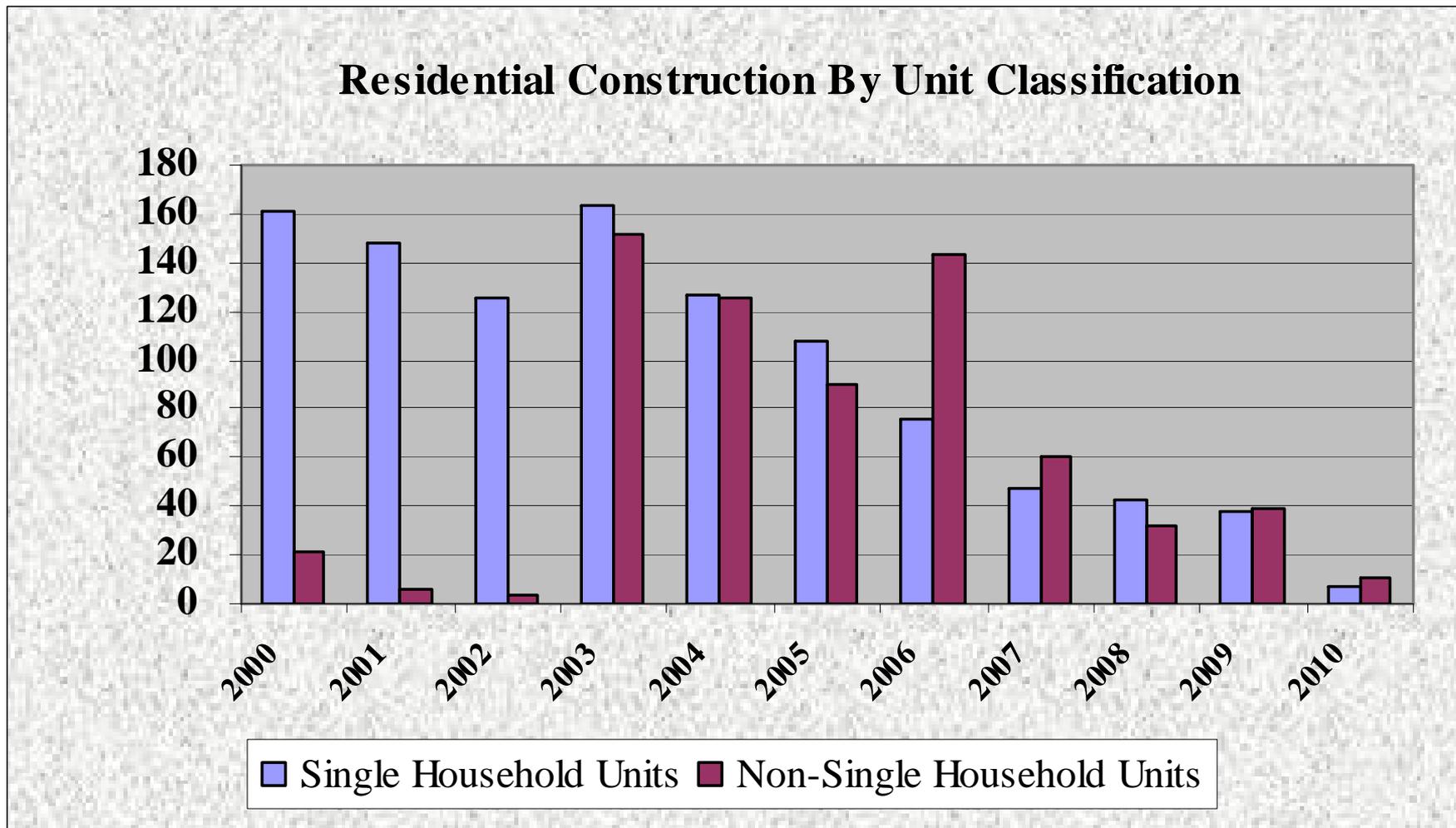
Capital Budget Summary (Pay-As-You-Go)

| Capital Budget Program | 2010-2011 Adopted | 2011-2012 Proposed | Increase (Decrease) |
|-------------------------------------|--|---|--------------------------------|
| General Fund | \$1,221,000 | \$1,239,000 | \$18,000 |
| Water Enterprise Fund | 60,000 | 91,000 | 31,000 |
| Wastewater Enterprise Fund | 300,000 | 310,000 | 10,000 |
| School Fund | 110,000 | 270,000 | 160,000 |
| Total Capital Budget Program | \$1,691,000 | \$1,910,000 | \$219,000 |
| Capital Improvement Program | 2010-2011 Adopted 6-Year Plan | 2011-2012 Proposed 6-Year Plan | Increase (Decrease) |
| Annual Funding Element | \$12,793,500 | \$12,225,000 | (\$568,500) |
| Bonding Program Element | 19,463,260 | 20,935,260 | 1,472,000 |
| Total Proposed Program | \$32,256,760 | \$33,160,260 | \$903,500 |
| Less Pay-As-You-Go Transfers | (\$4,165,000) | (\$4,423,000) | (\$258,000) |
| Net Capital Program | \$28,091,760 | \$28,737,260 | \$645,500 |

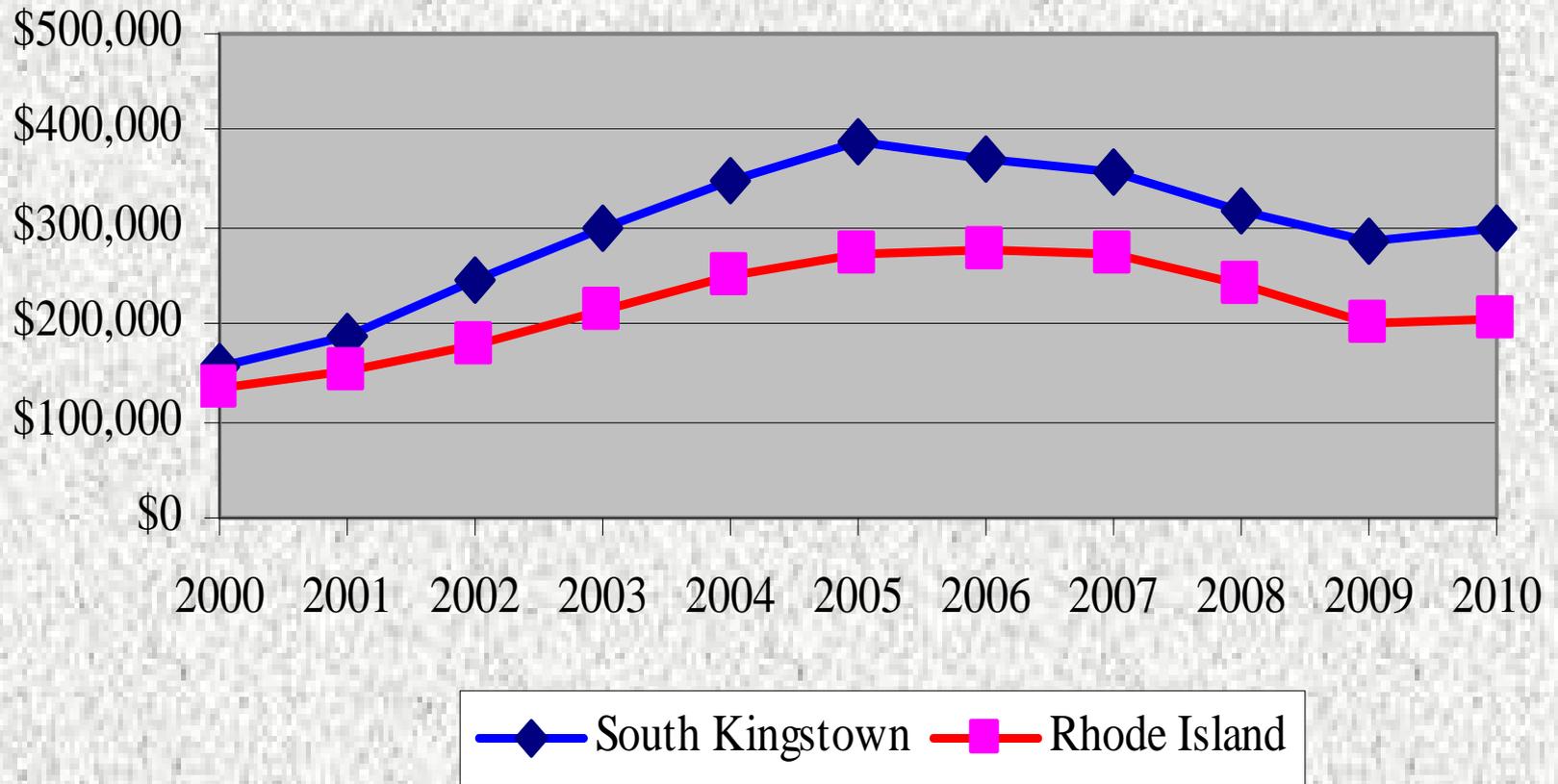
Population Growth Estimate



Community Factors



Median Single Family House Prices

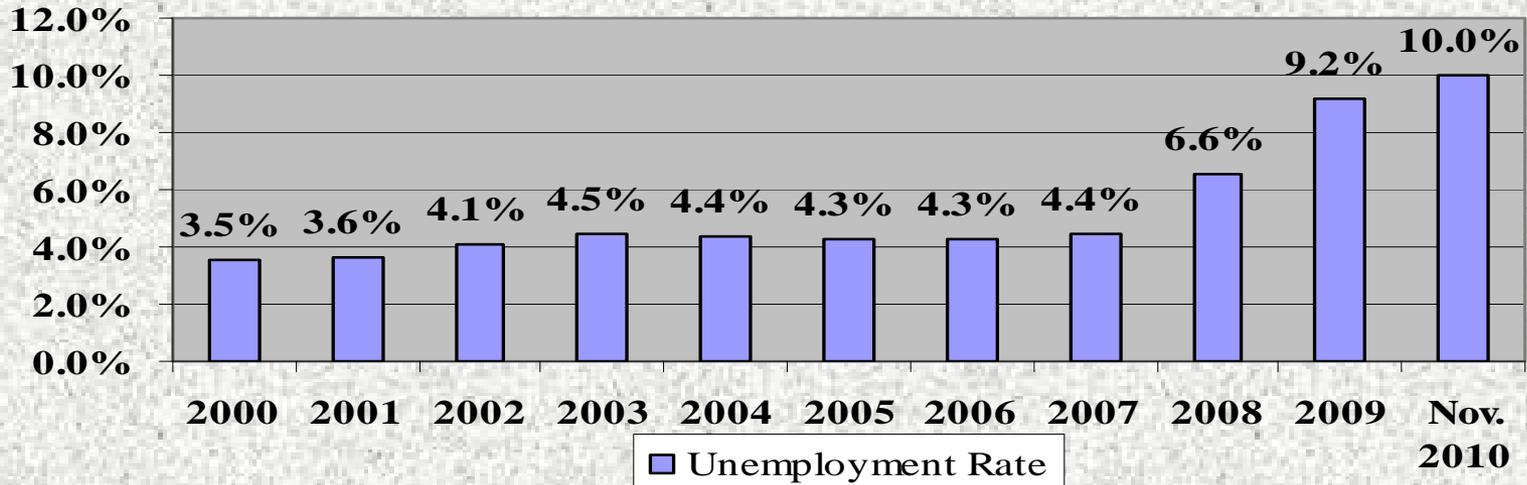


Community Factors

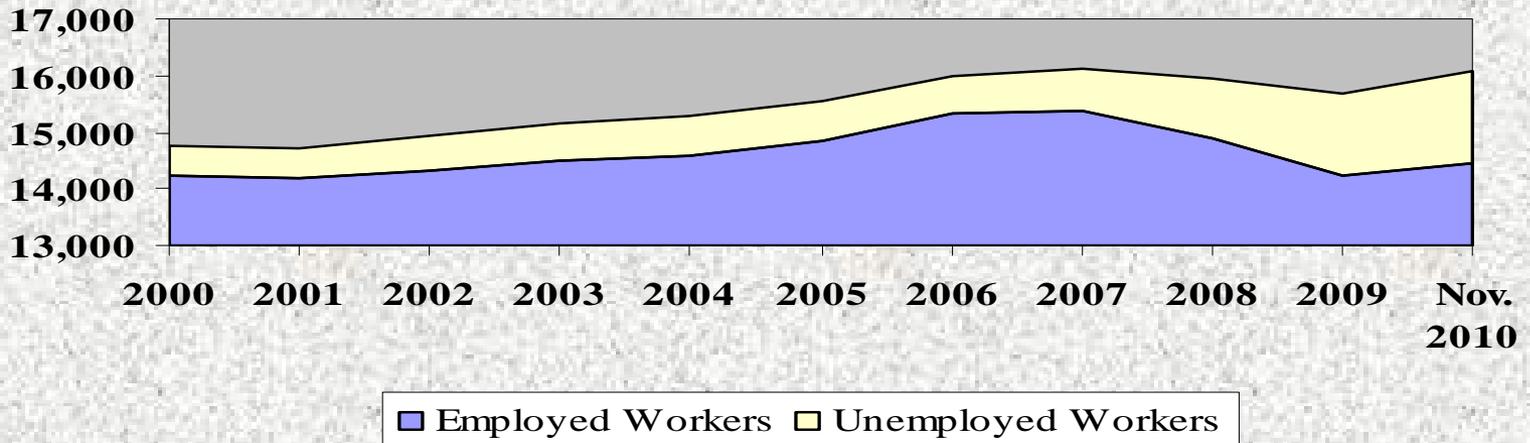
| Year | # of Single Households | Median Sale Price ¹ | Average Assessment | Tax Levy | \$ Increase | % Increase |
|---------------------------|------------------------|--------------------------------|--------------------|----------------|----------------|-------------|
| 2000 | 7,969 | \$157,750 | \$153,065 | \$3,176 | | |
| 2001 | 8,125 | 188,750 | 200,584 | 3,590 | 414 | 13.05% |
| 2002 | 8,249 | 244,285 | 201,907 | 3,840 | 250 | 6.96% |
| 2003 | 8,374 | 300,000 | 204,679 | 4,075 | 235 | 6.12% |
| 2004 | 8,477 | 350,000 | 336,825 | 4,237 | 162 | 3.98% |
| 2005 | 8,586 | 386,500 | 339,037 | 4,452 | 214 | 5.06% |
| 2006 | 8,663 | 372,500 | 341,957 | 4,668 | 216 | 4.86% |
| 2007 | 8,707 | 355,000 | 418,672 | 4,820 | 152 | 3.26% |
| 2008 | 8,731 | 316,000 | 420,516 | 5,033 | 213 | 4.43% |
| 2009 | 8,753 | 285,000 | 422,854 | 5,095 | 62 | 1.23% |
| 2010 | 8,774 | 300,000 | 346,376 | 4,914 | (181) | -3.55% |
| 10.5 Year Increase | 805 | \$142,250 | \$193,311 | \$1,738 | \$1,738 | 4.5% |

