

# **Town of North Kingstown Proposed 2005-2010 Capital Improvement Program**



**INCORPORATED 1674**

**Presented to**

**The North Kingstown Town Council**

**March 2004**

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## **PREFACE**

This Capital Improvement Program (CIP) is presented using the same format that had been revised with the CIP submission last year. The goal continues to be to put forward the recommendations in a logical readable style. The document is organized as follows:

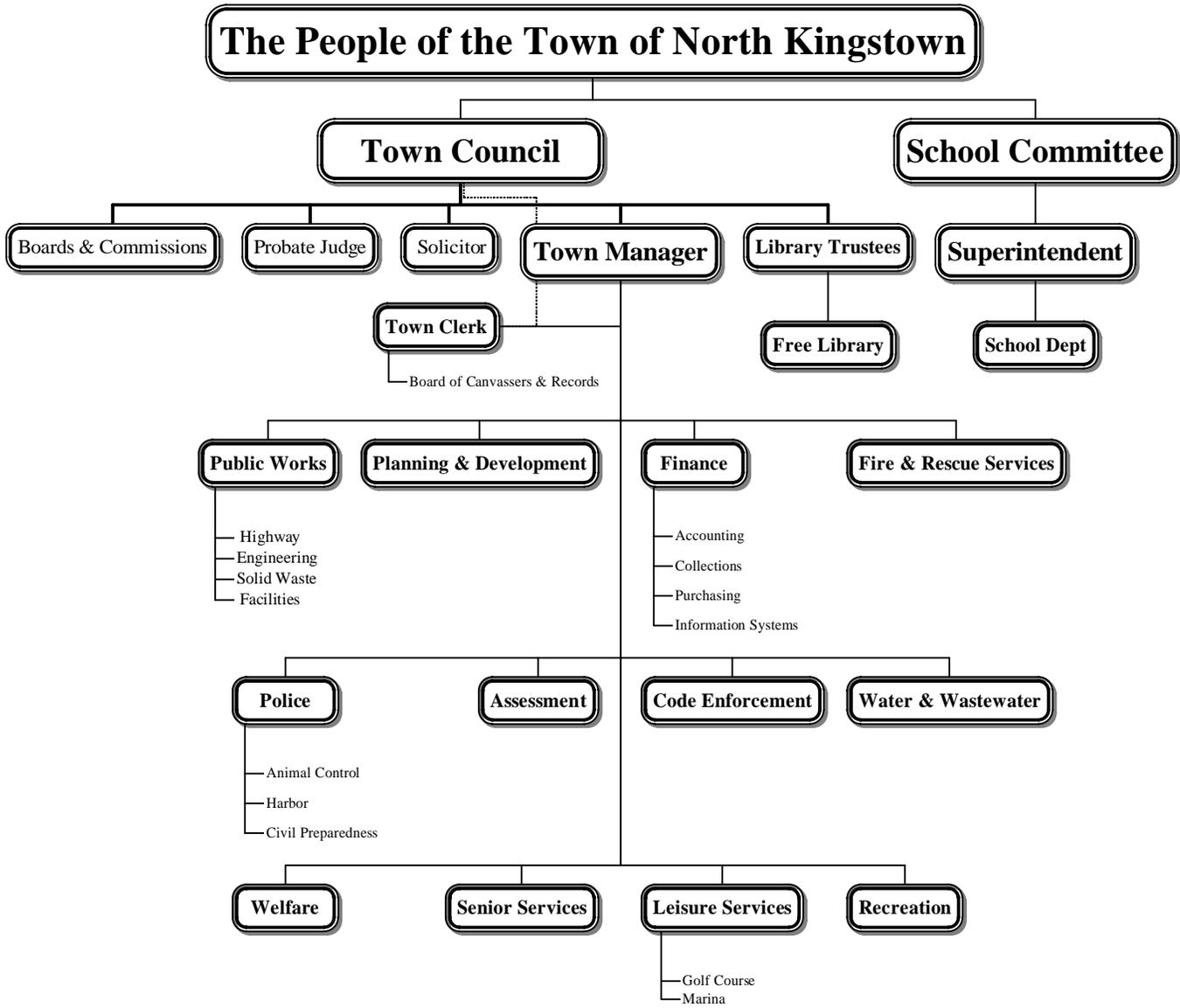
- Section 1: The Town Manager's Summary: An overview of the program summarizing recommendations and course of action that is required to implement the recommendations.
- Section 2: The Financing Plan Including Detailed Project Descriptions: Detailed descriptions of the major programs grouped by funding source. Also included is a fiscal impact analysis of the program.
- Section 3: Appendices containing supporting documents used to develop the program.

This document is a planning document and should not be viewed as detailed engineering design and cost estimates for projects. The cost estimates for projects in next fiscal year are more accurate than estimates for projects in later years. Cost estimates for projects change from year to year as better information becomes available.

This year, even more so than in the past, the Council will be faced with some difficult policy decisions to implement this plan. Care must be exercised to give consideration to the recommendations in the plan for fear that the document itself becomes irrelevant.

Richard Kerbel  
Town Manager  
March 26, 2004

# NORTH KINGSTOWN GOVERNMENTAL ORGANIZATION



**TOWN OF NORTH KINGSTOWN OFFICIALS**

**TOWN COUNCIL**

Elizabeth S. Dolan – President  
Dale M. Grogan  
Anthony F. Miccolis, Jr.  
John A. Patterson  
Robin Porter

**ASSET MANAGEMENT COMMISSION**

Richard B. Shapiro – Chairman  
Richard D. Bee  
Thomas J. Grennan III  
Joseph E. Kochhan  
Harriet Powell  
Eric R. Seabury  
Joseph B. White

TOWN MANAGER ..... Richard I. Kerbel  
TOWN SOLICITOR ..... A. Lauriston Parks  
DIRECTOR OF FINANCE..... Cynthia J. Olobri  
DIRECTOR OF PLANNING..... Marilyn F. Cohen  
DIRECTOR OF PUBLIC WORKS..... Phil Bergeron  
POLICE CHIEF..... Steven B. Fage  
FIRE CHIEF ..... David Murray  
DIRECTOR OF WATER SUPPLY ..... Susan Licardi  
TOWN CLERK ..... James D. Marques (Active Duty)  
ACTING TOWN CLERK..... Jeannette Holloway  
TAX ASSESSOR ..... Linda Cwiek  
BUILDING OFFICIAL..... John H. Lees  
DIRECTOR OF RECREATION..... Allen R. Southwick  
DIRECTOR OF SENIOR SERVICES..... Kathleen Carland  
DIRECTOR OF LEISURE SERVICES..... Daniel O'Connor  
DIRECTOR OF WELFARE ..... Mary Elizabeth Winsor  
CONTROLLER..... Barbara L. Strate  
DIRECTOR OF INFORMATION SYSTEMS ..... Lori-Ann Fox  
TOWN ENGINEER ..... Dennis Browchuk  
HIGHWAY SUPERINTENDENT..... Forrest Spears  
LIBRARY DIRECTOR..... Susan Aylward  
SCHOOL SUPERINTENDENT ..... Dr. James Halley

## TOWN OF NORTH KINGSTOWN GOALS

Adopted by the Town Council on February 24, 2003

As a basis for the budget process for the fiscal year 2004 the Town Council sets the following Goals for the Town of North Kingstown:

It is the **Vision** of the Town Council that future development in North Kingstown must be consistent with the goals and objectives of our Comprehensive Plan, updated on July 9, 2001, the capacity to sustain additional development of our land, groundwater and other natural resources, and of Town services. This vision of the Town's identity and future should be regularly communicated to the community and visitors through the media and all relevant public documents, including the town web site.

The Council will strive to improve the **Quality of Life** of all residents, businesspersons and visitors to the Town. The Council will continue to support equitably dispersed affordable housing opportunities. We will ensure security and excellence in public safety throughout the town. We will continue superior Senior Programs and support recreational activities for all segments of the population. We support a school budget that is fiscally responsible and fulfills our goal of excellence and continued improvement in all of the schools. We will ensure that Town policies and practices respect the residents of North Kingstown and protect the peace, health, safety and welfare of the community.

The Council will protect and preserve our **Environment** by continuing to implement new growth management tools, including, but not limited to the purchase of development rights. The Council will continue to preserve open space and farmland for groundwater protection and community character.

The Council will encourage and assist in the **Economic Development** of the town's industrial and commercial tax base. In cooperation with the state, Council members and the Town staff will advocate an open process that will deliver, environmentally sound and financially prudent development of Quonset Point/Davisville Industrial Park. The Council will support educational and tourism opportunities at Quonset Point/Davisville, such as the USS Saratoga Museum, the Seabee Memorial Park, the rehabilitation of the historic Allen-Madison House, and the Quonset Air Museum. Throughout the Town, the Council will continue to support the local economy by encouraging commercial and industrial activity in areas designated by the Comprehensive Plan, including the existing retail center in Wickford and the Post Road corridor, promote the Town's historic resources and regional tourism attractions, and participate in the Washington County Regional Planning Council and the Central Rhode Island Development Council. Finally, the Council will ensure that local business owners are invited to become stakeholders in any redevelopment or redesign plans for the future.

The Town Council will maintain **Fiscal** responsibility and integrity in the budget process. The process will be open and will involve community input and discussion at every step. The Council will seek to provide the best services at the least cost will make every effort to limit any increase in the tax burden and will analyze the budget at various levels of funding. The Council will reduce long-term debt by retaining our most favorable bond rating. The Council will continue to seek opportunities to expand the elderly tax exemption program.

The Town Council will invest in and maintain the Town's **Infrastructure** based on a carefully developed asset management plan. The Town Council will ensure that Town employees are treated fairly and that Town offices operate in an effective, efficient and courteous manner. The Town Council will continue to encourage citizen participation in Town government through service on Boards and Commissions and other volunteer opportunities.