¹ Source: *Thewarrengroup.com*

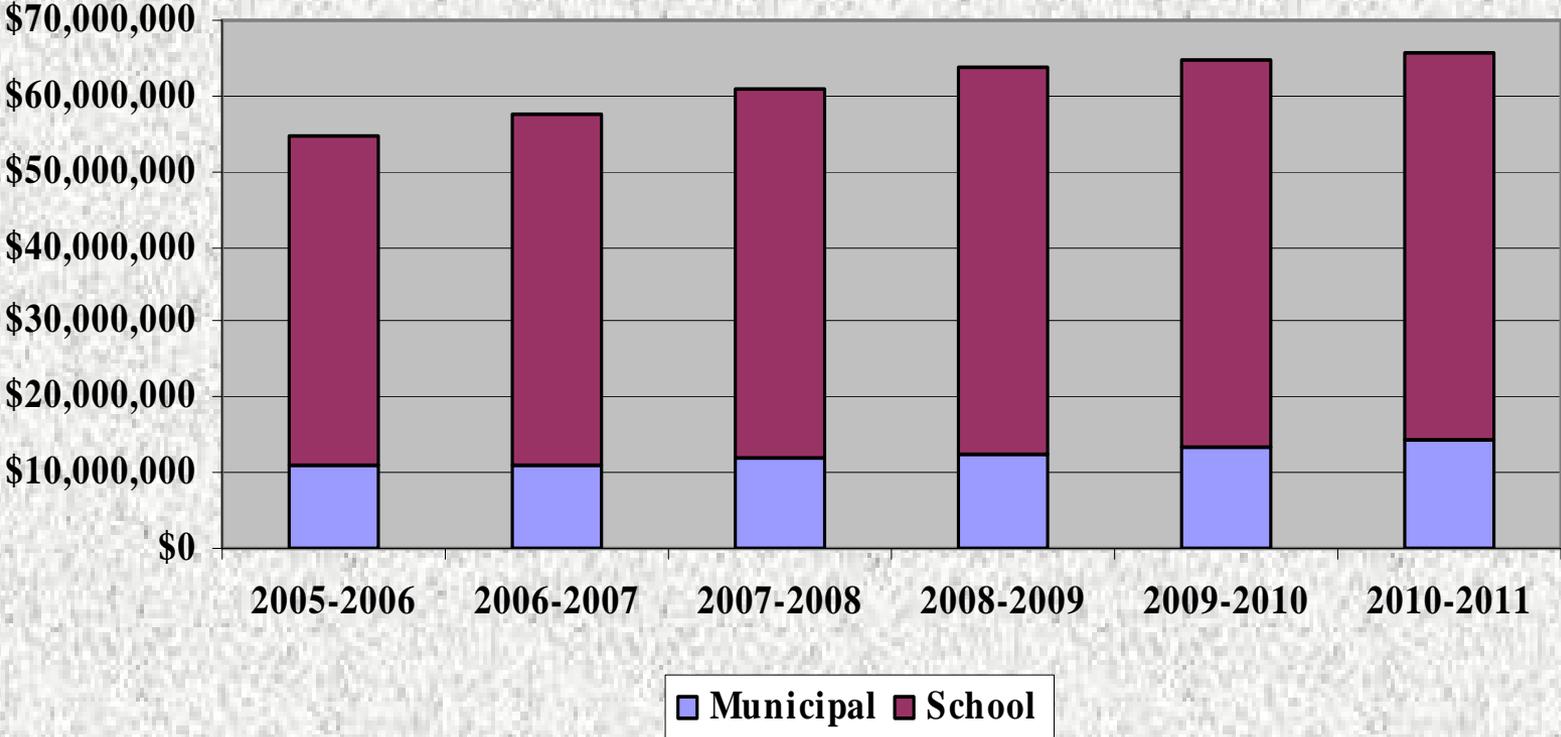
S.K Labor Force Unemployment Rate



SK Labor Force (Employed and Unemployed Workers)

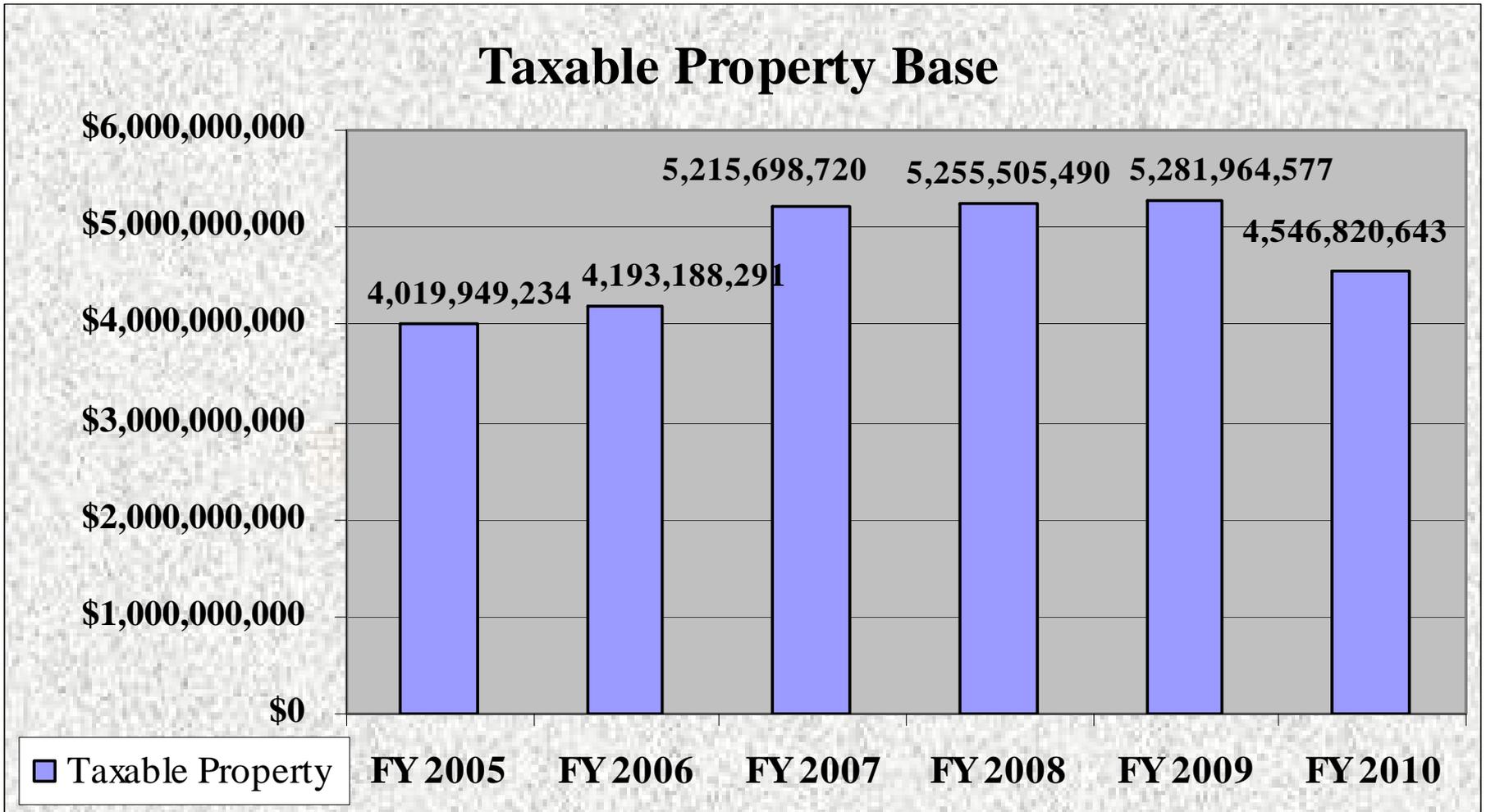


Property Tax Distribution (Inclusive of M.V. Excise Tax)

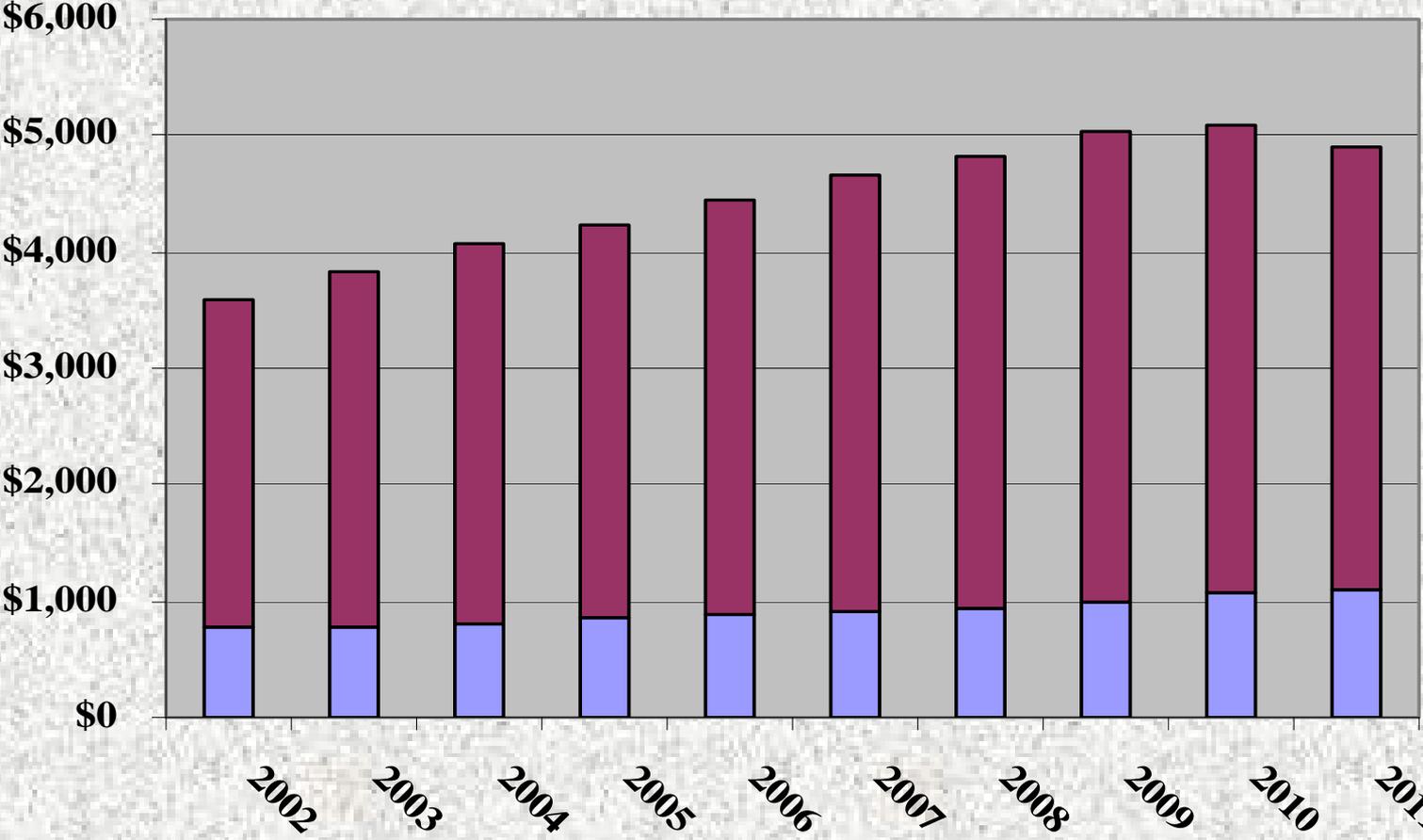


Taxable Property Roll

Taxable Property Base



Average Single Household Tax



■ Municipal Tax ■ School Tax

Debt Per Capita

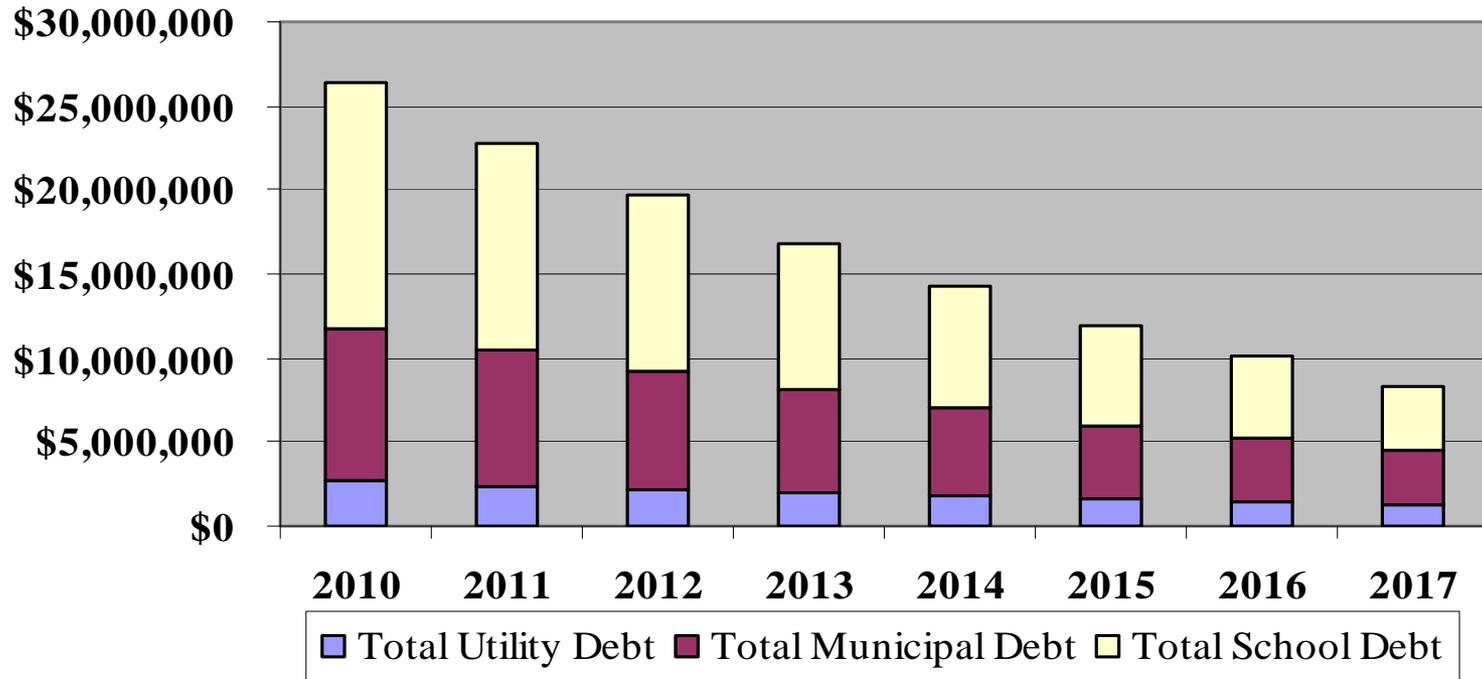


| Element 1 | | | | | | | |
|--|-------------------------|------------------|-------------------------|------------------|------------------------------------|------------------------------------|--------------------------------|
| TOWN OF SOUTH KINGSTOWN MUNICIPAL BUDGET TRENDS | | | | | | | |
| Fiscal Year Assessment Date | 2005-2006 12/31/2004 | Percent Share | 2010-2011 12/31/2009 | Percent Share | 5 Year Increase | Average Annual Inc. | Percent Increase |
| General Fund Revenue Statement | | | | | | | |
| Current Yr Property Taxes | \$53,676,409 | 83.36% | \$64,240,096 | 88.26% | \$10,563,687 | \$2,112,737 | 3.52% |
| Prior Year Taxes and Penalty | 725,000 | 1.13% | 845,000 | 1.16% | 120,000 | 24,000 | 3.46% |
| State Aid | 4,636,472 | 7.20% | 2,190,768 | 3.01% | (2,445,704) | (489,141) | -10.85% |
| Local Revenue | 4,249,196 | 6.60% | 4,307,389 | 5.92% | 58,193 | 11,639 | 0.26% |
| Fund Balance Forwarded | 1,103,000 | 1.71% | 1,200,000 | 1.65% | 97,000 | 19,400 | 1.64% |
| Total Revenues | \$64,390,077 | 100.00% | \$72,783,253 | 100.00% | \$8,393,176 | \$1,678,635 | 2.37% |
| School Fund Revenue Statement | | | | | | | |
| General Fund Tax Transfer | \$40,733,077 | 78.45% | \$47,909,928 | 82.33% | \$7,176,851 | \$1,435,370 | 3.15% |
| State Aid | 9,948,816 | 19.16% | 8,796,862 | 15.12% | (1,151,954) | (230,391) | -2.27% |
| Local Revenue | 1,243,159 | 2.39% | 1,482,381 | 2.55% | 239,222 | 47,844 | 3.25% |
| Total Revenues | \$51,925,052 | 100.00% | \$58,189,171 | 100.00% | \$6,264,119 | \$1,252,824 | 2.19% |
| Combined Revenue Statement | | | | | | | |
| Property Taxes | \$54,401,409 | 71.98% | \$65,085,096 | 78.36% | \$10,683,687 | \$2,136,737 | 3.52% |
| State Aid | 14,585,288 | 19.30% | 10,987,630 | 13.23% | (3,597,658) | (719,532) | -4.92% |
| Local Revenues | 6,595,355 | 8.73% | 6,989,770 | 8.42% | 394,415 | 78,883 | 1.11% |
| Total Revenues | \$75,582,052 | 100.00% | \$83,062,496 | 100.00% | \$7,480,444 | \$1,496,089 | 1.82% |
| Flexible Rate Tax Roll | | | | | Market Value Per Capita | Property Classification | Municipal Tax Rates |
| Residential | \$3,492,744,799 | 84.71% | \$3,700,926,749 | 81.40% | \$117,831 | Flexible Rate | \$14.19 |
| Commercial | 445,399,280 | 10.80% | 562,849,127 | 12.38% | 17,920 | Motor Vehicle | \$18.71 |
| Industrial | 27,950,300 | 0.68% | 32,055,700 | 0.71% | 1,021 | Business Inv. | \$0.00 |
| Utilities | 32,487,996 | 0.79% | 41,483,674 | 0.91% | 1,321 | | |
| Total Flexible Tax Roll | \$3,998,582,375 | 97.0% | \$4,337,315,250 | 95.4% | \$138,092 | | |
| Less Exemptions | (12,090,062) | -0.29% | (10,191,021) | -0.22% | (324) | | |
| Flexible Rate Tax Roll | \$3,986,492,313 | 96.69% | \$4,327,124,229 | 95.17% | \$137,768 | | |
| Annual Increase in Flex. Roll | \$85,458,924 | 2.19% | (\$855,496,092) | -16.51% | | | |
| Fixed Rate Tax Rolls | | | | | | | |
| Business Inventory | \$13,543,398 | 0.33% | \$0 | 0.00% | \$0 | US Census -2000 | 27,921 |
| Motor Vehicles - Excise | 123,012,869 | 2.98% | 219,696,414 | 4.83% | 6,995 | 10 Years Growth | 3,488 |
| Total Taxable Values | \$4,123,048,580 | 100.0% | \$4,546,820,643 | 100.0% | \$144,762 | 2010 Population | 31,409 |
| Tax Values Increase | \$103,099,346 | 2.56% | (\$735,143,934) | -13.92% | | | |

**TOWN OF SOUTH KINGSTOWN
MUNICIPAL BUDGET TRENDS**

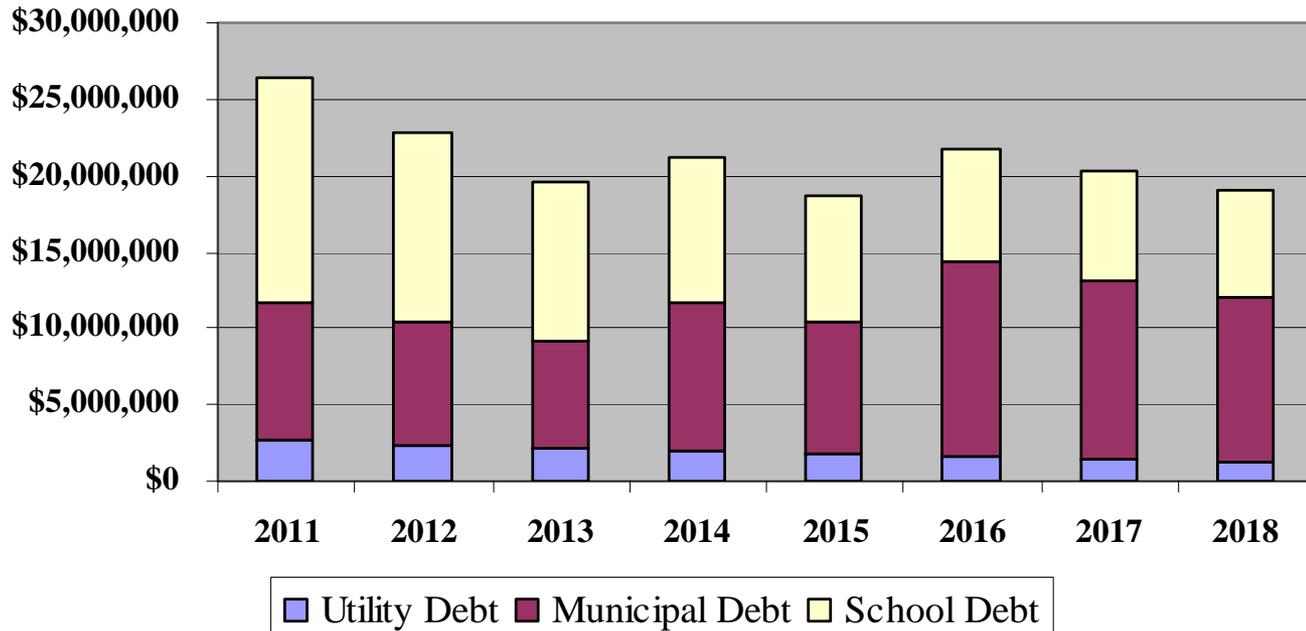
| Fiscal Year | 2005-2006 | Percent | 2010-2011 | Percent | | 5 Year | Average | Percent |
|---|---------------------|----------------|---------------------|----------------|--|---------------------|--------------------|-----------------|
| Assessment Date | 12/31/2004 | Share | 12/31/2009 | Share | | Increase | Annual Inc. | Increase |
| <u>Property Tax Distribution</u> | | | | | | | | |
| Municipal Share | \$10,597,747 | 19.37% | \$14,287,851 | 21.81% | | \$3,690,104 | \$738,021 | 6.06% |
| School Share | 43,078,662 | 78.72% | 49,952,245 | 76.26% | | 6,873,583 | 1,374,717 | 2.88% |
| Overlay | 1,046,499 | 1.91% | 1,259,336 | 1.92% | | 212,837 | 42,567 | 3.61% |
| Total Property Tax Levy | \$54,722,908 | 100.00% | \$65,499,433 | 100.00% | | \$10,776,525 | \$2,155,305 | 3.53% |
| Increase Over Prior Year | \$3,583,115 | 7.01% | \$995,258 | 1.54% | | | | |
| <u>Tax Rate Distribution</u> | | | | | | | | |
| Municipal Share | \$2.59 | 19.73% | \$3.16 | 22.24% | | | | |
| School Share | 10.54 | 80.27% | 11.03 | 77.76% | | | | |
| Total Property Tax Rate | \$13.13 | 100.00% | \$14.19 | 100.00% | | | | |
| Tax Rate Increase | \$0.55 | 4.37% | \$2.10 | 17.36% | | | | |
| Note: FY 2004-2005 Full Revaluation | | | | | | | | |
| Note: FY 2007-2008 Statistical Revaluation | | | | | | | | |
| Note: FY 2010-2011 Statistical Revaluation | | | | | | | | |
| <u>Municipal Expenditure Program</u> | | | | | | | | |
| Municipal Program | \$17,117,299 | 26.58% | \$19,254,033 | 26.45% | | \$2,136,734 | \$427,347 | 2.27% |
| School Fund Transfer | 40,733,077 | 63.26% | 47,909,928 | 65.83% | | 7,176,851 | 1,435,370 | 3.15% |
| Capital Budget | 1,407,000 | 2.19% | 1,221,000 | 1.68% | | (186,000) | (37,200) | -2.60% |
| School Debt Service | 3,880,926 | 6.03% | 3,164,869 | 4.35% | | (716,057) | (143,211) | -4.05% |
| Town Debt Service | 1,251,774 | 1.94% | 1,233,423 | 1.69% | | (18,351) | (3,670) | -0.26% |
| General Fund | \$64,390,076 | 100.00% | \$72,783,253 | 100.00% | | \$8,393,177 | \$1,678,635 | 2.37% |
| Plus 3rd Party School Aid | \$11,191,975 | 14.81% | \$10,279,243 | 12.38% | | (\$912,732) | (\$182,546) | -1.57% |
| School/Municipal Cost | \$75,582,051 | | \$83,062,496 | | | \$7,480,445 | \$1,496,089 | 1.82% |

Existing Debt Level Reduction



| BONDS ISSUED | June 30, 2010 | June 30, 2011 | June 30, 2012 | June 30, 2013 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| Total Utility Debt | \$2,997,166 | \$2,701,619 | \$2,398,613 | \$2,088,013 |
| Total Municipal Debt | \$9,907,022 | \$9,008,675 | \$8,096,830 | \$7,148,645 |
| Total School Debt | \$17,177,977 | \$14,641,324 | \$12,293,169 | \$10,386,354 |
| Gross Bonded Debt Level | 30,082,165 | 26,351,618 | 22,788,612 | 19,623,012 |
| BONDS ISSUED | June 30, 2014 | June 30, 2015 | June 30, 2016 | June 30, 2017 |
| Total Utility Debt | \$1,918,895 | \$1,744,978 | \$1,567,183 | \$1,385,430 |
| Total Municipal Debt | \$6,229,173 | \$5,348,714 | \$4,476,600 | \$3,900,250 |
| Total School Debt | \$8,630,826 | \$7,226,285 | \$5,838,400 | \$4,809,750 |
| Gross Bonded Debt Level | 16,778,894 | 14,319,977 | 11,882,183 | 10,095,430 |

Projected Gross Bonded Debt Level



| BONDS ISSUED | | | | |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | June 30, 2011 | June 30, 2012 | June 30, 2013 | June 30, 2014 |
| Proposed New Municipal Debt | 0 | 0 | 0 | 3,500,000 |
| Proposed New School Debt | 0 | 0 | 0 | 1,000,000 |
| Existing Overall Debt | 26,351,618 | 22,788,612 | 19,623,012 | 16,778,894 |
| Projected Combined Debt Level | \$26,351,618 | \$22,788,612 | \$19,623,012 | \$21,278,894 |
| BONDS ISSUED | | | | |
| | June 30, 2015 | June 30, 2016 | June 30, 2017 | June 30, 2018 |
| Proposed New Municipal Debt | 3,325,000 | 8,300,000 | 7,867,500 | 7,435,000 |
| Proposed New School Debt | 950,000 | 1,500,000 | 2,420,000 | 2,290,000 |
| Existing Overall Debt | 14,319,977 | 11,882,183 | 10,095,430 | 8,319,637 |
| Projected Combined Debt Level | \$18,594,977 | \$21,682,183 | \$20,382,930 | \$18,044,637 |

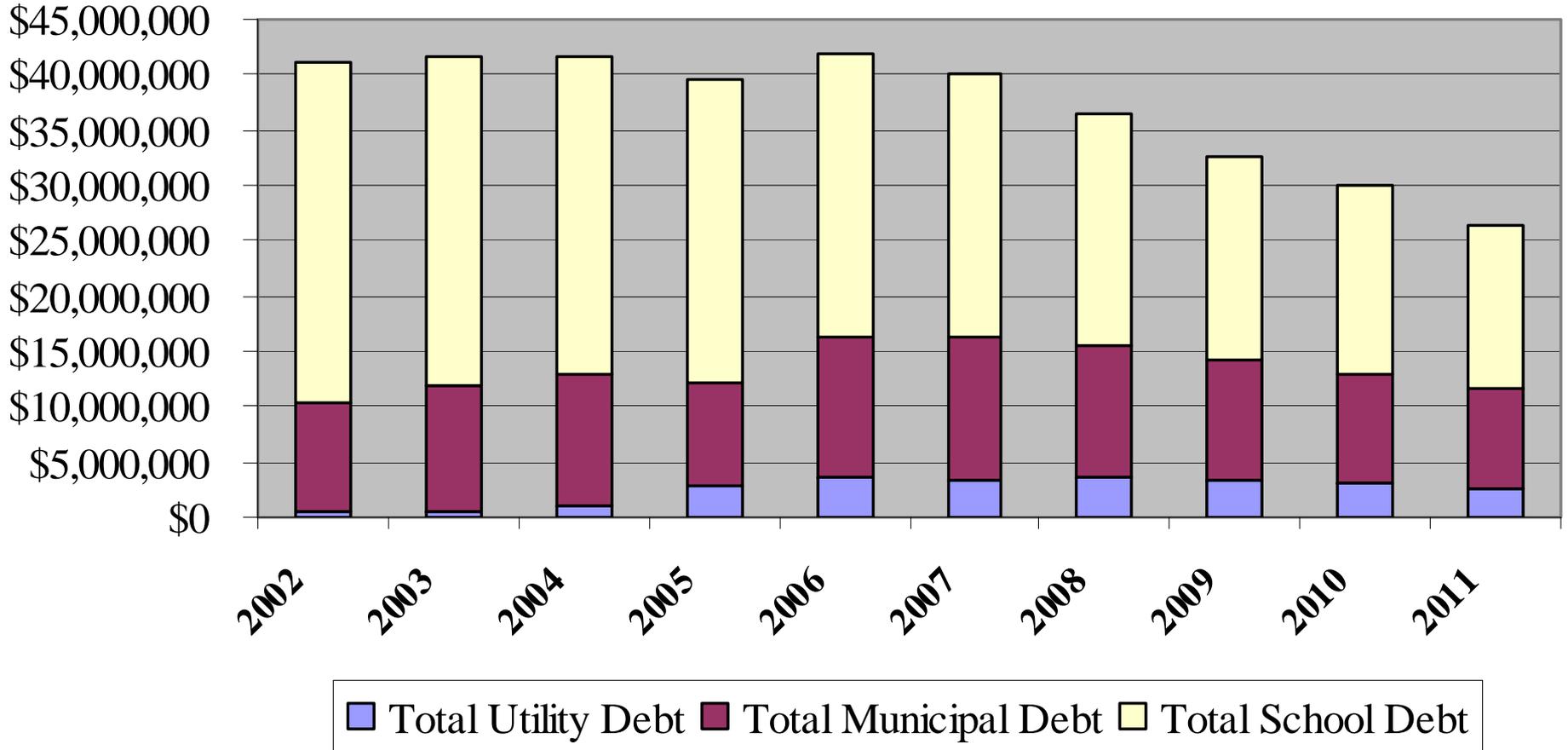
| Element 2 | | | | | | | | |
|---|-------------------------------|--------------------------------|-----------------------|-----------------------|------------------------------------|---|------------------------------|------------------------------|
| Town Manager Proposed | | | | | | | | |
| Six-Year Major Projects Element - FY 2011-2012 to FY 2016-2017 | | | | | | | | |
| Program Type | Adopted 6-Year Program | Proposed 6-Year Program | Approved Bonds | Proposed Bonds | Secured and Available Funds | Future CIP Income | Other Funding Sources | Municipal Impact Fees |
| <u>Leisure Services Programs</u> | | | | | | | | |
| Open Space Acquisition Program | \$1,300,000 | \$1,050,000 | \$1,000,000 | \$0 | \$50,000 | \$0 | \$0 | \$0 |
| Intermodal Park -Restrooms/Parking | 835,000 | 730,000 | 0 | 0 | 730,000 | 0 | 0 | 0 |
| South County Common Bike Path | 750,000 | 670,000 | 0 | 0 | 169,725 | 0 | 300,275 | 200,000 |
| Neighborhood Guild Renovations | 1,000,000 | 1,000,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| Community Gymnasium | 4,000,000 | 4,100,000 | 3,150,000 | 0 | 0 | 0 | 0 | 950,000 |
| Marina Park Improvements | 65,000 | 65,000 | 0 | 0 | 45,000 | 20,000 | 0 | 0 |
| Town Beach Program | 0 | 70,000 | 0 | 0 | 40,000 | 30,000 | 0 | 0 |
| Senior Services Program | 288,000 | 200,000 | 0 | 0 | 60,000 | 140,000 | 0 | 0 |
| <i>Leisure Services Programs Total</i> | \$8,238,000 | \$7,885,000 | \$5,150,000 | \$0 | \$1,094,725 | \$190,000 | \$300,275 | \$1,150,000 |
| <u>General Municipal Programs</u> | | | | | | | | |
| Information Technology Program | \$0 | \$95,000 | \$0 | \$0 | \$30,000 | \$65,000 | \$0 | \$0 |
| Municipal Land Acquisition | 700,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kingston Library Improvements | 300,000 | 300,000 | 0 | 0 | 150,000 | 50,000 | 100,000 | 0 |
| Municipal Planning Program | 0 | 38,000 | 0 | 0 | 38,000 | 0 | 0 | 0 |
| Municipal Energy Conservation Program | 0 | 400,000 | 0 | 0 | 347,027 | 0 | 52,973 | 0 |
| Property Revaluation Program | 752,260 | 752,260 | 0 | 0 | 752,260 | 0 | 0 | 0 |
| Public Works Improvement Program | 6,170,000 | 8,170,000 | 400,000 | 3,100,000 | 855,000 | 3,815,000 | 0 | 0 |
| Public Safety Facilities and Equipment | 0 | 398,000 | 0 | 0 | 125,000 | 273,000 | 0 | 0 |
| Town Hall Improvement Program | 303,000 | 297,000 | 0 | 0 | 169,259 | 30,000 | 97,741 | 0 |
| <i>General Municipal Program Total</i> | \$8,225,260 | \$10,450,260 | \$400,000 | \$3,100,000 | \$2,466,546 | \$4,233,000 | \$250,714 | \$0 |
| <u>School Department Programs</u> | | | | | | | | |
| Building Improvement Program | \$3,000,000 | \$2,600,000 | \$1,000,000 | \$1,600,000 | \$0 | \$0 | \$0 | \$0 |
| <i>School Department Program Total</i> | \$3,000,000 | \$2,600,000 | \$1,000,000 | \$1,600,000 | \$0 | \$0 | \$0 | \$0 |
| Total Six Year Program | \$19,463,260 | \$20,935,260 | \$6,550,000 | \$4,700,000 | \$3,561,271 | \$4,423,000 | \$550,989 | \$1,150,000 |
| <u>Total Proposed Bonding Program</u> | | | | | | | | |
| Authorized Bonds | \$7,050,000 | \$6,550,000 | | | | <u>Third Party Bond Debt Reimbursement</u> | | |
| Proposed Bonds | 3,100,000 | 4,700,000 | | | | Guild Renovation Bond \$1,000,000 | | |
| Total Six-Year Program | \$10,150,000 | \$11,250,000 | | | | School Bonds - 40% of Total 1,040,000 | | |
| Percent of Total Planned Program | 52.1% | 53.7% | | | | 3rd Party Reimbursement \$2,040,000 | | |
| | | | | | | % of Planned New Debt 18.1% | | |