INCORPORATED 1674

## **TOWN MANAGER'S INTRODUCTORY MESSAGE**

### **INTRODUCTION**

This Six-Year Capital Improvement Program implies major policy decisions of the Town Council. It also calls on the Council to resolve some major issues that have seen conflicting opinions expressed by advisory bodies to the Town Council. The foremost of these decisions is what to do with the School Projects. The Asset Management Commission has taken a very strong stand that all that is needed at the current time is nine million dollar bond authorization. The School Committee's appointed School Modernization Committee is currently evaluating between a \$25,400,000 proposal and the \$9,000,000 proposal. By the end of this budget process the Town Council must decide what, if anything, will be put before the voters. The second decision involves improvements to the Golf Course. The Asset Management Commission and the Leisure Services Advisory Committee have recommended that the Town consider bonding for the improvements and making the improvements in single construction season. Town Staff is recommending that the projects be funded on a pay as you go basis over several years. Finally the Council must consider the speed at which Town roads are resurfaced. The recently completed Pavement Management System Road Inventory identified 25.5 miles of roads in failed, very poor or poor condition. Realistically the Town would need to budget \$650,000 annually over three years to repair just those roads or propose a \$2.0 million bond ordinance to repair those roads in one year. Instead this Plan and the operating budget recommend a pay as you go approach. Another option with the road projects is the increasing demand for sidewalk projects in Town, both the Wickford Village Committee and the citizens who have petitioned the council for sidewalks in the vicinity of the High School have expressed concern regarding the speed of implementation of these projects. These projects could be moved along faster with a new \$0.5 million bond ordinance which is not recommended in this program.

In addition to the three issues mentioned above there two other projects discussed in this document which need special mention. They are the closing of the Hamilton Allenton Landfill and the dam repairs. Both projects will require significant expenditure of Town funds. They are currently proposed for funding with appropriations from the Town Capital reserve fund. However the fund will only have sufficient dollars to fund all the proposed demands if the Town Council continues to appropriate funds annually from revenues in excess of the budget. With the normal pressure of a revaluation year approaching the tightness of the budget estimates the Council is faced with a dilemma: Is there enough flexibility in the budget to develop a capital reserve for future years needs?

### **EXPLANATION OF TOWN COUNCIL BUDGET GOALS**

The Town Council's Budget Goals called for the Town to "invest in and maintain the Town's Infrastructure based on a carefully developed asset management plan". The Goals also speak towards retaining the Town's favorable bond rating. In order to accomplish these objectives the Town must implement Capital Improvement Projects but not in manner that unduly effects the Town's financial

position. The plan as developed accomplishes both goals. The recommended projects continue to improve the Town's infrastructure and the fiscal impacts of the projects are shown in pages 39-41.

### **RECOMMENDED COURSE OF ACTION**

The projects and recommended financing plan for each infrastructure improvement in this plan have been included mindful of the previous Town Council's direction to the Asset Management Commission and to Staff that each proposed project be prioritized and innovative ways to finance the projects be explored. The Asset Management Commission has reviewed and prioritized the projects with the exception of the School's recommended projects. The Commission decided that the school projects should not be prioritized until further plans and building evaluations were developed by the School Department. Each project has been presented with a financing plan.

The Financing Plan section of the document includes each project sorted by proposed funding source with projects under each source of funds being listed in priority order. In some cases, the timing of the projects may be delayed to allow for the availability of funds under the plan. For example, the number one, highest priority of the plan is the expansion of the Public Safety Building; yet, the plan calls for the Town to put funds aside over the next few years to cover the project costs. The timing of this project is dependent upon the success of the Town to set aside the necessary funds. The Water Fund will finance the new wells with funds that have already been set-aside for this purpose. Because the funds are available, with numbers two and three priority, new wells may be accomplished before the number one priority, Public Safety Building improvements. However, within each funding group, the priority number allows us to give the most attention to accomplishing the highest priority within the group.

Although the Town's Capital Improvements Plan will continue to evolve as new opportunities for funding sources are explored, those projects that are deemed most critical in meeting the needs of the Community have been given top priority.

## ASSET MANAGEMENT COMMISSION RECOMMENDATIONS and PRIORITIES

The Asset Management Commission has conducted meetings with department heads and the Town Manager to discuss program requests. The Director of Public Works participated in those meetings, as the Public Works Department is the office responsible for the construction and maintenance of facilities. The Commission conducted its review and forwarded a Capital Improvement Program with project priorities and recommendations to the Town Council on January 21, 2004 and the Commission's recommendations were presented and discussed at the meeting held on February 23, 2004.

A listing of the projects that were considered by the Asset Management Commission along with the results of the prioritization votes of the Commission are shown in the table below. The texts of Commission's recommendations have been included in this document and appear on the detail project description pages. The individual page number for each project description and recommendation has been noted in the priority table below for quick reference.

### *Asset Management Commission's Priority Numbers for CIP 2005 -2010*

Project Title	Page Number	Priority Ranking	Powell	Shapiro	Kochhan	Grennan	White	Seabury	Bee	Points
New Juniper Hill Tank	25	1	5	5	5	5	5	5	5	35
Public Safety Building Improvements Phase I	11	2	5	5	4	5	5	5	5	34
System Disinfection	26	3	5	4	5	5	5	5	5	34
New 700 GPM Well	27	4	5	5	5	4	3	5	5	32
Belleville Pond Dam Constructions and Misc. Dams	12	5	5	5	3	4	5	4	5	31
Replacement Well 5	28	6	5	5	4	4	3	5	5	31
Emergency Generators	29	7	4	4	5	5	3	4	5	30
Standpipe Maintenance and Painting	30	8	5	5	4	4	3	4	5	30
Wickford Roads and Sidewalks	16	9	4	5	3	4	5	5	4	30
Development Rights Acquisition	17	10	4	5	5	3	5	3	4	29
Landfill Closure - Hamilton Allenton	13	11	5	3	3	4	5	3	4	27
Signal Rock	14	12	5	4	2	5	5	4	1	26
System Looping and Upgrades	31	13	4	3	4	3	3	4	4	25
Allen Harbor/Calf Pasture Point	32	14	4	5	2	4	2	5	2	24
Quonset/Davisville Station	18	15	3	5	3	3	1	4	3	22
Relocate Station #2 or Add New Fire Station #5	20	16	3	3	4	4	2	3	3	22
Golf Course Irrigation System	33	17	4	2	3	4	2	4	3	22
Public Safety Building Improvements Phase II	21	18	3	1	3	3	5	3	3	21
Town Hall	22	19	2	4	2	3	5	3	2	21
Yorktown Park	35	20	3	2	2	4	1	4	1	17
Bicycle System Development	36	21	3	3	1	4	2	3	1	17
New Ballfields	37	22	2	2	2	4	4	2	1	17
Wickford Middle and Davisville Elementary Schools	23	23	5	0	1	3	3	1	0	13
Indoor Recreation Facility	38	24	1	1	1	4	1	3	1	12
McGinn Park Inline Skating	39	25	1	1	1	4	1	2	1	11

## FINANCING OF THE CAPITAL IMPROVEMENT PROGRAM

In order to clarify the proposed financing plan of the Capital Improvement Program, projects have been separated into groups by funding source. On the following pages, the main and sub categories of funding that are presented here include those projects that are: (1) primarily supported by tax dollars (including capital reserve funds, authorized bond funds, and projects that will require future bond authorization); (2) primarily supported by enterprise funds; and (3) primarily supported by grants or other funding. Following the presentation of the projects by funding sources, included herein is a Fiscal Impact Analysis of the Capital Improvement Program that assumes implementation of all projects at the level and types of funding being proposed.

### PROJECTS PRIMARILY SUPPORTED BY TAX DOLLARS

#### PROJECTS SUPPORTED BY CAPITAL RESERVES

The projects noted below and described on the following four pages are proposed with funding from the Town Capital Reserves. Adequate funds to cover these expenses are not currently available in the Town Capital Reserve Fund; therefore, implementation will require appropriations from current revenues in the General Fund and/or appropriations from prior years' surpluses to be set-aside over the next few years to cover the cost of these projects.

The Public Safety Building Improvements Project, Phase I, is the number two priority of the Asset Management Committee. These improvements to the current Public Safety Complex (Police and Fire Headquarters on Post Road) will provide much needed additional space to both the Police and Fire Departments. The current proposal is for a 7,500 square foot addition to be constructed in the existing courtyard area between the Police and Fire Station No. 1 buildings. The Belleville Pond Dam Constructions and Landfill Closure - Hamilton Allenton are two projects that have been added to the CIP this year. Both have had preliminary engineering and design and both are urgently needed. The R.I. Department of Environmental Management requires the Landfill Closure Project be completed. In order to provide community meeting and recreational space to the area, the Town-owned, abandoned building located at Signal Rock Park in the Town's north end would require considerable renovations including a complete overhaul of the electrical, plumbing, fire alarm and heating systems. The timing of these projects will be dependent upon the Town's success in setting-aside adequate funds within the Town Capital Reserve Fund for the higher priorities, such as the Public Safety Building Improvements, Dam Repairs and Landfill Closure noted above, and other scheduled maintenance projects that will most likely require the Signal Rock project to be delayed significantly.