General Obligation Bond Loading Schedule

| Town Manager Proposed | | | | | | | | |
|---|--------------|------------|------------|--------------------|------------|--------------------|--------------------|---------------------|
| General Obligation Bond Loading Schedule | | | | | | | | |
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | TOTAL |
| | Current Year | Year #1 | Year #2 | Year #3 | Year #4 | Year #5 | Year #6 | (Six-Years) |
| Open Space and Recreational Programs | | | | | | | | |
| Open Space Acquisition Program | \$0 | \$0 | \$0 | \$500,000 | \$0 | \$500,000 | \$0 | \$1,000,000 |
| Neighborhood Guild Improvements | 0 | 0 | 0 | 1,000,000 | 0 | 0 | 0 | 1,000,000 |
| Community Gymnasium | 0 | 0 | 0 | 0 | 0 | 3,150,000 | 0 | 3,150,000 |
| General Municipal Programs | | | | | | | | |
| Road/Bridge Improvement Program | 0 | 0 | 0 | 2,000,000 | 0 | 1,500,000 | 0 | 3,500,000 |
| School Department Programs | | | | | | | | |
| School Facilities | 0 | 0 | 0 | 1,000,000 | 0 | 600,000 | 1,000,000 | 2,600,000 |
| Total Long Range Program | \$0 | \$0 | \$0 | \$4,500,000 | \$0 | \$5,750,000 | \$1,000,000 | \$11,250,000 |

| Future Bonding Sale Schedule | Bond Value | Referendum Date |
|---|---------------------|---------------------------|
| School Building Improvements | \$1,000,000 | 29-Apr-2003 |
| Open Space Acquisition | 500,000 | 7-Nov-2006 |
| Neighborhood Guild Improvements | 1,000,000 | 7-Nov-2006 |
| Road/Bridge Improvement Program | 2,000,000 | 7-Nov-2006 12-Nov-2012 |
| Total FY 2013-2014 | \$4,500,000 | |
| Open Space Acquisition | \$500,000 | 7-Nov-2006 |
| Community Gymnasium | \$3,150,000 | 27-Apr-2004 7-Nov-2006 |
| Road/Bridge Improvement Program | 1,500,000 | 12-Nov-2012 |
| School Building Improvements | 600,000 | 12-Nov-2012 |
| Total FY 2015-2016 | \$5,750,000 | |
| School Building Improvements | \$1,000,000 | 12-Nov-2012 |
| Total FY 2016-2017 | \$1,000,000 | |
| | | |
| Total New Debt | \$11,250,000 | |
| | | |
| Bonding Referendum Schedule | | |
| <u>Bond Referendum - November 2012</u> | | |
| School Building Improvements | | \$2,000,000 |
| Road/Bridge Improvement Program | | 3,100,000 |
| Total Bonding Request | | \$5,100,000 |
| | | |

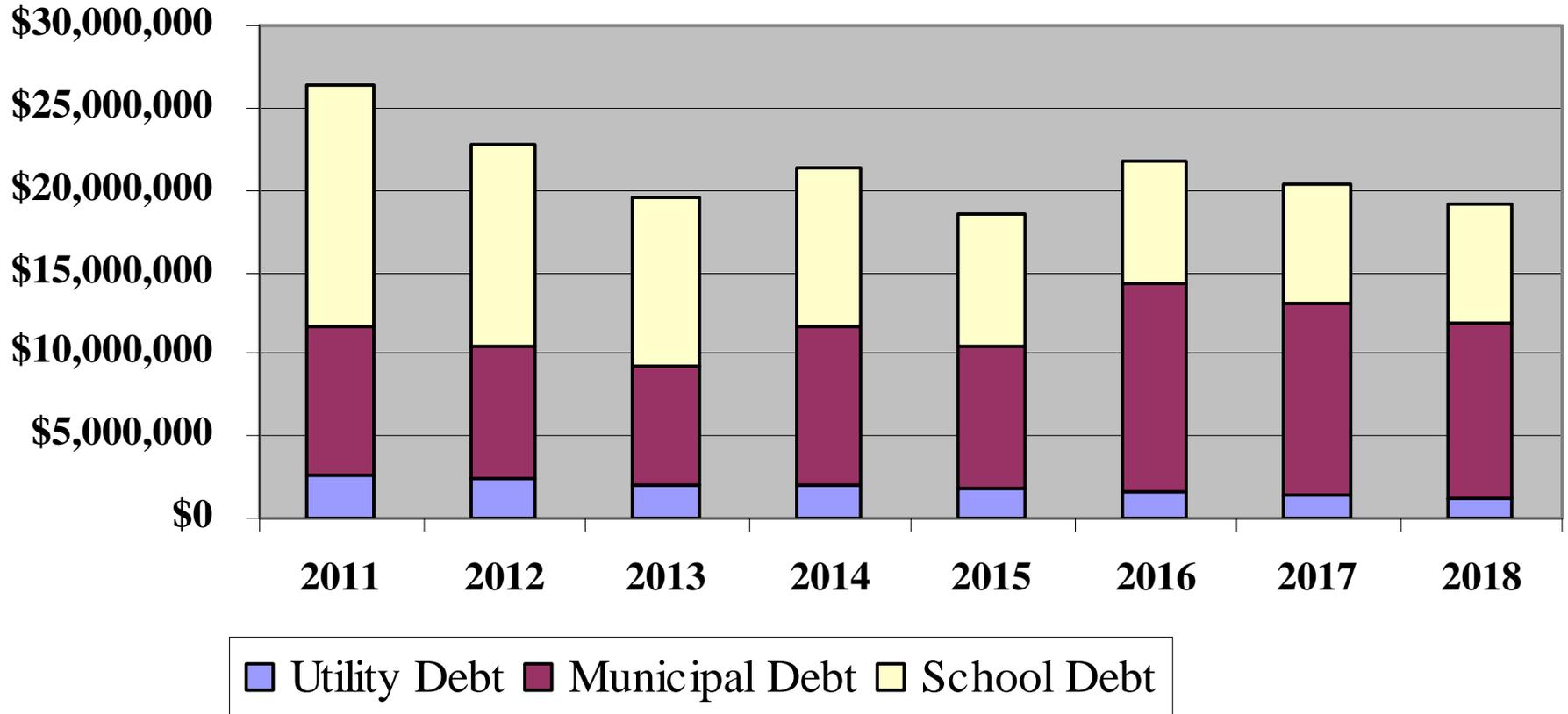
Prior Year Bonded Indebtedness Summary



Capital Projects by Major Function

| | Total Program Cost | Percent of Total | Bonding Required | Percent of Total |
|-------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Open Space Programs | \$1,050,000 | 5.0% | \$1,000,000 | 8.9% |
| Recreation Programs | 6,835,000 | 32.6% | 4,150,000 | 36.9% |
| General Municipal Programs | 10,450,260 | 49.9% | 3,500,000 | 31.1% |
| School Programs | 2,600,000 | 12.4% | 2,600,000 | 23.1% |
| Total Six Year Program | \$20,935,260 | 100.0% | \$11,250,000 | 100.0% |

Projected Gross Bonded Debt Level



Third Party Revenue Sources

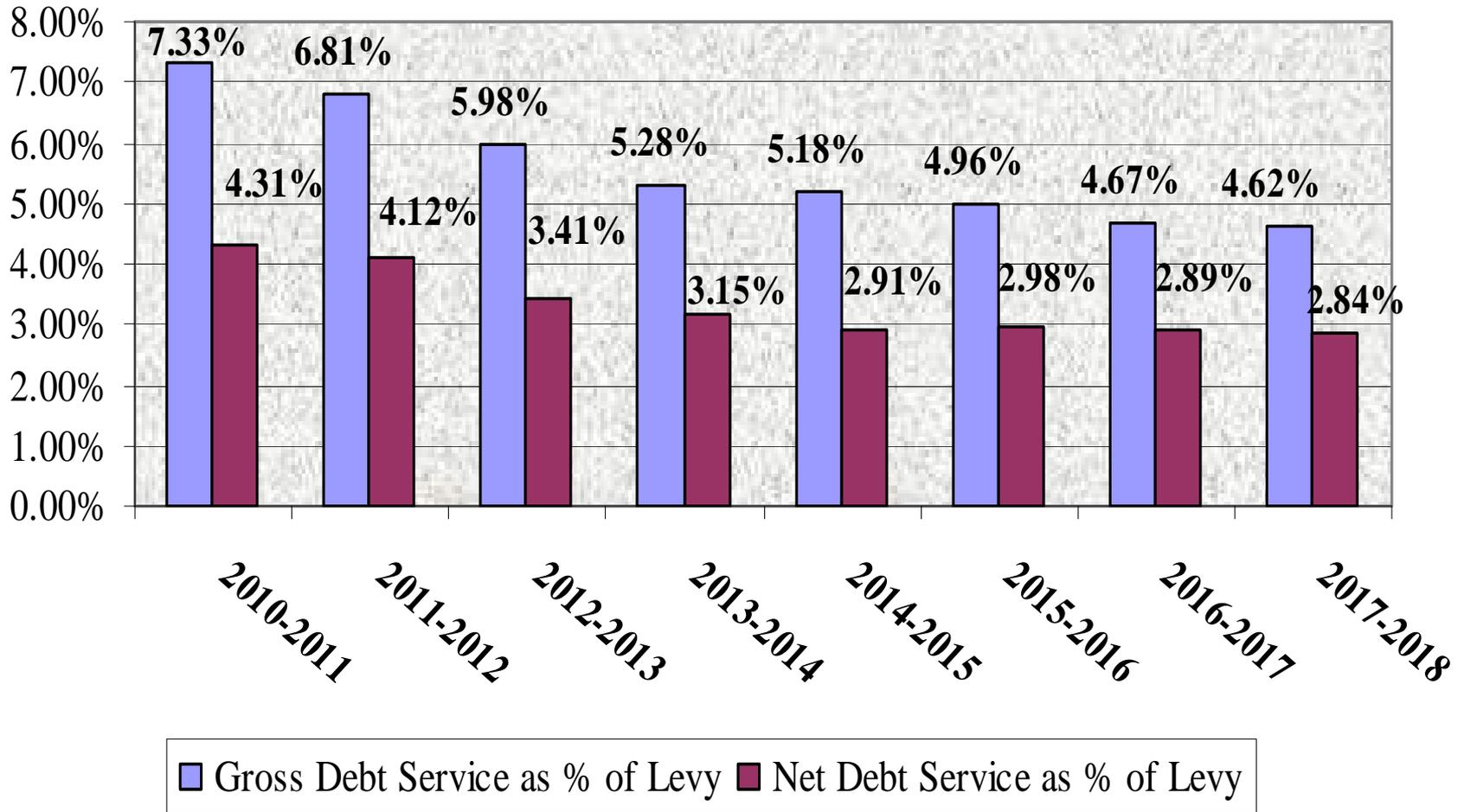
- State Library Construction Aid
- State School Building Construction Aid
- Fair Share Development Fees
- Neighborhood Guild Reinvested Income
- Wastewater System Expansion Districts
- Real Estate Conveyance Taxes
- Water System User Fees
- Superfund Program Reserve Transfers

Impact of Non-Property Tax Revenue

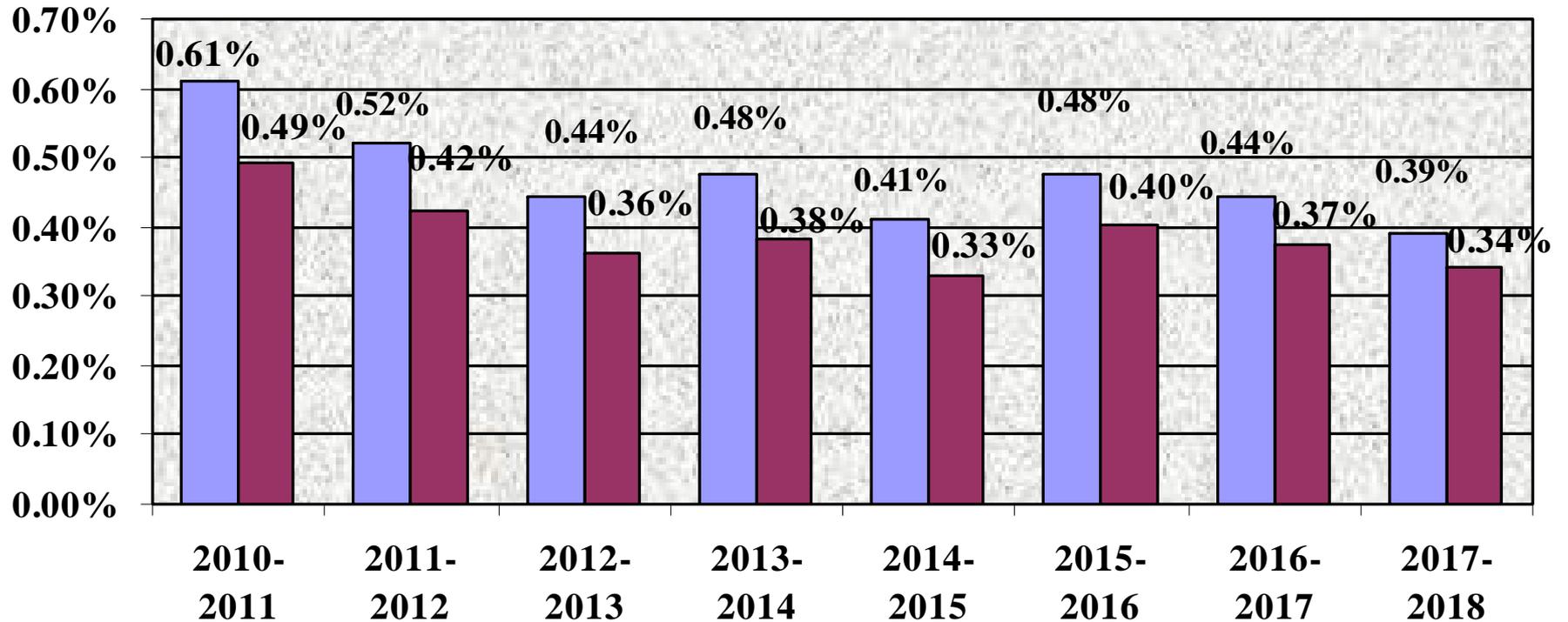
| Municipal Bonding Requirements | | | |
|---------------------------------------|--------------------|--------------------|----------------------|
| | Third Party | Tax Base | Total Bonding |
| Recreation Bonds | \$1,000,000 | \$3,150,000 | \$4,150,000 |
| General Municipal Bonds | 0 | 3,500,000 | 3,500,000 |
| School Bonds | 1,040,000 | 1,560,000 | 2,600,000 |
| Total Borrowing | \$2,040,000 | \$9,210,000 | \$11,250,000 |

| Property Tax Related To Debt Service | 2010-2011 | 2016-2017 |
|---|------------------|------------------|
| Average House Assessment | \$346,376 | \$367,685 |
| Fiscal Year 2010-2011 | | |
| Tax Rate of \$0.66 | | |
| Tax Due | \$230.25 | |
| Fiscal Year 2016-2017 | | |
| Tax Rate of \$0.45 | | |
| Tax Due | | \$163.93 |
| Decrease in Cost Per Household | | (\$66.33) |

Debt Service as a Percentage of a 1% Levy Growth



Bonded Debt as a Percentage of Tax Base

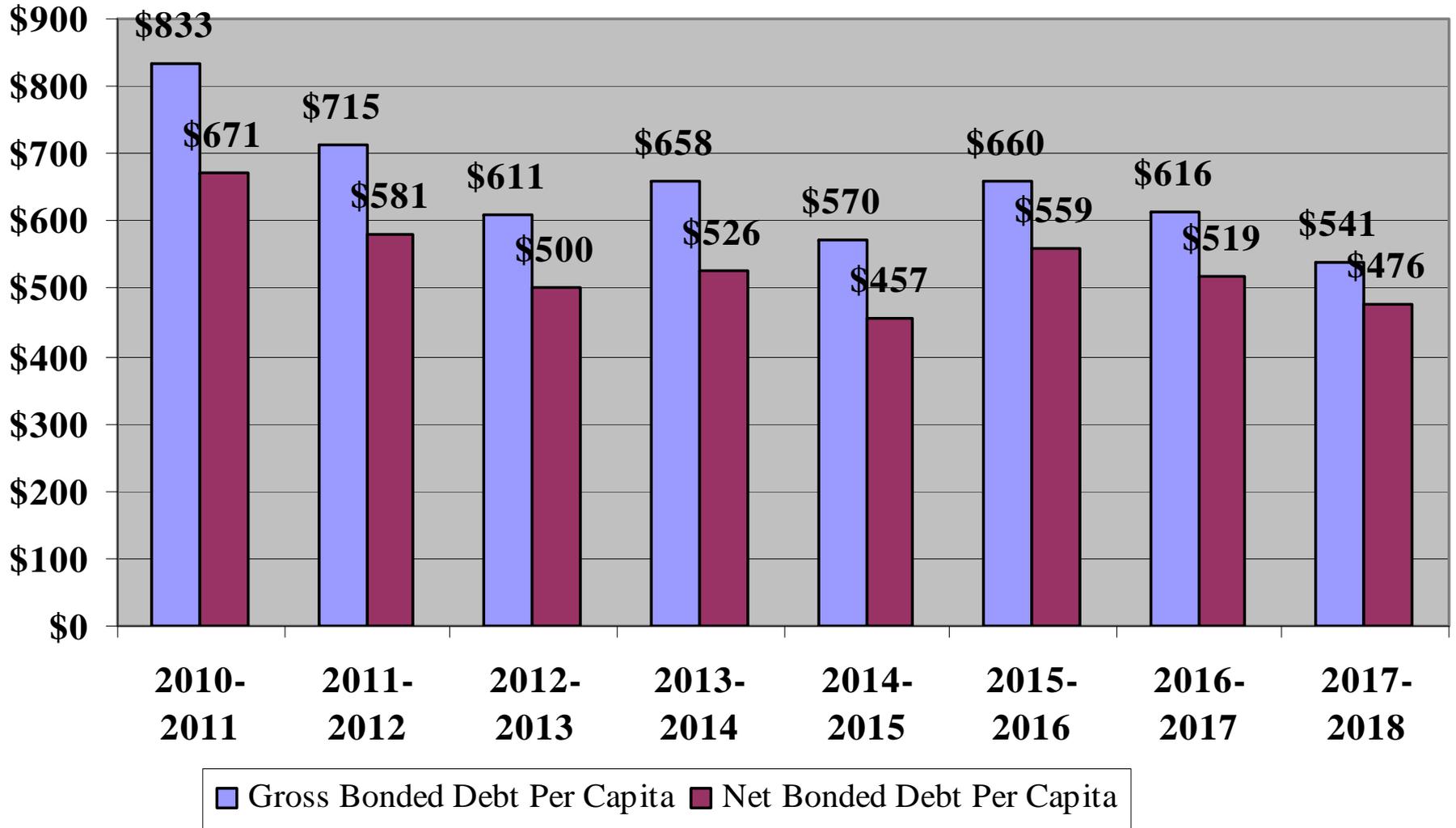


■ Gross Bonded Debt as a % of Taxable Property Base
■ Net Bonded Debt as a % of Taxable Property Base

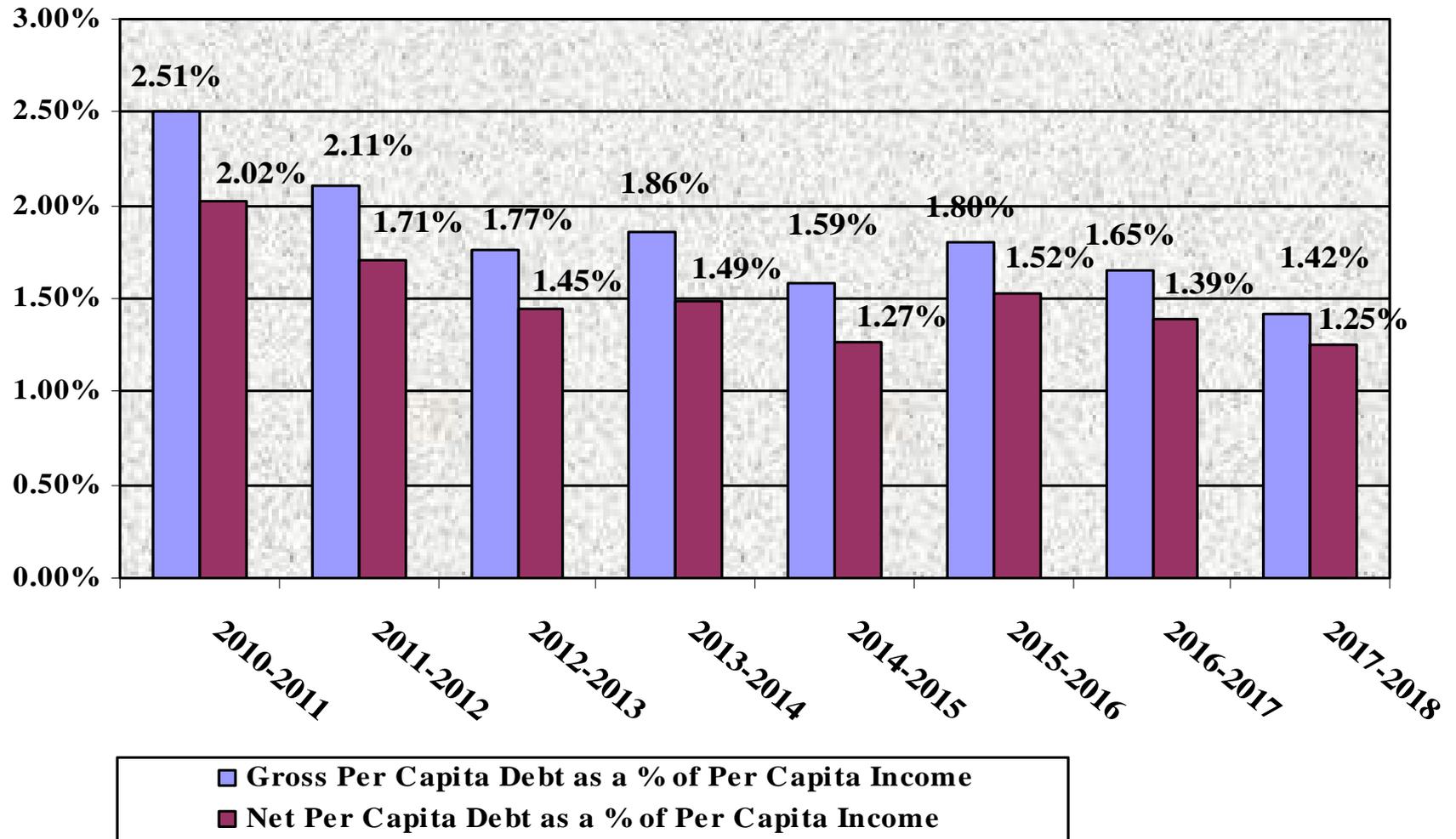
Assessed Value Per Capita



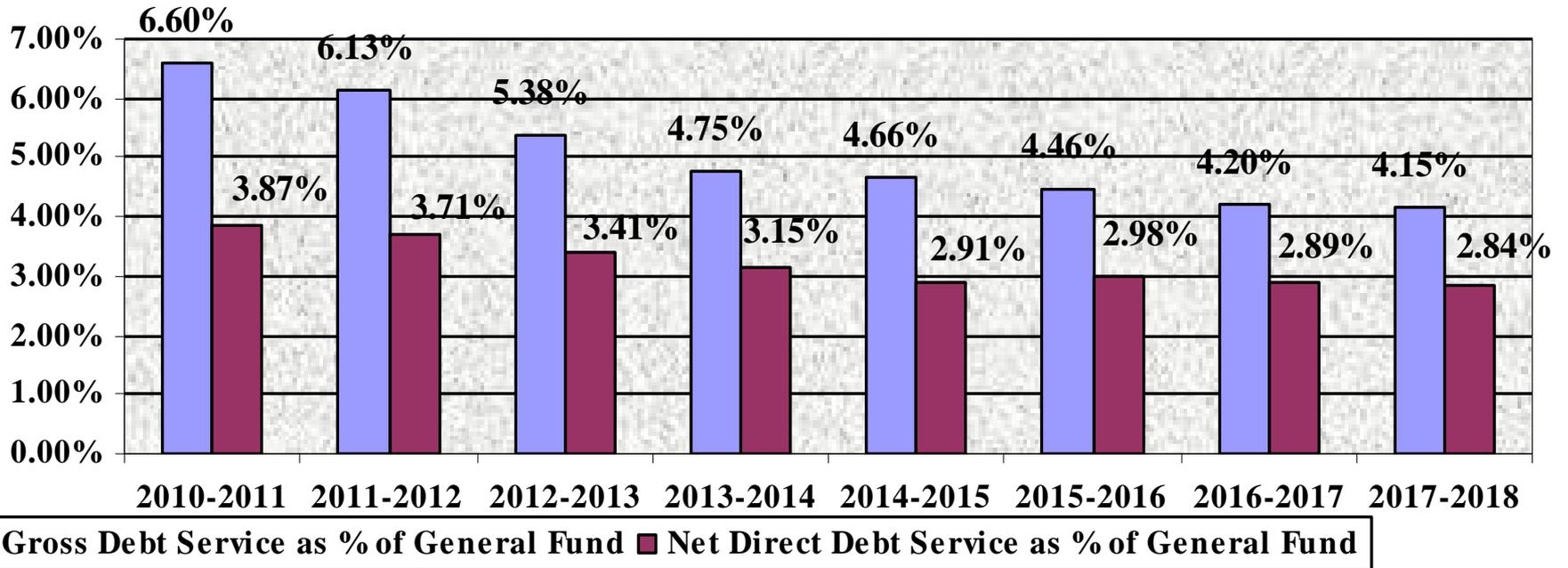
Debt Per Capita



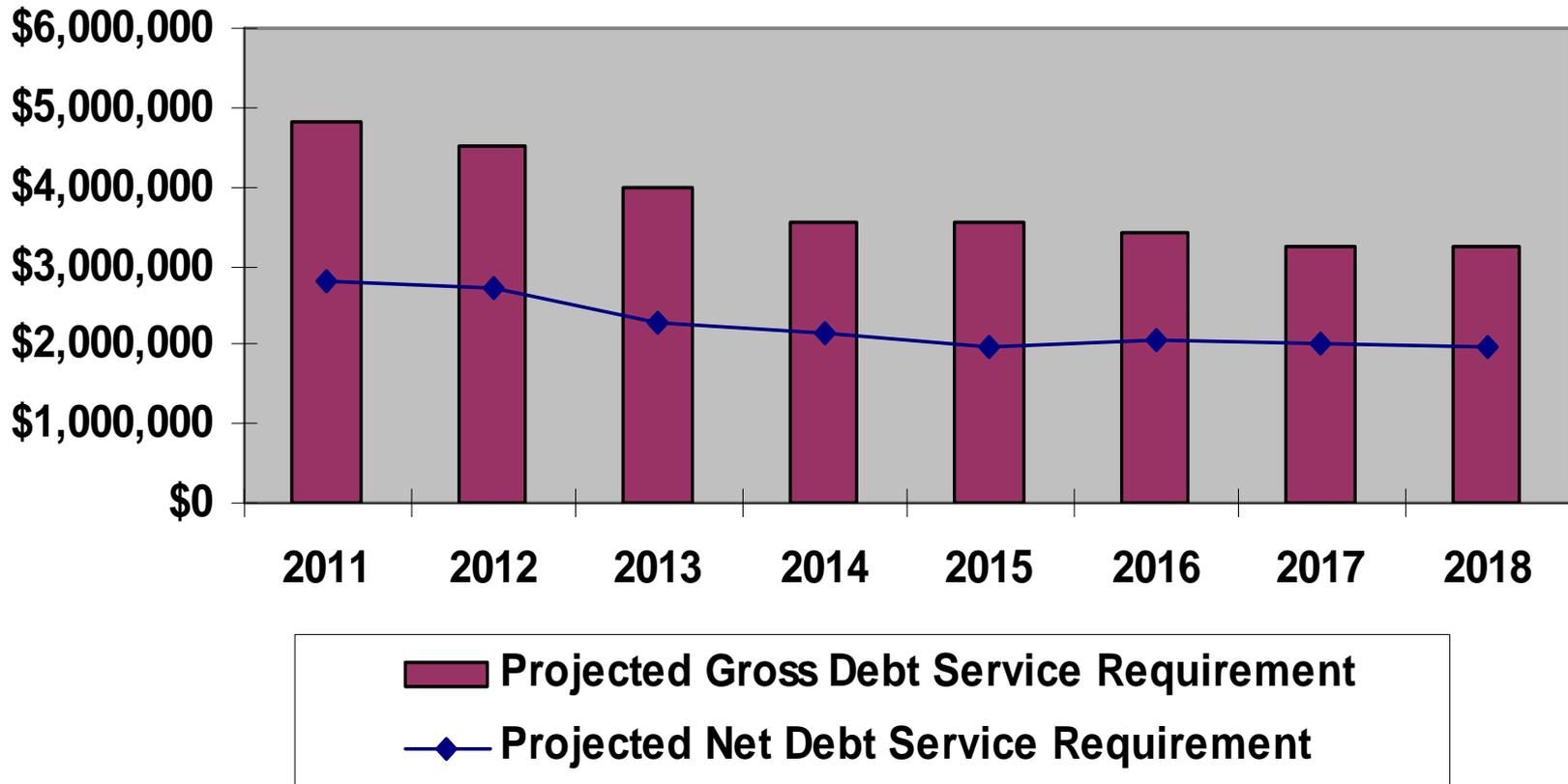
Per Capita Debt as a Percentage of Per Capita Income