Department	Project Title	Project Priority	Date Project Begin	Date Project End	Estimated Total Project Cost	Operating Fund Total	Grants /Other Total
Public Safety	Public Safety Building Improvements Phase I	2	7/1/2003	6/30/2005	\$1,289,500	\$1,034,500	\$255,000
Public Works	Belleville Pond Dam Constructions and Misc. Dams	5	7/1/1999	6/30/2009	\$1,150,000	\$1,150,000	
Public Works	Landfill Closure - Hamilton Allenton	11	7/1/2003	6/30/2008	\$670,000	\$670,000	
Recreation	Signal Rock	12	7/1/2006	6/30/2008	\$180,000	\$180,000	
	Total				\$3,289,500	\$3,034,500	\$255,000

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Public Safety	<b>Project Title</b>	• <b>Public Safety Building Improvements Phase I</b>				
<b>Description:</b> Improvements and additional office space at Public Safety Building . An approximate 7,500 sq ft addition to be constructed within the courtyard area between the Police Department and the Fire Station #1. This addition will benefit expanding program needs for both departments including new communications equipment. The addition also fits into a future expansion plan for these departments that is detailed in Maguire's August of 2000 schematic design. Architectural firm to be engaged for design in FY04 and construction in FY05.							
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes that the condition of the building warrants improvement and is pleased that the project has begun.							
<b>Begin Date</b>	7/1/2003	<b>End Date</b>	6/30/2005	<b>AMC Priority #</b>	2		
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Planning & Design	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$937,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$937,500.00
Equipment/Furnishings	\$332,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$332,000.00
Total Project Expenses:	\$1,289,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,289,500.00
<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
General Fund	\$1,034,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,034,500.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$255,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$255,000.00
Total Funding Sources	\$1,289,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,289,500.00
<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$4,000.00	\$4,000.00	\$4,250.00	\$4,250.00	\$4,250.00	\$20,750.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$4,000.00	\$4,000.00	\$4,250.00	\$4,250.00	\$4,250.00	\$20,750.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Public Works	<b>Project Title</b>	● <b>Belleville Pond Dam Constructions and Misc. Dams</b>				
<b>Description:</b> Belleville Phase I to include reconstruction of pedestrian bridge. Design is 90% complete (BETA Engineering) and funded from Capital Reserve (FY 05 \$200,000 and FY 06 \$200,000. Other Misc. Dam Projects include Chadsey, Featherbed, Secret Lake and are based on Phase I Report. Funded from Capital Reserve (FY 05 \$50,000) and the balance is proposed to be funded with Unauthorized bonds for FY 06 \$100,000, FY07 \$200,000, FY08 \$200,000 and FY 09 \$200,000.							
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes this is a public safety issue that must be addressed.							
<b>Begin Date</b>	7/1/1999	<b>End Date</b>	6/30/2009	<b>AMC Priority #</b>	5		
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$250,000.00	\$300,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$0.00	\$1,150,000.00
Equipment/ Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$250,000.00	\$300,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$ 0.00	\$1,150,000.00
<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
General Fund	\$250,000.00	\$200,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$450,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$100,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$0.00	\$700,000.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$250,000.00	\$300,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$ 0.00	\$1,150,000.00
<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST							
<b>Department</b>	Public Works	<b>Project Title</b>	• <b>Landfill Closure - Hamilton Allenton</b>				
<b>Description:</b> Landfill closure program currently under design by Lincoln Environmental. If DEM allows, this project will be done in phases but if DEM requires it to be done more quickly, earlier funding will be required.							
<b>Asset Management Commission Comments:</b> The Asset Management Commission understands that this is a mandated project.							
<b>Begin Date</b>	7/1/2003		<b>End Date</b>	6/30/2008		<b>AMC Priority #</b>	11
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Planning & Design	\$20,000.00	\$20,000.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$60,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$80,000.00	\$230,000.00	\$300,000.00	\$0.00	\$0.00	\$610,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$20,000.00	\$100,000.00	\$250,000.00	\$300,000.00	\$ 0.00	\$ 0.00	\$670,000.00
<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
General Fund	\$20,000.00	\$100,000.00	\$250,000.00	\$300,000.00	\$0.00	\$0.00	\$670,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$20,000.00	\$100,000.00	\$250,000.00	\$300,000.00	\$ 0.00	\$ 0.00	\$670,000.00
<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST								
Department	Recreation	Project Title						• Signal Rock
<b>Description:</b> Rehabilitation of abandoned building at Signal Rock Park for use as a community center to include heating, air conditioning, insulation, ADA and Fire/Life/Safety compliance, flooring, limited exterior lighting, and asbestos abatement. Provide meeting room and classroom facilities with tables and chairs, some limited kitchen equipment including a microwave and refrigerator, and audio/video equipment.								
<b>Asset Management Commission Comments:</b> The Commission agreed that this project is an inexpensive alternative to create needed meeting space.								
Begin Date	7/1/2006	End Date	6/30/2008	AMC Priority #	12			
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Planning & Design	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Construction	\$0.00	\$0.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00	\$150,000.00	
Equipment/Furnishings	\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$20,000.00	
Total Project Expenses:	\$ 0.00	\$10,000.00	\$85,000.00	\$85,000.00	\$ 0.00	\$ 0.00	\$180,000.00	
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
General Fund	\$0.00	\$10,000.00	\$85,000.00	\$85,000.00	\$0.00	\$0.00	\$180,000.00	
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Funding Sources	\$ 0.00	\$10,000.00	\$85,000.00	\$85,000.00	\$ 0.00	\$ 0.00	\$180,000.00	
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$8,300.00	\$8,300.00	\$16,600.00	
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$13,000.00	\$13,000.00	\$26,000.00	
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	(\$5,000.00)	(\$5,000.00)	(\$10,000.00)	
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$16,300.00	\$16,300.00	\$32,600.00	

## PROJECTS SUPPORTED BY AUTHORIZED BOND FUNDS

Two of the projects shown below and described on the following pages will be accomplished with the use of bonds funds as well as some General Fund and State support.

The bond funding for the Wickford and Quonset Fire projects is from the 1992 Public Facilities Bond Authorization of \$6,000,000. The Wickford Road and Sidewalk Project is currently in design for Main and West Main Street. The Main Street Phase that is planned for Fiscal Year 05/06 will utilize \$570,000 that is available in bond funds for road and sidewalk construction along with \$430,000 from the FY05 and FY06 Highway Department appropriation. This Town budget funding is critical to the completion of Main Street. West Main Street construction and project oversight is to be funded by the State of R.I. Department of Transportation.

The Development Rights Acquisition Projects are expected to require the sale of bonds for \$2.0 million from the November 2000 \$4.0 million authority in Fiscal Year 2005.

Prior to the Quonset/Davisville Fire Station project going forward, funding for the construction project and for the cost of annual operations will require community support from both the taxpayers of North Kingstown and the State of Rhode Island. It is anticipated that the Town will seek financial support from the RIEDC for both the balance of construction funding required as well as for future operational expenses. The projected annual operational costs have been estimated at \$1,000,000 for staffing.

Department	Project Title	Project Priority	Date Project Begin	Date Project End	Estimated Total Project Cost	Authorized Bonds	Operating Fund Total	Grants /Other Total
Public Works	Wickford Roads and Sidewalks	9	7/12/1999	6/30/2007	\$1,880,000	\$570,000	\$430,000	\$880,000
Planning	Development Rights Acquisition	10	7/1/2002	6/30/2008	\$5,833,000	\$2,000,000	\$0	\$3,833,000
Public Safety	Quonset/Davisville Fire Station	15	7/1/2004	6/30/2006	\$2,480,000	\$1,150,000	\$100,000	\$1,230,000
	Total				\$10,193,000	\$3,720,000	\$530,000	\$5,943,000

CAPITAL IMPROVEMENT PROGRAM REQUEST							
<b>Department</b>	Public Works	<b>Project Title</b>	• <b>Wickford Roads and Sidewalks</b>				
<b>Description:</b> BETA is currently designing construction for Main Street which will be Town funded. Town will fund design of West Main Street and State will fund construction of West Main.							
<b>Asset Management Commission Comments:</b> The Commission recommends this project go ahead; there are hazardous locations. Care should be taken to preserve as many trees as possible. The Commission voted in favor because the funding is already in place.							
<b>Begin Date</b>	7/12/1999		<b>End Date</b>	6/30/2007		<b>AMC Priority #</b>	9
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Planning & Design	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$1,800,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,800,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$80,000.00	\$1,800,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,880,000.00
<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
General Fund	\$80,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00
Unauthorized Bonds	\$0.00	\$600,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$600,000.00
Grants/Other	\$0.00	\$900,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$900,000.00
Total Funding Sources	\$80,000.00	\$1,800,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,880,000.00
<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Planning	<b>Project Title</b>	• <b>Development Rights Acquisition</b>				
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**Description:** The purchase of development rights fulfills several North Kingstown Comprehensive Plan goals and policies: 1) it protects a valuable resource in the community; 2) it protects an historic industry in the community; 3) it promotes economic development; 4) it reduces the long term impacts of residential growth on the Town. Monies requested would be used as a match for other programs. Funding source of grants would be R.I. Department of Environmental Management, federal funding and the Town's Realty Transfer Land Preservation Reserve. Anticipated acquisitions: Freeborn/Conn Farm, Sherman, Rathburn, Cornelius Island, Headwaters of Saugatucket River and other farmland north of Quonset.

**Asset Management Commission Comments:** The Asset Management Commission supports acquisitions but with the use of resources other than bond funding.