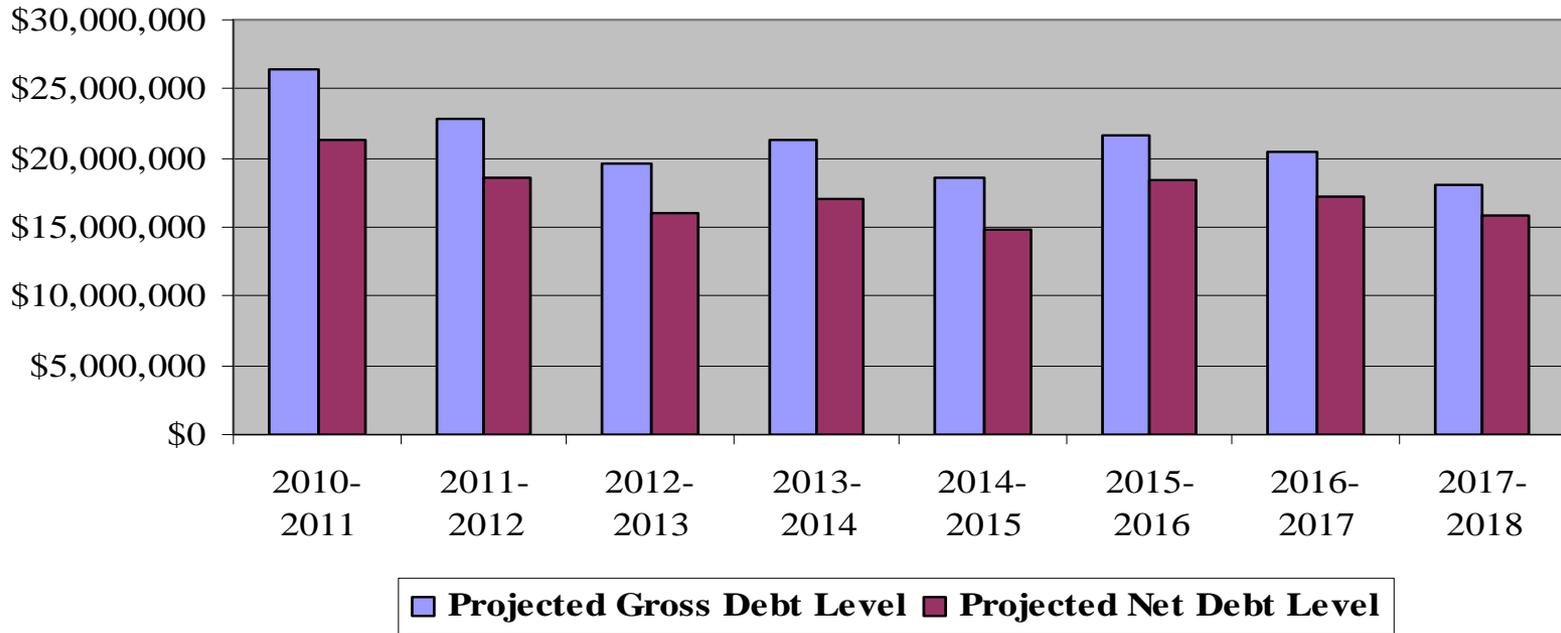
Debt Service as a Percentage of Operating Revenues



Proposed Debt Service and Property Tax Requirements



Projected Debt Level

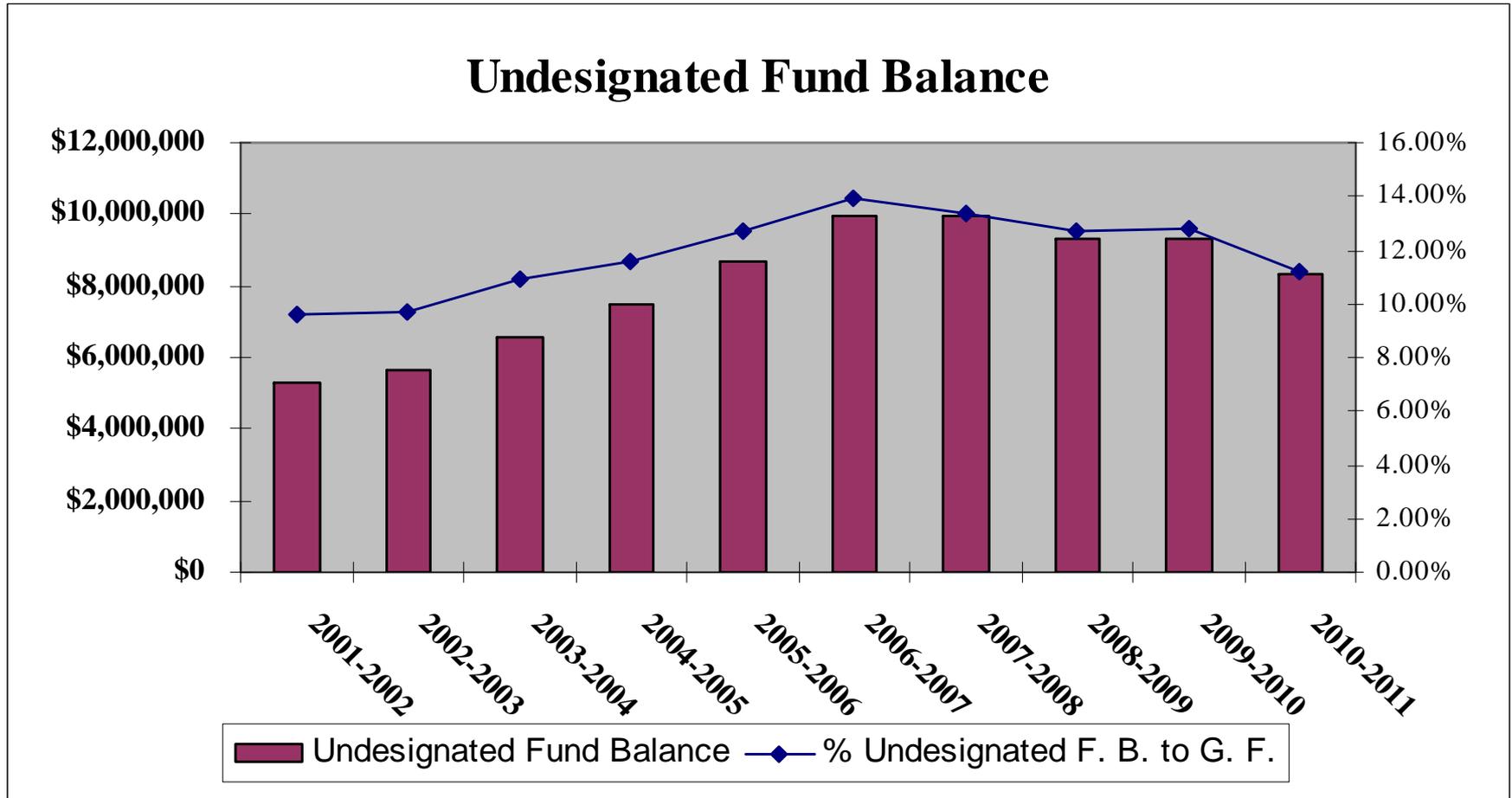


| BONDS ISSUED | June 30, 2011 | June 30, 2012 | June 30, 2013 | June 30, 2014 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Proposed New Municipal Debt | 0 | 0 | 0 | 3,500,000 |
| Proposed New School Debt | 0 | 0 | 0 | 1,000,000 |
| Existing Overall Debt | 26,351,618 | 22,788,612 | 19,623,012 | 16,778,894 |
| Projected Combined Debt Level | \$26,351,618 | \$22,788,612 | \$19,623,012 | \$21,278,894 |
| | | | | |
| BONDS ISSUED | June 30, 2015 | June 30, 2016 | June 30, 2017 | June 30, 2018 |
| Proposed New Municipal Debt | 3,325,000 | 8,300,000 | 7,867,500 | 7,435,000 |
| Proposed New School Debt | 950,000 | 1,500,000 | 2,420,000 | 2,290,000 |
| Existing Overall Debt | 14,319,977 | 11,882,183 | 10,095,430 | 8,319,637 |
| Projected Combined Debt Level | \$18,594,977 | \$21,682,183 | \$20,382,930 | \$18,044,637 |
| | | | | |

G.F. Undesignated Fund Balance

| | | |
|--|--|--------------------|
| Undesignated Fund Balance June 30, 2008 | | \$9,951,623 |
| Fund Balance as a % of 2008-2009 General Fund | | 13.40% |
| | | |
| 2008-2009 Projected Operating Surplus | | \$580,088 |
| Change in Prepaid Expenses | | 4,068 |
| Funds Forwarded to Finance 2009-2010 Program | | (1,200,000) |
| | | |
| Undesignated Fund Balance June 30, 2009 | | \$9,335,780 |
| Fund Balance as a % of 2009-2010 General Fund | | 12.71% |
| | | |
| 2009-2010 Projected Operating Surplus | | \$1,150,765 |
| Funds Forwarded to Finance 2010-2011 Program | | (1,200,000) |
| Undesignated Fund Balance June 30, 2010 | | \$9,286,545 |
| Fund Balance as a % of 2010-2011 General Fund | | 12.76% |
| | | |
| 2010-2011 Projected Operating Surplus | | \$250,000 |
| Funds Forwarded to Finance 2011-2012 Program | | (1,200,000) |
| Undesignated Fund Balance June 30, 2011 | | \$8,336,545 |
| Fund Balance as a % of 2011-2012 General Fund | | 11.23% |
| | | |

Undesignated Fund Balance History



Long Term Program

Municipal Project Descriptions

- **Transportation Improvement Program**

Funding for the Public Services infrastructure improvement program is provided by several sources, including General Obligation Bonds, Capital Budget Annual Funding, and Infrastructure Capital Reserve Funds.

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

- Arterial/ Collector Road Reconstruction
- Drainage Infrastructure
- Bridges and Dams Reconstruction
- Sidewalk Construction
- Public Works Facility Improvements

Transportation Improvement Program

| Transportation Improvement Program | FY 2011 CIP | FY 2012 CIP |
|---|--------------------|--------------------|
| Revenues | Adopted | Proposed |
| Annual Capital Budget Transfers | \$3,755,000 | \$3,815,000 |
| General Obligation Bonds | 1,500,000 | 3,500,000 |
| Funds Held in Reserve Fund | 915,000 | 855,000 |
| Total Revenues | \$6,170,000 | \$8,170,000 |
| | | |
| Expenditures | Adopted | Proposed |
| Arterial Road Reconstruction | \$3,325,000 | \$3,825,000 |
| Collector Road Reconstruction | 1,700,000 | 3,303,000 |
| Sidewalk Improvements | 30,000 | 30,000 |
| Environmental Response Program | 705,000 | 630,000 |
| Bridge and Dam Improvements | 315,000 | 335,000 |
| Highway Facility Program | 95,000 | 47,000 |
| Total Expenditures | \$6,170,000 | \$8,170,000 |
| | | |

Road Reconstruction



Matunuck School House Road



Liberty Lane

Matunuck School House Road

- Matunuck Beach Road to Green Hill Beach Road
- Full road reclamation with 2½” binder and 1½” finish asphalt
- Construction Summer 2011
- Projected Cost \$1.6M



Liberty Lane

- Fairgrounds Rd to Route 2 Phase 2 (remaining 1/2 of roadway length)
- Full road reclamation with 2½" binder and 1½" finish asphalt
- Engineering work to be completed in-house
- Construction Summer 2011



Public Works Infrastructure Program

Arterial Road Program

Schoolhouse Road (Moonstone to G.H.B. Rd)
Schoolhouse Road (Mat. Beach to Moonstone)
Schoolhouse Road (GH Beach Rd to Town Line)
Moonstone Beach Rd (Mill Pond to GHB Rd)
Moonstone Beach Rd (Rt 1 to Mill Pond Rd.)
Torrey Road
Old North Road (Flagg Rd to Stoney Fort Rd)
Wordens Pond Road
Matunuck Beach Road (Atlantic to Community)
Silver Lake Avenue

Environmental Response Program

Phase 2 Storm Water Feasibility Study
TMDL Implementation Schedule
Bayfield Drive / Jerry Brown Farm Road

Collector Road Program

Jerry Brown Farm Road
Liberty Lane (Fairgrounds to Route 2 Phase 1)
Liberty Lane (Fairgrounds to Route 2 Phase 2)
Indian Trail - South Reconstruction
Arrowhead Trail Reconstruction
Fairgrounds Rd (R-138 to Waites Corner Rd)
Stoney Fort Rd (Old North to Slocum Rd)
Stoney Fort Rd (Slocum Rd to Rt 138)
Plains Road (Flagg Rd to Stony Fort Rd)
Green Hill Beach Rd (Sch. House Rd to Ocean)

Bridges and Dams

Bridge Inspection Program
Silver Lake (RIDOT #565)
Saugatucket River Culvert
Church St (RIDOT #564)
Church St Pedestrian Bridge
Middlebridge Bridge
Dam Inspection Program

Public Works Infrastructure Program

Town Manager Proposed Public Works Improvement Program

| | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | Total |
|---|------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|
| Program Summary | | | | | | | |
| Arterial Road Reconstruction | \$688,000 | \$542,000 | \$405,000 | \$1,100,000 | \$700,000 | \$390,000 | \$3,825,000 |
| Collector Road Reconstruction | 0 | 300,000 | 1,403,000 | 200,000 | 950,000 | 450,000 | 3,303,000 |
| Sidewalk Improvements | 30,000 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| Environmental Response Program | 130,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 630,000 |
| Bridge and Dam Improvements | 35,000 | 65,000 | 125,000 | 40,000 | 70,000 | 0 | 335,000 |
| Highway Facility Program | 0 | 17,000 | 0 | 10,000 | 0 | 20,000 | 47,000 |
| Projected Expenses - Total | \$883,000 | \$1,024,000 | \$2,033,000 | \$1,450,000 | \$1,820,000 | \$960,000 | \$8,170,000 |
| "Pay As You Go" Capital Budget Funding | | | | | | | |
| CIP - Road Improvement Program Transfers | \$610,000 | \$625,000 | \$660,000 | \$640,000 | \$640,000 | \$640,000 | \$3,815,000 |
| Federal ARRA Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Service Bonds Issued – June Sale | 0 | 0 | 2,000,000 | 0 | 1,500,000 | 0 | 3,500,000 |
| Projected Income - Total | \$610,000 | \$625,000 | \$2,660,000 | \$640,000 | \$2,140,000 | \$640,000 | \$7,315,000 |
| Projected Fund Balance - June 30th | \$584,955 | \$185,955 | \$812,955 | \$2,955 | \$322,955 | \$2,955 | |

Municipal Land Bank Reserve

| Municipal Land Acquisition Program | |
|---|------------------|
| Income -Available | |
| 2004 - FTM Bond Authorization | \$750,000 |
| Total Income | \$750,000 |
| Expenses | |
| No Purchases Anticipated | \$0 |
| Total Expenditures | \$0 |

Note: Authorization for up to \$750,000 in Bonding provided April 2004

South Kingstown Public Library

Facilities Renovation Program

Kingston Free Library



Purpose: Eliminate leaking of rain into the building through the belfry shingles and paint the exterior of the building.

Estimated Cost: \$300,000

Funding Source: \$50,000 pay as you go CIP Fund over next 2 years

\$152,000 Library Capital Reserve Fund

\$100,000 received from Champlin Foundations

Facilities Renovation Program

Kingston Free Library

| Kingston Library Improvements | |
|--|------------------|
| Income | |
| Funds Held in Library Cap. Resv. Plus FY 2011 Transfer | \$152,000 |
| Champlin Foundation Grant (Approved) | 100,000 |
| Future CIP Funding | 50,000 |
| Total Income | \$302,000 |
| Expenses | |
| Belfry Roof Replacement - FY 2011-2012 | \$80,000 |
| Exterior Painting - FY 2012-2013 | 220,000 |
| Total Expenditures | \$300,000 |

The project would proceed in two phases:

PHASE 1:

Belfry Shingle Replacement ~ FY2011-2012

- Remove all shingles on the belfry and mansard roof
- Repair rotted wood
- Install and stain new shingles to match existing look



- Shingles are worn, split, cupping and falling out



- Flashing added behind worn shingles in 2000 is now falling out

- Shingles cupping

- Nails popping out



PHASE 2:

Exterior Painting ~ FY2012-2013

- Scrape, caulk and paint all exterior trim and clapboards
- Replace rotted clapboards where necessary



Property Revaluation Program

| Property Revaluation Program | |
|-------------------------------------|------------------|
| <i>Revenues</i> | |
| Funds Held in Reserve Balance | \$747,808 |
| 2010-2011 - CIP | 4,452 |
| Total Revenues | \$752,260 |
| <i>Mass Appraisal - 12/31/12</i> | |
| FY 2013 | |
| Property Appraisal | |
| (14,000 parcels @ \$50) | \$700,000 |
| Tangible Property Account Review | \$30,000 |
| Computer Hardware | 22,260 |
| Total Expenditures | \$752,260 |

Town Hall

Parking and Facility Improvements

| Town Hall Renovation and Improvements | |
|--|------------------|
| Income | |
| Reserve Funds Available June 30, 2010 plus FY 2011 | \$169,259 |
| Operational Maintenance Forwarded | 97,741 |
| CIP Transfers FY 2012 through FY 2017 | 30,000 |
| Total Income | \$297,000 |
| Expenses | |
| Council Chambers Dormer Repair | \$7,000 |
| Planning Department Heating Sys. Replacement | 8,000 |
| Council Chambers Painting & Window Repair | 20,000 |
| Window Replacement - Planning & Personnel | 20,000 |
| Carpeting - As Needed | 37,000 |
| Parking Lot Improvements - Existing Lot | 125,000 |
| Generator Installation | 40,000 |
| Sprinkler System - Basement | 40,000 |
| Total Expenditures | \$297,000 |
| Unscheduled Work | |
| New 60 Space Parking Facility | \$300,000 |
| Unscheduled Expenditure | \$300,000 |
| Funding Source | |
| Municipal Bond - Authorized FTM 2004 | \$300,000 |

Municipal Planning Program

| Municipal Planning Reserve | |
|--|------------------|
| Income | |
| Reserve Balance - Net of FY 11 Encumbrance | \$108,900 |
| FY 2010-2011 CIP Funding | 0 |
| Future Year CIP Funding | 0 |
| Total Income | \$108,900 |
| FY 2011-2012 - Community Survey #1 | \$19,000 |
| FY 2015-2016 - Community Survey #2 | 19,000 |
| Total Expenditures | \$38,000 |

National Citizen Survey (NCS)

- The CIP proposes the use of NCS Survey Product to assess Community Attitudes concerning Growth Issues, Budget Development and Service Benchmarks
- NCS program developed by the ICMA (International City Managers Association)
- Widely considered to be the best attitude assessment product for municipal government usage
- Has been applied in over 350 communities across the country allowing assessment of local attitudes with a national dataset
- NCS contains standard assessment questions and can be customized for local applications
- Results will assist the development of the Town budget and departmental service program

National Citizen Survey (NCS)

- Planned to conduct two surveys over the CIP timeframe (FY11/12 and 15/16), this will permit comparisons and analysis of issues and opportunities
- NCS will complement the release of datasets from the 2010 Census
- Survey results will assist in the Town's Growth Management and Comprehensive Planning Programs
- Estimated program cost is \$38,000 (\$19,000 for each application)
- Municipal Planning Services Reserve Fund will provide resources to pay for the program
- This tool will help the community direct its resources and programs efficiently and consistent with local attitudes and priorities

Municipal Energy Conservation Program

| Municipal Energy Conservation Program | |
|---|------------------|
| Income | |
| Federal ARRA Grants | \$292,027 |
| USEPA Training Grant | 55,000 |
| Demonstration Grants | 52,973 |
| Total Income | \$400,000 |
| Energy Performance Contract | \$18,960 |
| Energy Related Infrastructure Improvements | 273,067 |
| Energy Conservation Demonstration Projects | 52,973 |
| University Of RI and USEPA Training and Education | 55,000 |
| Total Expenditures | \$400,000 |

Municipal Energy Conservation Program

- A “green” cooperative program of Town and School Department to reduce energy usage and costs and lessen our carbon footprint
- Program involves contracting with an ESCO (Energy Services Company) to perform energy audits and recommend/install capital equipment and operational upgrades for Town and School facilities under a “performance contract”
- ESCO compensation and capital upgrades typically paid for by savings derived from current budget allocations
- Expect to contract with an ESCO in the Spring 2011
- ESCO program will complement the Town’s Capital Improvement Program

Municipal Energy Conservation Program

- Energy Efficiency and Conservation Block Grant (EECBG), a federal program under ARRA to assist municipal energy conservation
- TSK in receipt of approximately \$300,000 under this program
- Funds may be utilized to assist/support the ESCO process and complement capital improvements to buildings/facilities concerning energy efficiency
- Town is working with the RI Office of Energy Resources (RIOER) in the administration of this grant program

Municipal Energy Conservation Program

- “Building Local Capacity for Clean Energy and Climate Change Initiatives: An Intergovernmental Partnership”
- EPA funded grant initiative in partnership with the URI Energy Center and three other RI communities (Warwick, East Greenwich and North Providence)
- \$55k allocation to Town under the grant over three years
- Program intended to assist municipalities in lowering greenhouse gas emissions, reduce dependence on imported fuels, lower energy costs and improve community “sustainability”
- Program will assist our ESCO process, provide education on energy issues to local residents, training for facility managers and assistance to the Town in crafting a Municipal Strategic Energy Plan

Information Technology Program

| Information Technology Program | |
|---|------------------|
| Income | |
| Reserve Balance - Net of FY 11 Encumbrance | \$38,313 |
| FY 2010-2011 CIP Funding | 10,000 |
| Future Year CIP Funding | 65,000 |
| Total Income | \$113,313 |
| FY 2011-2012 - Server Virtualization Phase 1 | \$10,000 |
| FY 2011-2012 - Directory Service - Active Directory | 10,500 |
| FY 2012-2013 - E-Mail In-House Upgrade | 18,000 |
| FY 2012-2013 - Server Virtualization Phase 2 | 20,000 |
| FY 2013-2014 - E-Mail Archiving | 6,500 |
| FY 2014-2015 - Voice Over IP System - (VOIP) | 30,000 |
| Total Expenditures | \$95,000 |

Public Safety Program

- The Public Safety Program consists of three program elements:
 1. Computer Systems Element
 2. Communications Systems Element
 3. Building and Infrastructure Reserve Element

Public Safety Program

| Public Safety Computer Systems | |
|--|------------------|
| Income | |
| Reserve Balance - Net of FY 11 Encumbrance | \$4,296 |
| FY 2010-2011 CIP Funding | 10,000 |
| Future Year CIP Funding | 153,000 |
| Total Income | \$167,296 |
| FY 2011-2012 Expenses - Per Schedule | \$20,000 |
| FY 2012-2013 Expenses - Per Schedule | 11,000 |
| FY 2013-2014 Expenses - Per Schedule | 30,000 |
| FY 2014-2015 Expenses - Per Schedule | 35,000 |
| FY 2015-2016 Expenses - Per Schedule | 70,000 |
| Total Expenditures | \$166,000 |

Public Safety Program

| Public Safety Communication Systems | |
|---|------------------|
| Income | |
| Reserve Balance - Net of FY 11 Encumbrance | \$62,680 |
| FY 2010-2011 CIP Funding | 30,000 |
| Future Year CIP Funding | 40,000 |
| Total Income | \$132,680 |
| FY 2011-2012 Expenses - Telephone System | \$50,000 |
| FY 2012-2013 Expenses - General Equipment | 20,000 |
| FY 2013-2014 Expenses - Equipment Replacement | 15,000 |
| FY 2014-2015 Expenses - Equipment Replacement | 15,000 |
| FY 2015-2016 Expenses - Equipment Replacement | 20,000 |
| Total Expenditures | \$120,000 |

Public Safety Program

| Public Safety Building Reserve - Facility-Wide | |
|---|------------------|
| Income | |
| Reserve Balance - Net of FY 11 Encumbrance | \$27,425 |
| FY 2010-2011 CIP Funding | 5,000 |
| Future Year CIP Funding | 80,000 |
| Total Income | \$112,425 |
| FY 2011-2012 Expenses - Basement HVAC | \$12,000 |
| FY 2013-2014 Expenses - Chiller Replacement | 100,000 |
| Total Expenditures | \$112,000 |

Public Safety Program

| Public Safety Program Summary | |
|--|------------------|
| Income | |
| Funds Held in Reserve Balance | \$94,401 |
| FY 2010-2011 CIP Funding | 45,000 |
| Future Year CIP Funding | 273,000 |
| Total Income | \$412,401 |
| Public Safety Computer Systems | \$166,000 |
| Public Safety Communication Systems | 120,000 |
| Public Safety Building Reserve - Facility-Wide | 112,000 |
| Total Expenditures | \$398,000 |

Public Works Infrastructure Program

Proposed capital budget allocations for
FY 2011-2012 are as follows:

Project Type Cost

| | |
|--------------------------|-----------|
| Road Improvement Program | \$610,000 |
|--------------------------|-----------|

Road Improvement Program



Matunuck School House Road



Sidewalks-Matunuck Beach Rd



TMDL Implementation



Drainage – Jerry Brown Farm Rd



Town Bridge Inspection Program

Matunuck School House Road

- Matunuck Beach Road to Moonstone Beach Road
- Full road reclamation with 2½" binder and 1½" finish asphalt
- Engineering work to be completed in-house
- Construction Spring 2012



Matunuck Beach Road Sidewalks

- Replacement and new sidewalks from Community Drive to Atlantic Avenue
- Provide a dedicated walking corridor to local businesses
- Will require consent of abutting property owners



TMDL Implementation

- TMDL engineering study to be completed Spring 2011
- Funding will be reserved for future structural best management practices (BMPs) if warranted



Jerry Brown Farm Road Drainage

- Stormwater drainage improvements to address localized drainage problems during heavy precipitation events
- Subject to additional R.O.W. acquisition or drainage easements from abutting property owners



Town Bridge Inspection Program

- Comprehensive inspection of Town bridges proposed for 2011-2012 fiscal year
- Five- (5) bridges and six- (6) large diameter culverts are proposed for inspection in the upcoming year



Public Works

Equipment and Facilities

Proposed capital budget allocations for
FY 2011-2012 are as follows:

| <u>Project Type</u> | <u>Cost</u> |
|-------------------------------|-------------|
| Medium Dump Truck | \$135,000 |
| Roadside Flail Mowing Tractor | \$ 85,000 |
| Debris Management Grapples | \$ 36,000 |
| Pickup / Utility Truck | \$ 36,500 |

Public Works Equipment and Facilities



Medium Dump Truck



Roadside Flail Mowing Tractor



Debris Management Grapples



Pickup / Utility Truck

Medium Dump Truck

- A 1998 Ford dump truck with 75,100 miles with heavy rusting and electrical harness damage will be replaced
- A new six-wheel dump truck with a snowplow and articulating dump body/sander is proposed for procurement
- \$135,000



Roadside Flail Mowing Tractor

- A 1995 New Holland/Alamo flail tractor with 4,850 hours and a 1994 Tiger flail tractor with 4,980 hours are proposed for replacement by a single new flail mower tractor
- Tractor is used for roadside maintenance and Superfund landfill cap maintenance
- \$85,000



Debris Management Grapples

- Debris Management Grapples proposed for the Highway Division's payloader and skid steer
- These attachments are necessary for storm related cleanup
- \$36,000



Pickup/Utility Truck

- A $\frac{3}{4}$ -ton pickup truck equipped with four wheel drive and a snowplow is proposed for acquisition
- Will replace a 2002 GMC pickup with 85,400 miles
- \$36,500



FY2011-2012 PUBLIC SAFETY PROGRAM



POLICE COMPUTER SYSTEM EQUIPMENT UPGRADES

FY2011-2012 Element - \$18,000

Anticipated Equipment Replacements

- Starting in FY2010-2011 and carrying into the next fiscal year, the majority of anticipated expenses will be for replacement computer workstations, notebook computers, and peripherals (printers & scanners)
 - Of the 38 workstations in service, 32 units will have reached their five year service mark over next two years
 - As these units show signs of aging and degraded reliability, they will be replaced as necessary
 - Estimated cost per unit is \$1,500
- Balance in reserve fund on 12/31/10 is \$80,746

NOTE: Equipment replacements are strictly done only as warranted.

PUBLIC SAFETY BUILDING – GENERAL

FY2011-2012 Element - \$15,000



- Proposed amount of \$15,000 to provide additional funding for future facility maintenance and improvements, including the installation of a stand-alone air conditioning unit for the newly created computer server room located in the basement
- Balance in Public Safety Construction Reserve Fund on 12/31/10 is \$44,425

Computer Room Improvements

Installation of Stand Alone Air Conditioning Unit

FY2011-2012 Element - \$12,000



To provide temperature and humidity control to ensure efficient operation of the equipment housed in newly created basement computer room

HARBOR PATROL

Engine Replacement

FY2011-2012 Element - \$20,000



19' Boston Whaler

- Repowered in 2004
- Yamaha 225hp four stroke outboard motor
- Motor has 2,000 hour life expectancy



225hp Yamaha

FY2011-2012 EMERGENCY MEDICAL SERVICES PROGRAM



EMS Vehicle Replacement Schedule

| EMS Vehicle Replacement Program | |
|--|------------------|
| Income | |
| Reserve Balance - Net of FY 10 Encumbrance | \$106,267 |
| FY 2010-2011 CIP Funding | 125,000 |
| Future Year CIP Funding | 445,000 |
| Total Income | \$676,267 |
| FY 2011-2012 Expenses - Vehicle #1 | \$150,000 |
| FY 2013-2014 Expenses - Vehicle #2 | 70,000 |
| FY 2015-2016 Expenses - Vehicle #3 | 160,000 |
| FY 2016-2017 Expenses - Vehicle #1 | 158,000 |
| Total Expenditures | \$538,000 |

VEHICLE REPLACEMENTS

FY2011-2012 Element - \$75,000



RESCUE 1 – Transport Ambulance - due for replacement in FY2011-2012 at estimated cost of \$150,000

EMS Facilities Improvements

| Public Safety Building Reserve - EMS Suite | |
|---|-----------------|
| Income | |
| Funds Held in Reserve Balance | \$5,000 |
| Future Year CIP Funding | 20,000 |
| Total Income | \$25,000 |
| FY 2012-2013 Expenses - Kitchen/Entry Upgrades | \$25,000 |
| Total Expenditures | \$25,000 |
| Public Safety Building Reserve - EMS South Station | |
| Income | |
| Funds Held in Reserve Balance | \$21,086 |
| FY 2010-2011 CIP Funding | 10,000 |
| Future Year CIP Funding | 65,000 |
| Total Income | \$96,086 |
| FY 2011-2012 Expenses | \$25,000 |
| FY 2012-2013 Expenses | 30,000 |
| FY 2013-2014 Expenses | 30,000 |
| FY 2016-2017 Expenses | 10,000 |
| Total Expenditures | \$95,000 |

EMS FACILITY IMPROVEMENTS

FY2011-2012 Element - \$35,000

- **SOUTH STATION** - EMS currently has an office and a garage at the Public Services building located at 509 Commodore Perry Highway
 - Beginning in FY2010-2011, kitchen and bathroom facilities will be upgraded
 - Within next five years, current garage will also need upgrades to lighting and ceilings, due to vehicle clearance concerns
 - Also planned are upgrades to a currently underutilized portion of the second garage located at the facility
 - Ultimate plan is to move EMS from the second to the first floor of the building
 - Balance in reserve fund on 12/31/11 will be \$31,086

SOUTH STATION Crew Quarters



- **NORTH STATION** - EMS quarters located at Public Safety Complex
 - In service 24/7
 - Stove, sink & refrigerator showing signs of age
 - Need to establish reserve for repairs or replacement
 - Balance in reserve fund on 12/31/10 is \$5,000

NORTH STATION Crew Kitchen Facilities



Kingston Free Library

| Kingston Library Improvements | |
|--|------------------|
| Income | |
| Funds Held in Library Cap. Resv. Plus FY 2011 Transfer | \$152,000 |
| Champlin Foundation Grant (Approved) | 100,000 |
| Future CIP Funding | 50,000 |
| Total Income | \$302,000 |
| Expenses | |
| Belfry Roof Replacement - FY 2011-2012 | \$80,000 |
| Exterior Painting - FY 2012-2013 | 220,000 |
| Total Expenditures | \$300,000 |

General Government Programs

- GIS Mapping - \$5,000
- Information Technology Program - \$10,000
- Town Hall Renovations - \$5,000