<b>Begin Date</b>	7/1/2002		<b>End Date</b>	6/30/2008		<b>AMC Priority #</b>	10
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>

Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$2,033,000.00	\$200,000.00	\$3,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$5,833,000.00
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$2,033,000.00	\$200,000.00	\$3,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$5,833,000.00

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$2,033,000.00	\$200,000.00	\$3,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$5,833,000.00
Total Funding Sources	\$2,033,000.00	\$200,000.00	\$3,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$5,833,000.00

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Public Safety	Project Title	• Quonset/Davisville Fire Station				
<b>Description:</b> Construct a new fire station in the Quonset point/Davisville complex. The planned fire station should be 10,500 square feet and should have the capacity to house two (2) pumpers, one (1) ladder truck, one (1) rescue vehicle, two (2) service vehicles and a minimum of twelve (12) personnel (1 Captain, 3 Lieutenants, 8 Privates). Personnel costs for first year includes staffing and training costs for six months. At present there is no fire station in this complex.							
<b>Asset Management Commission Comments:</b> The Commission is encouraged that an acceptable site has been found. The commissions feel that there may be an opportunity to work together with the state in developing a joint public safety program.							
Begin Date	7/1/2004		End Date	6/30/2006		AMC Priority #	15
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$180,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$2,100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,100,000.00
Equipment/Furnishings	\$100,000.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00
Total Project Expenses:	\$2,380,000.00	\$100,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$2,480,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$1,150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,150,000.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$1,230,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,230,000.00
Total Funding Sources	\$2,380,000.00	\$100,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$2,480,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$600,000.00	\$980,000.00	\$1,044,000.00	\$1,115,000.00	\$1,190,000.00	\$1,270,000.00	\$6,199,000.00
Maintenance	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$60,000.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$610,000.00	\$990,000.00	\$1,054,000.00	\$1,125,000.00	\$1,200,000.00	\$1,280,000.00	\$6,259,000.00

## PROJECTS REQUIRING BOND AUTHORIZATION

The projects described below are detailed on the following four pages. All would require State of R.I. legislative and North Kingstown voter approval to be funded by the sale of bonds. The timing of these projects does not require immediate decision making as to whether they should move forward. It is anticipated that the Asset Management Commission will consider these or similar projects in the future and new priorities will be established at that time when there is a more complete determination of the need and ability and willingness of the community to support.

The relocation or addition of a Fire Station within the southern area of Town, referred to as Fire Station 2 relocation, will require either (1) the acquisition of land and the abandonment of the current Station 2 located on Boston Neck Road in Saunderstown and the construction of a new station or (2) the construction of a new station #5 in the Slocum area that would require an addition of eight new positions that would not be required with the Station #2 relocation project. The Asset Management Commission prefers the relocation of station 2 as a priority over the construction of an additional new station 5. However, if a school is located in the southern portion of the town, adding a fire station becomes a necessity.

The Public Safety Building Phase II project would involve renovations to the Public Safety building and the relocation and construction of Fire Station 1. The Town Hall project would provide handicapped access, renovations to the heating, ventilation and air conditioning as well as the combining of Town Hall and Town Hall Annex offices to one location.

The School Committee has conducted a facilities/feasibility study for information regarding potential improvements to schools and has appointed the School Modernization Committee that is currently studying possible options. They have submitted a plan to the State of RI Board of Education for approval. If there is community support for a project, a maximum of \$25.4 million in bonds would be issued. However, the Asset Management Commission believes that a \$9 million dollar proposal submitted to the Town Council (October 20, 2003) remains the most practical proposal.

Department	Project Title	Project Priority	Date Project Begin	Date Project End	Estimated Total Project Cost	Unauthorized Bonds	Operating Fund Total
Public Safety	Relocate Station #2	16	7/1/2004	6/30/2006	\$1,250,000	\$1,250,000	
Public Safety	Public Safety Building Improvements Phase II	18	7/1/2007	6/30/2009	\$5,090,000	\$5,090,000	
Public Works	Town Hall	19	7/1/2005	6/30/2010	\$4,015,000	\$4,000,000	\$15,000
School	School Improvements	23	7/1/2004	6/30/2005	\$25,400,000	\$25,400,000	
	Total				\$35,755,000	\$35,740,000	\$15,000

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Public Safety	Project Title	● Relocate Station #2 or Add New Fire Station #5				
<p><b>Description:</b> Relocation of present Station No. 2 from Boston Neck Road, Saunderstown, to a new location near the intersections of Route 4 and Route 1. (Estimated 5,000 sq. ft. building).  OR Construct a new fire station in the Slocum area. The station should be 5,000 sq. ft. and should have the capacity to house one pumper and one rescue and a minimum of six personnel. At present there is no station in this area. Further this project will require an addition of eight new positions (1 Captain, 3 Lieutenants, 8 privates) but would not be required with the Station #2 relocation project.</p>							
<p><b>Asset Management Commission Comments:</b> The commission prefers the relocation of station 2 as a priority over the construction of an additional new station 5. If a school is located in the southern portion of the town, adding a fire station becomes a necessity.</p>							
Begin Date	7/1/2004		End Date	6/30/2006		AMC Priority #	16
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Land Acquisition	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Construction	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00
Equipment/Furnishings	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00
Total Project Expenses:	\$200,000.00	\$1,050,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,250,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$200,000.00	\$1,050,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,250,000.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$200,000.00	\$1,050,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,250,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$800,000.00	\$775,000.00	\$825,000.00	\$880,000.00	\$3,280,000.00
Maintenance	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$20,000.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$805,000.00	\$780,000.00	\$830,000.00	\$885,000.00	\$3,300,000.00

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Public Safety	Project Title		• <b>Public Safety Building Improvements Phase II</b>			
Description: Relocation of Fire Station #1 and renovation of Public Safety Building to a Police Department. This expansion and relocation completes the expansion project identified in the August 2000 Maguire schematic design and to begin in 2004-2005 with a 7,500 s.f. addition. This expansion meets the future needs of the department as summarized in Maguire's September 11, 2000 Police/Fire Station study. Project would include equipment and furnishing in FY09 not shown below.							
Asset Management Commission Comments: The Commission wants to do this project and believes it is needed but is not ready to act on it. Hopefully it will be financially favorable in the future.							
Begin Date	7/1/2007		End Date	6/30/2009		AMC Priority #	18
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$0.00	\$0.00	\$0.00	\$200,000.00	\$140,000.00	\$0.00	\$340,000.00
Land Acquisition	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$250,000.00
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$4,500,000.00	\$0.00	\$4,500,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$ 0.00	\$ 0.00	\$250,000.00	\$200,000.00	\$4,640,000.00	\$ 0.00	\$5,090,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$250,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$200,000.00	\$4,640,000.00	\$0.00	\$4,840,000.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$ 0.00	\$ 0.00	\$250,000.00	\$200,000.00	\$4,640,000.00	\$ 0.00	\$5,090,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Public Works	<b>Project Title</b>	• <b>Town Hall</b>				
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**Description:** The existing Town Hall and Town Hall Annex structures are undersized to adequately house the government functions located there. The project would include an addition to the existing Town Hall, refurbishing of the existing masonry structure, reconfiguring of the parking lots and a landscaping improvements to all the grounds. Develop scope, conceptual design in 04/05.

**Asset Management Commission Comments:** Preservation of this historic structure should be a priority.

<b>Begin Date</b>	7/1/2005	<b>End Date</b>	6/30/2010	<b>AMC Priority #</b>	19
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<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Planning & Design	\$15,000.00	\$0.00	\$0.00	\$240,000.00	\$0.00	\$0.00	\$255,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000,000.00	\$1,560,000.00	\$3,560,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	\$200,000.00
Total Project Expenses:	\$15,000.00	\$ 0.00	\$ 0.00	\$240,000.00	\$2,000,000.00	\$1,760,000.00	\$4,015,000.00

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$240,000.00	\$2,000,000.00	\$1,760,000.00	\$4,000,000.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$15,000.00	\$ 0.00	\$ 0.00	\$240,000.00	\$2,000,000.00	\$1,760,000.00	\$4,015,000.00

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	School	<b>Project Title</b>	• <b>School Improvements</b>				
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**Description:** As per RGB Study this project is currently being considered along with project timing.

**Asset Management Commission Comments:** The Asset Management Commission believes that the 9 million dollar proposal submitted to the Town Council (October 20, 2003) remains the most practical proposal.

<b>Begin Date</b>	7/1/2004	<b>End Date</b>	6/30/2005	<b>AMC Priority #</b>	23
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<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$25,400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,400,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$25,400,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$25,400,000.00

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$25,400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,400,000.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$25,400,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$25,400,000.00

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**PROJECTS PRIMARILY SUPPORTED BY ENTERPRISE FUNDS**

This page and the following nine pages describe those capital projects that are proposed funded with Enterprise Fund revenues, both the Water Fund and the Quonset Davisville Recreation Fund. As shown below, one of the projects also requires grant funding to raise the funds needed to accomplish the projects. The projects are listed in priority number order as assigned by the Asset Management Commission.

**WATER FUND**

In 1997 the Town Council adopted a five-year water rate schedule that included the set-aside of funds for future improvements to the Town’s water system. To continue that process, the Town has conducted a new five-year rate review and is recommending rate increases to fund the future Water Fund capital projects listed below. Since the Water Fund is not anticipating any borrowing of funds to accomplish these projects, it will require both a rate increase and a draw down of a significant portion of reserves from past rate increases to cover the anticipated costs. Asset Management Commission believes that the New Juniper Hill Tank is the highest priority of all Town projects based upon the water quality problems of the past three years and that the System Disinfection Project, with a priority of three, townwide, is a public safety issue that must be addressed.

**QUONSET-DAVISVILLE RECREATION FUND**

The Town’s golf course and marina will require significant funding for capital improvements over the next several years. The Golf Course project to upgrade the irrigation system is proposed to be accomplished in phases and funded through a reduction in contributions to the General Fund Recreation Operating Budget. The capital improvements recommended for the Allen Harbor/Calf Pasture Point Plan implementation will require significant funding over the next several years from grants as well as revenues generated from the operation of the Allen Harbor Marina and the Allen Harbor Boating Association rent revenue.