**Town Manager Proposed
Capital Improvement Program**

| General Fund | Fiscal Year 2010-2011 | Fiscal Year 2011-2012 | Fiscal Year 2012-2013 | Fiscal Year 2013-2014 | Fiscal Year 2014-2015 | Fiscal Year 2015-2016 | Fiscal Year 2016-2017 | Six Year Total |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------|
| <u>Recreation Program</u> | | | | | | | | |
| Park Rehabilitation/Improvements | \$60,000 | \$80,000 | \$105,000 | \$115,000 | \$110,000 | \$114,000 | \$111,000 | \$635,000 |
| Equipment Purchase/ Replacement | 90,000 | 96,000 | 107,000 | 127,000 | 126,000 | 124,500 | 126,500 | 707,000 |
| Marina Park Improvements | 0 | 0 | 0 | 10,000 | 10,000 | 0 | 0 | 20,000 |
| Recreation Dept. - Subtotal | \$150,000 | \$176,000 | \$212,000 | \$252,000 | \$246,000 | \$238,500 | \$237,500 | \$1,362,000 |
| <u>Public Services Program</u> | | | | | | | | |
| Road Improvement Program | \$550,000 | \$610,000 | \$625,000 | \$660,000 | \$640,000 | \$640,000 | \$640,000 | \$3,815,000 |
| Equipment Acquisition | 146,000 | 215,000 | 257,000 | 257,500 | 278,000 | 213,500 | 275,000 | 1,496,000 |
| Public Services Dept. - Subtotal | \$696,000 | \$825,000 | \$882,000 | \$917,500 | \$918,000 | \$853,500 | \$915,000 | \$5,311,000 |
| <u>Public Safety Program</u> | | | | | | | | |
| Computer System Equipment | \$10,000 | \$18,000 | \$20,000 | \$20,000 | \$25,000 | \$35,000 | \$35,000 | \$153,000 |
| Harbor Patrol - Engine Replacement | 0 | 20,000 | 0 | 0 | 0 | 0 | 0 | 20,000 |
| Animal Control Vehicle Replacement | 0 | 0 | 35,000 | 0 | 0 | 0 | 0 | 35,000 |
| Communications Equipment | 30,000 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 |
| Public Safety Building - General | 5,000 | 15,000 | 20,000 | 45,000 | 0 | 0 | 0 | 80,000 |
| Public Safety Dept. - Subtotal | \$45,000 | \$53,000 | \$75,000 | \$75,000 | \$35,000 | \$45,000 | \$45,000 | \$328,000 |
| <u>Communications Department</u> | | | | | | | | |
| Cable Purchase | \$0 | \$0 | \$10,000 | \$0 | \$10,000 | \$0 | \$10,000 | \$30,000 |
| Communications Dept. - Subtotal | \$0 | \$0 | \$10,000 | \$0 | \$10,000 | \$0 | \$10,000 | \$30,000 |
| <u>Emergency Medical Services</u> | | | | | | | | |
| Medical Diagnostics | \$0 | \$0 | \$30,000 | \$45,000 | \$0 | \$0 | \$0 | \$75,000 |
| Facilities Improvements - South | 10,000 | 25,000 | 20,000 | 20,000 | 0 | 0 | 0 | 65,000 |
| Facilities Improvements - North | 0 | 10,000 | 10,000 | 0 | 0 | 0 | 0 | 20,000 |
| Mobile Computing Upgrade | 0 | 0 | 8,000 | 0 | 0 | 0 | 0 | 8,000 |
| EMS Vehicle Replacement #1 | 75,000 | 75,000 | 0 | 0 | 0 | 60,000 | 80,000 | 215,000 |
| EMS Vehicle Replacement #2 | 0 | 0 | 35,000 | 35,000 | 0 | 0 | 0 | 70,000 |
| EMS Vehicle Replacement #3 | 50,000 | 0 | 0 | 0 | 80,000 | 80,000 | 0 | \$160,000 |
| Emergency Medical Services - Subtotal | \$135,000 | \$110,000 | \$103,000 | \$100,000 | \$80,000 | \$140,000 | \$80,000 | \$613,000 |

**Town Manager Proposed
Capital Improvement Program**

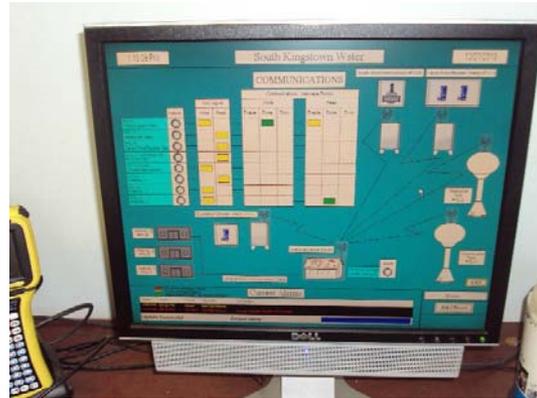
| General Fund | Fiscal Year 2010-2011 | Fiscal Year 2011-2012 | Fiscal Year 2012-2013 | Fiscal Year 2013-2014 | Fiscal Year 2014-2015 | Fiscal Year 2015-2016 | Fiscal Year 2016-2017 | Six Year Total |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------------|
| <i>Library Program</i> | | | | | | | | |
| Library Facilities Renovations Program | \$30,000 | \$25,000 | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| Library Depart. - Subtotal | \$30,000 | \$25,000 | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| <i>Senior Services Program</i> | | | | | | | | |
| Adult Day Services Center Improvements | \$0 | \$0 | \$0 | \$10,000 | \$0 | \$10,000 | \$0 | \$20,000 |
| Senior Center Facility Improvements | 0 | 0 | 15,000 | 5,000 | 10,000 | 15,000 | 5,000 | 50,000 |
| Senior Center Annex Improvements | 0 | 0 | 5,000 | 10,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Senior Center Barn Improvements | 0 | 0 | 0 | 0 | 5,000 | 0 | 5,000 | 10,000 |
| Senior Transportation Vehicle | 20,000 | 30,000 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| Senior Services Depart - Subtotal | \$20,000 | \$30,000 | \$20,000 | \$25,000 | \$20,000 | \$30,000 | \$15,000 | \$140,000 |
| <i>General Government</i> | | | | | | | | |
| GIS Municipal Mapping Program | \$10,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| GIS Equipment Reserve Fund | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| Information Technology Program | 10,000 | 10,000 | 15,000 | 10,000 | 10,000 | 10,000 | 10,000 | 65,000 |
| Property Appraisal Program | 120,000 | 0 | 0 | 0 | 35,000 | 35,000 | 0 | 70,000 |
| Town Hall - Renovations and Upkeep | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Pool Car Replacement | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 20,000 | 60,000 |
| General Government - Subtotal | \$145,000 | \$20,000 | \$40,000 | \$15,000 | \$70,000 | \$50,000 | \$35,000 | \$230,000 |
| General Fund Total | \$1,221,000 | \$1,239,000 | \$1,367,000 | \$1,384,500 | \$1,379,000 | \$1,357,000 | \$1,337,500 | \$8,064,000 |

Water Fund

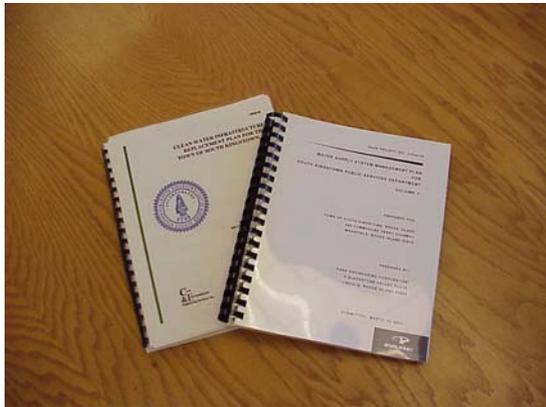
Proposed capital budget allocations for FY 2011-2012 are as follows:

| <u>Project Type</u> | <u>Cost</u> |
|---|---------------------|
| SCADA Upgrade | \$27,000 |
| Capital Infrastructure Plan –Delay to FY 2015 | \$15,000 |
| Water Supply Mgmt Plan– Delay to FY 2015 | \$19,000 |
| Leak Detection Equipment | \$30,000 |

Water Fund



SCADA Upgrade



Regulatory Plan Updates



Leak Detection Equipment

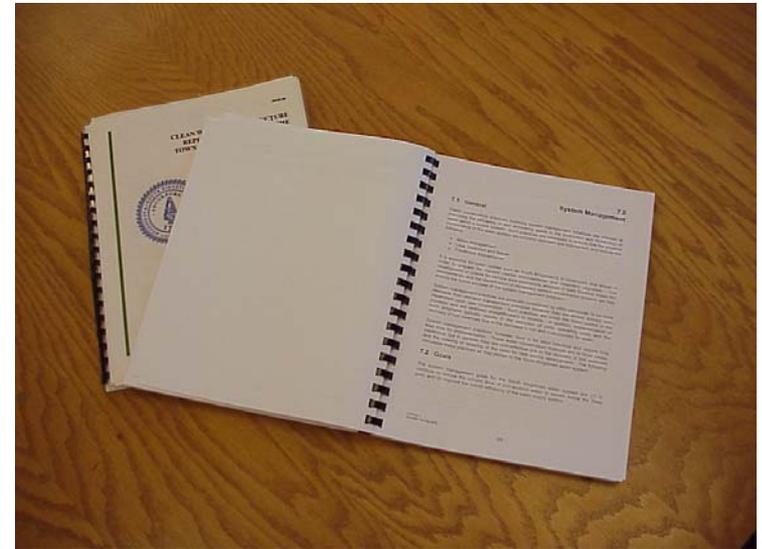
SCADA Upgrade

- The Water Division installed a supervisory controlled and data acquisition (SCADA) system in 2000
- This computerized equipment is used to operate and manage the water system's storage and supply system
- The original equipment is now in need of replacement
- \$27,000



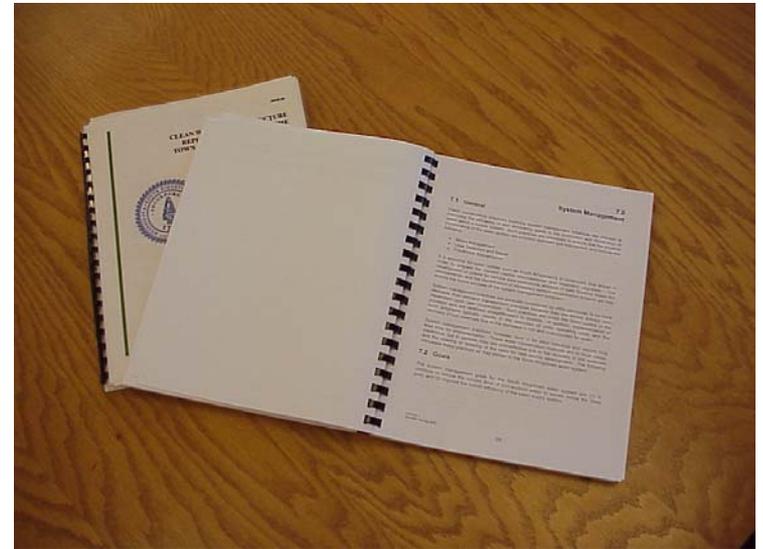
Capital Infrastructure Plan

- This plan is similar to the Town's Capital Improvement Program (CIP) which provides a long term capital planning document for the Water Division
- The Water Division received notice in December 2010 that the next WSSMP (and CIP) will be due in 2015
- \$15,000



Water System Supply Management Plan

- This plan is required by the RI Water Resources Board and serves as an operational, maintenance and planning document for the Town's water systems
- The Town received word in December 2010 that the next WSSMP will be due in 2015
- \$19,000



Leak Detection Equipment

- As required by RIGL, all water utilities are required to achieve a non-metered water goal of 10%
- Funding is proposed for the purchase of leak detection equipment which will provide the Water Division the capability of ongoing leak detection work
- \$30,000



Wastewater Fund

Proposed capital budget allocations for FY 2011-2012 are as follows:

| <u>Project Type</u> | <u>Cost</u> |
|--|--------------------|
| WWTF Building Infrastructure | \$ 50,000 |
| Telemetry Control Upgrade | \$ 30,000 |
| Local Pump Station Improvements | \$ 30,000 |
| Silver Lake Pump Station Improvements | \$ 170,000 |
| Influent Headworks Repairs / Primary Treatment Upgrade | \$ <u>30,000</u> |
| Total | \$ 310,000 |

Wastewater Fund Cost Sharing

Regional Partner cost sharing for Wastewater improvements is based upon wastewater flow contribution (FY 2009-2010) to the Regional Wastewater Treatment Facility and regional pump stations where applicable.

WWTF Partners

South Kingstown

Narragansett

University of Rhode Island

Percent

37.28%

44.27%

18.45%

Silver Lake Pump Station

South Kingstown

University of Rhode Island

Percent

66.89%

33.11%

Kingston Pump Station

South Kingstown

University of Rhode Island

Percent

13.79%

86.21%

Wastewater Fund



WWTF Building Infrastructure



Telemetry Control Upgrade



Local Pump Station Improvements



*Silver Lake Pump Station
Improvements*



*Influent Headworks Repairs
Primary Treatment Upgrade*

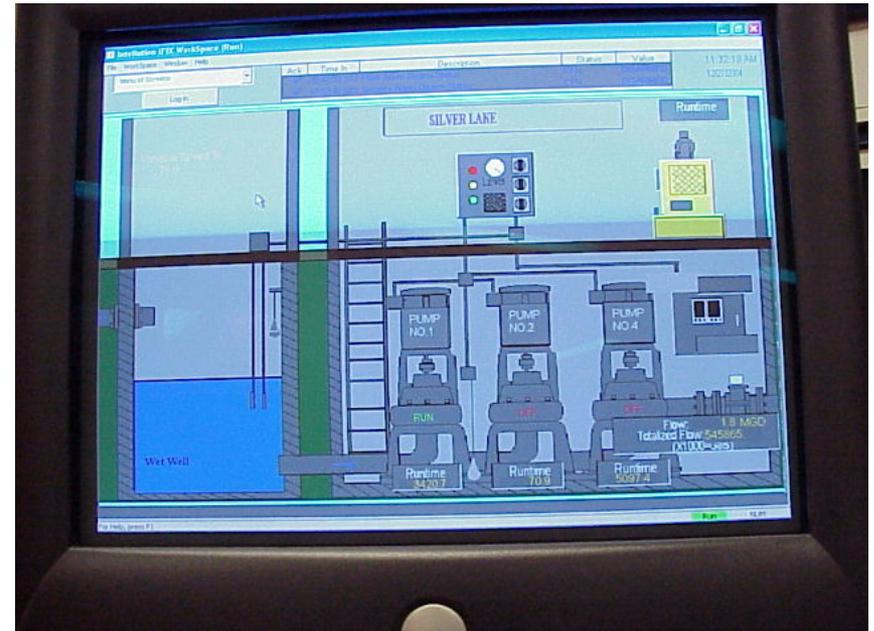
WWTF Building Infrastructure

- Funds will be used to replace the flat membrane roof on the operations building
- A tar and gravel roof is proposed for installation
- \$50,000 total projected cost
- \$18,640 SK share (37.28%)



Telemetry Control Upgrade

- Funds will be used to replace the WWTF mainframe computers and associated SCADA software
- \$30,000 total projected cost
- \$11,184 SK share (37.28%)



Local Pump Station Improvements

- Funding will be used to replace the existing sludge grinders at the Salt Pond and Hospital pump stations which date back to 1978
- This work will be done by in-house Wastewater Division maintenance staff
- \$30,000 total projected cost
- \$30,000 SK share (100%)



Silver Lake Pump Station Improvements

- Funding will be used to install a fourth wastewater pump at the pump station
- Due to installation complexity and piping changes, this project will be contracted out
- \$170,000 total projected cost
- \$113,713 SK share (66.89%)



Influent Headworks Repairs Primary Treatment Upgrade

- Due to the corrosive nature of the WWTF influent headworks, the concrete structure is subject to spauling
- Funding will be used for concrete repairs and installation of a protective coating
- \$30,000 total projected cost
- \$11,184 SK share (37.28%)