Department	Project Title	Project Priority	Date Project Begin	Date Project End	Estimated Total Project Cost	Enterprise Fund	Grants /Other Total
Water	New Juniper Hill Tank	1	7/1/2005	6/30/2007	\$1,090,000	\$1,090,000	\$0
Water	System Disinfection	3	7/1/2004	6/30/2008	\$368,000	\$368,000	\$0
Water	New 700 GPM Well	4	7/1/2002	6/30/2005	\$1,225,000	\$1,225,000	\$0
Water	Replacement Well 5	6	7/1/2004	6/30/2007	\$400,000	\$400,000	\$0
Water	Emergency Generators	7	7/1/2004	6/30/2006	\$345,000	\$345,000	\$0
Water	Standpipe Maintenance & Painting	8	7/1/2003	6/30/2009	\$1,130,000	\$1,130,000	\$0
Water	System Looping and Upgrades	13	7/1/2003	6/30/2008	\$637,000	\$637,000	\$0
	Water Total				\$5,195,000	\$5,195,000	\$0
Leisure Activities	Allen Harbor/Calf Pasture Point	14	7/1/2004	6/30/2010	\$747,520	\$294,000	\$453,520
Leisure Activities	Golf Course Irrigation System	17	7/1/2004	6/30/2009	\$1,050,000	\$1,050,000	
	Leisure Activities Total				\$1,797,520	\$1,344,000	\$453,520

CAPITAL IMPROVEMENT PROGRAM REQUEST								
Department	Water	Project Title						• New Juniper Hill Tank
<b>Description:</b> A review of last year's CIP included \$528,000 in maintenance work for the Juniper Hill Tank, An additional \$75,000 to \$100,000 would be required to retrofit the tank with a mixing valve system to amintain water quality. In reviewing these costs and given the age (1939) and history of problems with this tank, it appears it would be more cost effective and efficient to construct a new, elevated storage tank at the same location.								
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes that the tank needs upgrading as soon as possible for public health and town image. The problems of the past three years must not be repeated.								
Begin Date	7/1/2005		End Date	6/30/2007		AMC Priority #	1	
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Planning & Design	\$0.00	\$90,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$90,000.00	
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Construction	\$0.00	\$0.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Project Expenses:	\$ 0.00	\$90,000.00	\$1,000,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,090,000.00	
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Enterprise Funds	\$0.00	\$90,000.00	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$1,090,000.00	
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Funding Sources	\$ 0.00	\$90,000.00	\$1,000,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,090,000.00	
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Maintenance	\$0.00	\$0.00	\$0.00	\$2,800.00	\$2,800.00	\$2,800.00	\$8,400.00	
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$2,800.00	\$2,800.00	\$2,800.00	\$8,400.00	

CAPITAL IMPROVEMENT PROGRAM REQUEST								
Department	Water	Project Title						• System Disinfection
<b>Description:</b> Given the events of the recent years, which include three acute violations of the Total Coliform Rule, it may be necessary to institute some type of system-wide disinfection. While the specifics of the type of disinfection system that may be appropriate are not known at this time, this project is being included in this year's CIP to provide funding for whatever corrective measures must be taken to avoid future violations of the Total Coliform Rule.								
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes this is a public safety issue that must be addressed.								
Begin Date	7/1/2004	End Date	6/30/2008	AMC Priority #	3			
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Planning & Design	\$48,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$48,000.00	
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Construction	\$0.00	\$200,000.00	\$80,000.00	\$40,000.00	\$0.00	\$0.00	\$320,000.00	
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Project Expenses:	\$48,000.00	\$200,000.00	\$80,000.00	\$40,000.00	\$ 0.00	\$ 0.00	\$368,000.00	
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Enterprise Funds	\$48,000.00	\$200,000.00	\$80,000.00	\$40,000.00	\$0.00	\$0.00	\$368,000.00	
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Funding Sources	\$48,000.00	\$200,000.00	\$80,000.00	\$40,000.00	\$ 0.00	\$ 0.00	\$368,000.00	
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Water	Project Title	• New 700 GPM Well				
<p><b>Description:</b> The development of a new well is a priority of the Town. Like the reactivation of Well 10, this project was identified in the 1998 PARE Water Department CIP Report as essential to the Town maintaining its current water supply standards in the years to come. The purpose of this well is to replace capacity lost over the last ten years due to growth and well yield loss, and not to support additional growth. In 1999 the Town retained the services of a consultant to identify possible well sites and to conduct a hydrological investigation of those sites. It is anticipated that the hydrological investigation will allow for the Town to petition the State for a permit in late 2003. Design and construction of the actual well should immediately follow the issuance of the permit in 2003/2004. Project to include back-up generator to power pump and treatment system during emergency power outages.</p>							
<p><b>Asset Management Commission Comments:</b> The Asset Management Commission considers this a very important priority especially with the water supply problem two summers ago and the continued growth; that has caused the Commission to consider this and other water projects even higher priorities than last year's CIP.</p>							
Begin Date	7/1/2002	End Date	6/30/2005	AMC Priority #	4		
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$1,150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,150,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$75,000.00	\$1,150,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,225,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$75,000.00	\$1,150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,225,000.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$75,000.00	\$1,150,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$1,225,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00	\$164,000.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00	\$164,000.00

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Water	Project Title	• Replacement Well 5				
<p><b>Description:</b> Well #5 located off RI Route 4 was scheduled for rehabilitation in 1996. Unfortunately, the well pump could not be removed from the casing. Should there be a malfunction of this pump then the well would be out of commission. The most likely alternative to address this issue is to drill a "satellite" well within 50 feet of the existing well house. This option provides for the use of a submersible well pump which would tie into the existing well house facilities. This well, along with Well 4, services the Slocum area of Town. This issue, along with replacing already lost capacity make it imperative that the Town locate and develop the new 700 gpm source proposed separately in this CIP.</p>							
<p><b>Asset Management Commission Comments:</b> The Asset Management Commission considers this a very important priority especially with the water supply problem two summers ago and the continued growth; that has caused the Commission to consider this and other water projects even higher priorities than last year's CIP.</p>							
Begin Date	7/1/2004	End Date	6/30/2007	AMC Priority #	6		
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400,000.00
Equipment/ Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$400,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$400,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$400,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400,000.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$400,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$400,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST								
Department	Water	Project Title						• <b>Emergency Generators</b>
<b>Description:</b> At present four of North Kingstown's well pumping stations (Wells 1, 4, 5, 6) have auxiliary power that allows the operation of well pumps in cases of emergency power outage. These LP gas right angle drives power only pump operation and do not power operation of the water treatment systems. None of the wells in the Saundertown pressure zone have auxiliary power. This proposed project is for the installation of back-up generators at one well in each pressure zone to ensure that treated water can be supplied during emergencies.								
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes that this is an important requirement for the operation of our water system.								
Begin Date	7/1/2004		End Date	6/30/2006		AMC Priority #	7	
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Planning & Design	\$45,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,000.00	
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Construction	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000.00	
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Project Expenses:	\$45,000.00	\$300,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$345,000.00	
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Enterprise Funds	\$45,000.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$345,000.00	
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Funding Sources	\$45,000.00	\$300,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$345,000.00	
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Personnel	\$0.00	\$0.00	\$240.00	\$240.00	\$240.00	\$240.00	\$ 960.00	
Maintenance	\$0.00	\$0.00	\$120.00	\$120.00	\$120.00	\$120.00	\$ 480.00	
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 360.00	\$ 360.00	\$ 360.00	\$ 360.00	\$1,440.00	

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Water	Project Title	• <b>Standpipe Maintenance and Painting</b>				
<p><b>Description:</b> There are four steel water towers and one concrete water tower in the system. In order to achieve maximum life expectancy, these structures must be maintained. These structures are cleaned and inspected on a regular basis out of the operating budget. However, rehabilitation work is not included in the annual operating budget. North Kingstown contracted with Pare Engineering Corp. to conduct a physical inspection of 4 of the 5 tanks to identify specific areas of the tank facilities needed upgrade/maintenance. Juniper Hill Tank has been included as a separate Capital Project. FY 05 Recoat Forge and install Mixing Valves; FY 06 Forge Foundation vault overflow and access ladder; FY 07 Saunderstown foundation vault, overflow and access ladder; FY 09 recoat Saunderstown.</p>							
<p><b>Asset Management Commission Comments:</b> The Asset Management Commission considers this a very important priority especially with the water supply problem two summers ago and the continued growth; that has caused the Commission to consider this and other water projects even higher priorities than last year's CIP.</p>							
Begin Date	7/1/2003	End Date	6/30/2009	AMC Priority #	8		
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$400,000.00	\$154,500.00	\$100,500.00	\$0.00	\$400,000.00	\$0.00	\$1,055,000.00
Equipment/Furnishings	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00
Total Project Expenses:	\$475,000.00	\$154,500.00	\$100,500.00	\$ 0.00	\$400,000.00	\$ 0.00	\$1,130,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$475,000.00	\$154,500.00	\$100,500.00	\$0.00	\$400,000.00	\$0.00	\$1,130,000.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$475,000.00	\$154,500.00	\$100,500.00	\$ 0.00	\$400,000.00	\$ 0.00	\$1,130,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST								
Department	Water	Project Title						• System Looping and Upgrades
<b>Description:</b> : Extend existing water mains to eliminate dead ends, improve system hydraulics, and increase fire flow capacity.FY 04 and FY 05 - Old Baptist Road Connection: Design and construct for upgrade (if recommended by study) of approximately 4,000 ft. of 8" main to 16" main to remove bottleneck to distribution network from wells 9 and 10 to allow for more efficient use of these wells.FY06 and FY 07 Design and construct for Shermantown Road ConnectionFY 08 Other loops								
<b>Asset Management Commission Comments:</b> The Commission recognized that the Town's consultants recommended system looping to prevent further bacterial contamination.								
Begin Date	7/1/2003		End Date	6/30/2008		AMC Priority #	13	
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Planning & Design	\$0.00	\$12,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,000.00	
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Construction	\$175,000.00	\$0.00	\$300,000.00	\$150,000.00	\$0.00	\$0.00	\$625,000.00	
Equipment/ Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Project Expenses:	\$175,000.00	\$12,000.00	\$300,000.00	\$150,000.00	\$ 0.00	\$ 0.00	\$637,000.00	
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Enterprise Funds	\$175,000.00	\$12,000.00	\$300,000.00	\$150,000.00	\$0.00	\$0.00	\$637,000.00	
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Total Funding Sources	\$175,000.00	\$12,000.00	\$300,000.00	\$150,000.00	\$ 0.00	\$ 0.00	\$637,000.00	
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total	
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00	
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Leisure Activities	Project Title	• Allen Harbor/Calf Pasture Point				
<b>Description:</b> Project involves implementation of the Allen Harbor/Calf Pasture Point Master Plan. Renovations include renovations to existing buildings, roadways and additional dock networks in Allen Harbor, and site improvements to Calf Pasture Point. Project timing is contingent upon availability of grant funding. (Grants FY04 DEM \$36,000, FY05 DEM \$40,000, FY06 DEM \$36,000, FY04 Tier 1 \$19,500.) Based upon availability of funding, at Allen Harbor in FY 04, 05 and 06 will add docks, FY07 and FY 08 will replace bulkheads, FY 09 Parking Improvements and FY10 Rehabilitation of Buildings. Also based upon availability of grant funds, at Calf Pasture Point improvements include FY05 signs and benches, FY 06 overlook/kayak station and FY 07 toilet facilities.							
<b>Asset Management Commission Comments:</b> Docks need improvements. Allen Harbor project funding is to be from increased revenues that will be generated as a result of the improvements for Allen Harbor. This is sorely needed to attract business and the Commission approved it. The improvements to Calf Pasture Point will be accomplished if grants and payments in lieu of land dedication funds are available.							
Begin Date	7/1/2004		End Date	6/30/2010		AMC Priority #	14
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$11,000.00	\$11,000.00	\$3,000.00	\$15,000.00	\$5,000.00	\$0.00	\$45,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$42,200.00	\$61,320.00	\$198,000.00	\$165,000.00	\$150,000.00	\$50,000.00	\$666,520.00
Equipment/Furnishings	\$36,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$36,000.00
Total Project Expenses:	\$89,200.00	\$72,320.00	\$201,000.00	\$180,000.00	\$155,000.00	\$50,000.00	\$747,520.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$33,700.00	\$32,320.00	\$105,980.00	\$62,000.00	\$60,000.00	\$0.00	\$294,000.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$55,500.00	\$40,000.00	\$95,020.00	\$118,000.00	\$95,000.00	\$50,000.00	\$453,520.00
Total Funding Sources	\$89,200.00	\$72,320.00	\$201,000.00	\$180,000.00	\$155,000.00	\$50,000.00	\$747,520.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$10,000.00	\$10,600.00	\$11,200.00	\$11,900.00	\$12,600.00	\$13,350.00	\$69,650.00
Maintenance	\$2,000.00	\$2,120.00	\$2,250.00	\$2,400.00	\$25,000.00	\$2,650.00	\$36,420.00
(Less Revenues)	(\$19,200.00)	(\$45,520.00)	(\$45,520.00)	(\$45,520.00)	(\$45,520.00)	(\$45,520.00)	(\$246,800.00)
Operating Cost, Net	(\$7,200.00)	(\$32,800.00)	(\$32,070.00)	(\$31,220.00)	(\$7,920.00)	(\$29,520.00)	(\$140,730.00)

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Leisure Activities	<b>Project Title</b>	• <b>Golf Course Irrigation System</b>				
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**Description:** The original irrigation system at the Golf Course was installed in the 1960's when the Navy expanded the course to 18 holes. While the system was improved in the mid 1980's, it does not meet current standards, is inefficient, provides inadequate coverage and is in poor physical shape. During the past two years, six breaks have needed immediate repair with some disruption in play. In addition there are numerous minor leaks that need repair. A major break has the potential to seriously impact play and revenues. Funding is proposed by phasing-in over next five years. This will require a reduction in Golf Course Funding to General Fund for Recreation Activities over that period. Timing of phases could be improved if funds become available more quickly than anticipated.

**Asset Management Commission Comments:** The Commission believes that it is a necessary investment in the course and should be part of an overall business and marketing plan for course improvement. The Commission is aware that there will be an impact on the General Fund by diverting to this project funds that would normally have been transferred to the General Fund from the Enterprise Fund.

<b>Begin Date</b>	7/1/2004	<b>End Date</b>	6/30/2009	<b>AMC Priority #</b>	17		
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>

Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$300,000.00	\$0.00	\$350,000.00	\$0.00	\$400,000.00	\$0.00	\$1,050,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$300,000.00	\$ 0.00	\$350,000.00	\$ 0.00	\$400,000.00	\$ 0.00	\$1,050,000.00

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$300,000.00	\$0.00	\$350,000.00	\$0.00	\$400,000.00	\$0.00	\$1,050,000.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Funding Sources	\$300,000.00	\$ 0.00	\$350,000.00	\$ 0.00	\$400,000.00	\$ 0.00	\$1,050,000.00

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	(\$3,000.00)	(\$3,000.00)	(\$6,300.00)	(\$6,300.00)	(\$6,700.00)	(\$25,300.00)
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	(\$3,000.00)	(\$3,000.00)	(\$6,300.00)	(\$6,300.00)	(\$6,700.00)	(\$25,300.00)

**PROJECTS SUPPORTED BY GRANTS AND OTHER**

Below and on the following six pages are the Capital Improvement Plan’s proposed projects that will require no funding with North Kingstown tax dollars but will require grants or other sources of funding in order to proceed.

The Yorktown Park project request reflects grant requests for replacement of playground equipment and improvements to ballfields.

A conceptual design study for a bicycle system link between Wilson Park/Wickford and Quonset Point referred to as Bicycle System Development is underway. All design, engineering and construction monies needed would be funded by the RIDOT.

Four new ballfields are proposed to be located in Executive Park at Quonset Point/Davisville. Two are for soccer use; two for softball/little league use. Funding is proposed to be from the Economic Development Corp. and a Dept. of Environmental Management Grant.

Indoor Recreation Facility is only supported if it can be accomplished without the use of public funds.

The McGinn Park Skating project may be eligible for a future grant from the Rhode Island Department of Environmental Management Recreation Development program and is not recommended to go forward without grant funding.

<b>Department</b>	<b>Project Title</b>	<b>Project Priority</b>	<b>Date Project Begin</b>	<b>Date Project End</b>	<b>Estimated Total Project Cost</b>	<b>Grants /Other Total</b>
Recreation	Yorktown Park	20	7/1/2003	6/30/2005	\$100,000	\$100,000
Planning	Bicycle System Development	21	7/1/2003	6/30/2009	\$3,225,000	\$3,225,000
Recreation	New Ballfields	22	2/1/2005	6/30/2006	\$403,000	\$403,000
Recreation	Indoor Recreation Facility	24	7/1/2008	6/30/2009	\$2,850,000	\$2,850,000
Recreation	McGinn Park Inline Skating	25	1/1/2005	6/30/2008	\$180,000	\$180,000
	Total				\$6,758,000	\$6,758,000

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Recreation	Project Title	• Yorktown Park				
<b>Description:</b> Design is underway in FY 2004 for replacement of playground equipment and improvements to ballfields. Timing of construction will depend on availability of grant funding.							
<b>Asset Management Commission Comments:</b> Commission agrees unanimously that this is a priority so long as the other funds only are utilized (e.g. Community Development Block Grant)							
Begin Date	7/1/2003		End Date	6/30/2005		AMC Priority #	20
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$100,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$100,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00
Total Funding Sources	\$100,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$100,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Planning	<b>Project Title</b>	● <b>Bicycle System Development</b>				
<b>Description:</b> The request for money for developing a bicycle system is designed to accelerate the development of off-road system elements by using the funds to design or engineer portions of bicycle paths that the RIDOT anticipates constructing. The Town may also choose to use the funds to develop off-road paths without the assistance of the State program. Federal transportation legislation indicates there may be more funds available for bikeways, especially where there is some local initiative. Timing is planned as follows: 2003-2005 Wickford/Quonset Connection; Allen Harbor Connection. In FY 04, \$125,000 will be spent on engineering for Wickford funded by RIDOT grant and \$25,000 in local match. The RI DOT is currently studying Wickford Junction to Wickford and along Newcomb Road.							

**Asset Management Commission Comments:** Commission believes this should be accomplished with grant and other funding to allow North Kingstown to catch up with the rest of State since we have tourist-based economy.

<b>Begin Date</b>	7/1/2003		<b>End Date</b>	6/30/2009		<b>AMC Priority #</b>	21
<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>

Planning & Design	\$0.00	\$175,000.00	\$0.00	\$25,000.00	\$0.00	\$25,000.00	\$225,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$0.00	\$3,000,000.00	\$0.00	\$0.00	\$0.00	\$3,000,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$ 0.00	\$175,000.00	\$3,000,000.00	\$25,000.00	\$ 0.00	\$25,000.00	\$3,225,000.00

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$175,000.00	\$3,000,000.00	\$25,000.00	\$0.00	\$25,000.00	\$3,225,000.00
Total Funding Sources	\$ 0.00	\$175,000.00	\$3,000,000.00	\$25,000.00	\$ 0.00	\$25,000.00	\$3,225,000.00

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Recreation	Project Title	• <b>New Ballfields</b>				
<b>Description:</b> Four new ballfields are proposed to be located in Executive Park at Quonset Point/Davisville. Two are for soccer use; two for softball/little league use. Funding is proposed to be from the Economic Development Corp. and a Dept. of Environmental Management Grant.							
<b>Asset Management Commission Comments:</b> The Asset Management Commission believes that the Economic Development Corporation should fund these fields.							
Begin Date	2/1/2005		End Date	6/30/2006		AMC Priority #	22
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$40,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$363,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$363,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$40,000.00	\$363,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$403,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$40,000.00	\$363,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$403,000.00
Total Funding Sources	\$40,000.00	\$363,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$403,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

**CAPITAL IMPROVEMENT PROGRAM REQUEST**

<b>Department</b>	Recreation	<b>Project Title</b>	• <b>Indoor Recreation Facility</b>				
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**Description:** Funds for this project will be used to construct an indoor recreation facility to serve as the Town's main indoor activity center. Uses would include two main courts for basketball, volleyball, indoor soccer, inline hockey, etc. Other areas would include a teen center, pre-school area, a room for gymnastics, dance, wrestling, and other activities requiring mats. A 25,000 sq. ft. building would be constructed at a site to be determined. The project is recommended only if a private group comes forward with funding.

**Asset Management Commission Comments:** The Commission does not recommend using any public funds for an indoor recreation facility.

<b>Begin Date</b>	7/1/2008	<b>End Date</b>	6/30/2009	<b>AMC Priority #</b>	24
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<b>Project Expenses</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Planning & Design	\$0.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$0.00	\$250,000.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$0.00	\$0.00	\$2,500,000.00	\$0.00	\$0.00	\$2,500,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00
<b>Total Project Expenses:</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$2,850,000.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$2,850,000.00</b>

<b>Project Funding Source</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$0.00	\$0.00	\$2,850,000.00	\$0.00	\$0.00	\$2,850,000.00
<b>Total Funding Sources</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$2,850,000.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$2,850,000.00</b>

<b>Est. Net Operating Costs</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Project Total</b>
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Personnel	\$0.00	\$0.00	\$0.00	\$10,000.00	\$27,000.00	\$25,000.00	\$62,000.00
Maintenance	\$0.00	\$0.00	\$0.00	\$500.00	\$6,000.00	\$6,000.00	\$12,500.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	(\$20,000.00)	(\$30,000.00)	(\$30,000.00)	(\$80,000.00)
<b>Operating Cost, Net</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>(\$9,500.00)</b>	<b>\$3,000.00</b>	<b>\$1,000.00</b>	<b>(\$5,500.00)</b>

CAPITAL IMPROVEMENT PROGRAM REQUEST							
Department	Recreation	Project Title	● <b>McGinn Park Inline Skating</b>				
<b>Description:</b> Replace fence, light and resurface former tennis court to create an inline hockey rink. Improvements would be phased in over a three-year period. Fence Removal \$3,000, New Fencing \$10,000, In-line hockey \$105,000 and Lighting \$52,000.							
<b>Asset Management Commission Comments:</b> The Commission does not recommend utilization of Town funds and recommends that there be a search for grant funding.							
Begin Date	1/1/2005	End Date	6/30/2008	AMC Priority #	25		
Project Expenses	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Planning & Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Land Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Construction	\$0.00	\$70,000.00	\$55,000.00	\$55,000.00	\$0.00	\$0.00	\$180,000.00
Equipment/Furnishings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Total Project Expenses:	\$ 0.00	\$70,000.00	\$55,000.00	\$55,000.00	\$ 0.00	\$ 0.00	\$180,000.00
Project Funding Source	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
General Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Enterprise Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Authorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Unauthorized Bonds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Grants/Other	\$0.00	\$70,000.00	\$55,000.00	\$55,000.00	\$0.00	\$0.00	\$180,000.00
Total Funding Sources	\$ 0.00	\$70,000.00	\$55,000.00	\$55,000.00	\$ 0.00	\$ 0.00	\$180,000.00
Est. Net Operating Costs	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Project Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Maintenance	\$0.00	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$7,800.00
(Less Revenues)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 0.00
Operating Cost, Net	\$ 0.00	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$7,800.00

## FISCAL IMPACT

### PROJECTED TAX RATE IMPACTS

After establishing a need for the projects in the program and evaluating a Capital Improvement Program the next important question is the tax impact of the program. The chart below summarizes the estimated tax impact of all the projects funded by tax dollars that are proposed in the plan. The impact was calculated estimating future debt payments based upon 15-year debt service and 5% interest rate for those projects funded by bond issues and calculated based upon the total operating fund costs for those projects funded on a cash basis. In calculating the tax rate impacts per thousand of assessed value, the estimated value being utilized is the value presented in the Town Manager's Proposed 2004/05 Budget.

For example, the Public Safety Building Improvements, Phase I, is to be paid from the Town Capital Reserve, where it has taken three years or more to accumulate enough funds to cover this expense. Miscellaneous Dam Construction is to be paid over the next three years and the total estimated impact on the rate is \$0.34 cents over the next 3 years. Fire Station No. 2 would be funded with bond funds and the impact on the tax rate to cover the debt service would be spread over fifteen years with the first year impact estimated at four cents per thousand of assessed value.

Project Title	Project Priority	Operating Fund Total	Estimated Impact on Future Residential Rate/M	Authorized and Unauthorized Bonds	Estimated Residential Tax Rate/M impact of debt service Year 1
Public Safety Building Improvements Phase I (funding available Town Capital Reserve – as planned)	2	\$1,034,500 (1)	\$0.0		
Misc. Dam Constructions (over 3 years)	5	\$1,150,000	\$0.34		
Wickford Roads and Sidewalks (over 2 years)	9	\$430,000 (2)	\$0.13	\$140,000 (2)	\$0.005
Development Rights Acquisition	10			\$2,000,000	\$0.07
Landfill Closure - Hamilton Allenton (over 1 year –proposed supplemental appropriation)	11	\$670,000	\$0.20		
Signal Rock (over 1 year)	12	\$180,000	\$0.05		
Quonset/Davisville Fire Station	15	\$1,000,000 (3)	\$0.29	\$1,150,000	\$0.04
Relocate Fire Station #2	16			\$1,250,000	\$0.04
Public Safety Building Improvements Phase II	18			\$5,090,000	\$0.17
Town Hall	19	\$15,000	\$0.01	\$4,000,000	\$0.14
School Improvement Projects	23			\$25,400,000 (4)	\$0.60

(1) The \$1,034,500 operating fund portion has already been set aside for this project.

(2) \$430,000 has already been borrowed and set aside or encumbered. The balance of \$140,000 will need to be borrowed to fund the project. \$230,000 of the operating fund portion of this project has been proposed in the Town Manager's FY05 Budget and \$200,000 is to be proposed in FY06.

(3) In addition to the cost of construction, \$1,000,000 will need to be spent annually on manning for this station.

(4) The tax rate impact is net of State Housing Aid. The Asset Management Commission has recommended a \$9.0 million project. The impact of that is \$0.21/M for the first year of debt service.

These future year's tax rate approximations are by nature problematic since the taxable assessed values, actual cost of projects, interest rate, level of impact fees and State aid to offset the debt are estimates.

## Reserve Funds Available for Capital Projects (Pay-As-We-Go)

### Town Capital Reserve

In 1999, the Town established a reserve fund to accumulate funds to support pay-as-we-go type capital projects. Since its inception, the Town Council has appropriated over \$2,400,000 in funding support and authorized expenditures for capital projects of \$1,200,000. Over the past few years, this fund has been utilized for improvements to the Senior Center, Community Center, Police and Fire Stations, McGinn Park lighting, Animal Pound and Red School House, Town Hall and Annex carpeting, and the Public Works facility.

Some of the projects funded with Capital Reserve dollars to be completed in FY 2005 year include Public Safety Building Improvements, Phase I, Dam Construction and design, landfill closure testing, various facility window, boiler replacements and safety improvements. The table below shows the level of support needed to fund to the Public Safety Building Improvements Phase I along with various planned major maintenance projects that will be required through FY2006. The projects that are planned for FY05 and 06 will require funding support in excess of the customary annual appropriation. Shown in bold text below is the recommendation for funding of the projects in FY 05 and FY 06 without the necessity of incurring debt.

<u>Town Capital Reserve - Fiscal Year 2005 Spending Projection</u>	
Public Safety Building Improvements Project	1,035,000
Belleville Dam Construction Project	500,000
Town Hall/Annex Window Replacements*	130,000
Boiler Replacements *	25,000
Town Hall Renovations Planning & Design	15,000
Landfill Closure Consult & Preclosure testing	20,000
Featherbed Dam Construction Project	<u>50,000</u>
Total Estimated Requirements FY05	1,775,000
<u>Town Capital Reserve – Fiscal Years 2005 Revenue Projection</u>	
Estimated Balance Available 6/30/04	1,505,000
Proposed Appropriation FY05 (from proposed budget)	320,000
Less FY 2005 Proposed Projects (shown above)	-1,775,000
Less FY 2006 Landfill Closure - Hamilton Allenton Project Estimate.	<u>-750,000</u>
<b>Additional Amount required as Supplemental Appropriation from Fund Balance</b>	<b>700,000</b>

\*Maintenance projects that are not included in CIP but will require funding from Town Capital Reserve.

The recommendation of this Capital Improvement Program is to utilize the Town Capital Reserve for the accumulation of money to cover the cost of the Phase I improvements to the Public Safety Building on Post Road as well as those maintenance projects identified above and other future projects. It is recommended that whenever possible, improvement and construction projects of a manageable dollar value be paid with current budget dollars rather than the alternative of assuming additional long-term debt that would add interest and financing costs to the total project expense. The financial support to this reserve fund will require increased support if we are to be successful in accomplishing major projects while at the same time, continuing our efforts to accomplish facility maintenance projects.

### **School Capital Reserve**

The School's Capital Reserve was established in 1994 for the purpose of supporting capital purchases, maintenance, major repair, and construction projects for School facilities. Many of those projects have been completed system wide with the use of these funds including asbestos abatements, flooring, paving, outside lighting, playground improvements, electrical and heating improvements, roofs and fascia, Special Education buses, fire and life safety improvements and the fund has been utilized to cover some of expenses associated with the construction of the new High School.

In the current fiscal year, the prior years' appropriations have been used for a tie-in of the CD Building septic system to the High School and the replacement of the roofs at several elementary schools. The current year's appropriation has been partially expended for emergency repairs to a school roof with the balance of \$395,000 remaining undesignated in the fund. A facility study to determine the feasibility and cost estimate to renovate and/or add on to four schools has been conducted. This Capital Improvement Plan includes future school improvement projects based upon that study. The estimated costs of those projects would necessitate long-term debt financing but if desired, this fund could be used to accumulate some of the required funding to reduce the amount to be borrowed.

### **Farmland and Open Space Reserve**

In 1999, the Town Council established a reserve fund with revenues generated from a change in the State's sharing of the State of R.I. Real Estate Conveyance Tax received by municipalities. Since that time, the fund has received almost \$1.8 million in revenues. Expenses related to the acquisition of land and development rights of over \$1.0 million have been paid. The current balance of the fund is reserved for future acquisitions. The Capital Improvement Plan proposes that this fund be used to match State and Federal grants for those future acquisitions thereby reducing the amounts required for future long-term borrowing.

## INFORMATION REGARDING LONG-TERM DEBT FINANCING

### Existing Debt

In order to estimate the future year's debt service impacts the debt service on existing debt must be part of the equation. Currently North Kingstown has 10 outstanding debt issues that are funded through the debt service fund. These issues are summarized in the table below. The Enterprise Funds Debt is funded through the appropriate enterprise fund. The estimated total impact of the non-Enterprise Fund Debt Service on the tax rate for fiscal year 2004-2005 is estimated at \$1.03 per thousand of assessed value.

Statement of Municipal Debt for Fiscal Year Ending June 30, 2005				
Interest Rate	Maturity Date	Issue Date and Purpose of Issue (Amounts in millions)	Total Payment 04- 05	Net Debt 6/30/05
<b>Municipal Debt</b>				
6.3 –6.8%	12/15/2006	\$ 0.8 Dec-91 Open Space(Recreation)	\$82,775	\$155,000
5.0 –5.4%	8/1/2011	\$ 0.79 May-96 Open Space (Recreation) and \$0.56 Public Facilities	\$124,754	\$627,353
3.91%	7/15/2007	\$ 1.9 (1990) and \$ 1.25 (1992) Dec-98 Refunding Open Space (Recreation)	\$244,179	\$304,750
4.42%	12/31/2019	\$ 1.025 Dec-98 Open Space (Farmland) and \$ 2.250 Roads	\$266,095	\$2,290,931
4.42%	12/31/2019	\$ 1.0 Dec-98 Library	\$81,225	\$699,302
5.078%	9/15/2020	\$3.6 Farmland Preservation and \$.235 Open Space	\$352,159	\$3,055,000
4.32%	6/15/2016	Jun-01 \$1.56 Farmland, \$1.9 Public Facilities, \$.385 Asset Protection	<u>\$400,890</u>	<u>\$2,745,000</u>
		Total Municipal Debt	\$1,552,077	\$9,877,336
<b>School Debt</b>				
5.0 –5.4%	8/1/2011	\$ 4.6 May-96 Elementary Additions	\$425,087	\$2,137,648
3.91%	7/15/2007	\$ 3.1 (1990) School Renovations Dec-98 Refunding	\$216,537	\$270,250
4.42%	12/31/2019	\$ 0.795 Dec-98 Athletics and \$ 2.2 Technology	\$243,291	\$2,094,597
5.06%	6/15/2019	\$1.505 June-99 School Athletics	\$122,813	\$1,195,000
5.65%	10/1/2025	\$33.0 Dec-99 High School	\$2,904,000	\$27,720,000
3.95%	12/15/2011	Dec-01 \$1.9 School Additions	<u>\$254,650</u>	<u>\$1,300,000</u>
		Total School Debt	<u>\$4,166,378</u>	<u>\$34,717,495</u>
<b>Total Debt Combined School &amp; Municipal</b>			\$5,718,455	\$44,594,831
<b>Enterprise Funds Debt</b>				
4.42%	12/31/2019	\$ 0.615 Dec-98 Golf Course Club House	\$49,965	\$430,170
5.70%	10/7/2006	\$ 0.9 Oct-96 Slocum Water Tank	<u>\$120,843</u>	<u>\$222,261</u>
		Total Enterprise Debt	<u>\$170,808</u>	<u>\$652,431</u>
<b>Combined Grand Total Debt</b>			\$5,889,263	\$45,247,262

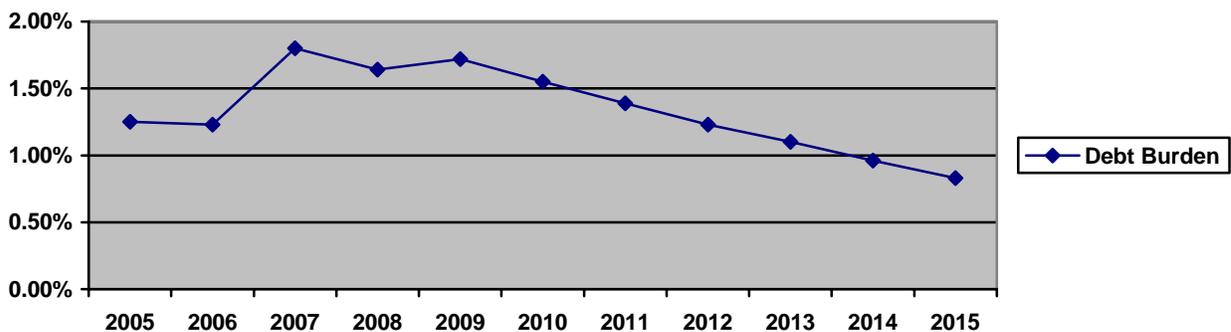
## Bonding Authority

In order to determine how much additional bonding authority must be requested from the voters an analysis of existing authority must be reviewed. The table below summarizes the status of the Town's existing unused and proposed to-be-used bonding authority.

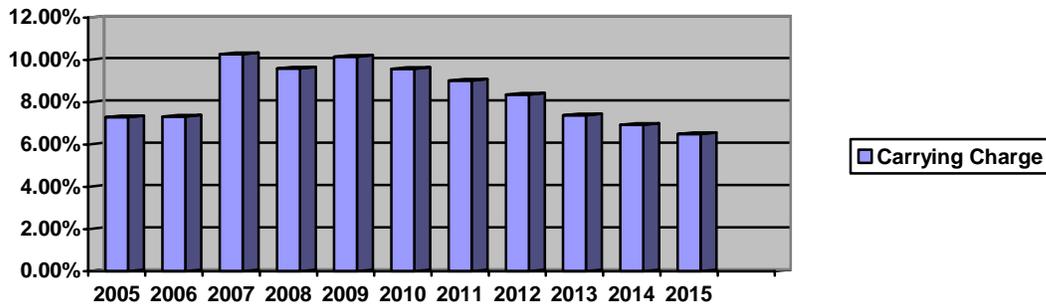
Bonding Authority Description	Date Authorized	Amount Authorized	Balance Remaining	Proposed Projects	Year End Balance
Public Facilities (Roads/Sidewalks/Public Works Facility/Quonset Fire Station)	Nov-92	\$6,000,000	\$1,290,000	\$1,290,000	\$0
Open Space/Farmland Preservation	Nov-00	\$4,000,000	\$2,840,000	\$2,000,000	\$840,000
Library	Jun-97	\$1,350,000	\$350,000	\$0	\$350,000
<b>Total</b>		<b>9,350,000</b>	<b>4,480,000</b>	<b>3,290,000</b>	<b>1,190,000</b>

## Debt Evaluation Criteria

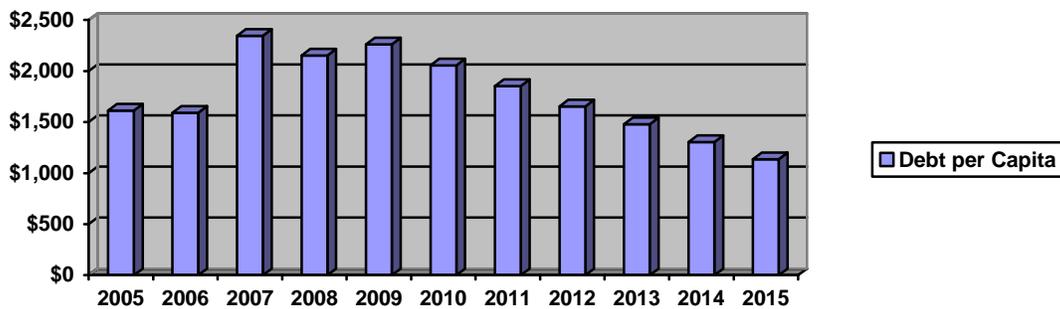
This section will analyze the proposed plan and the impact it will have on the Town's standing relative to the current debt. One criteria utilized by bond rating agencies is Debt Burden, the comparison of the Town's outstanding debt to market value or total taxable value. Less than 3% is considered a low debt burden. Between 3% and 6% is considered a moderate debt burden. Above 6% is considered a high level. As the chart below shows the Town will not exceed the 3% level even in 2007 if the School proposal for \$25.4 million for school additions/renovations is implemented as well as in 2009 with the borrowing for Public Safety Building Renovations Phase II, New Fire Station 2 and Town Hall addition/renovations.



Another ratio to consider is the ratio of the debt service to operating fund expenditures or carrying charge. A low carrying charge is less than 10% ratio. A high carrying charge is greater than 15%. The proposed plan will have North Kingstown in the low range, less than 10% although in 2007 the level will reach its highest at 10.3% taking into consideration the proposed new school debt.



A third ratio is the Debt per capita. Less than \$1,000 of debt per capita is considered low. A debt level of greater than \$2,500 of debt per capita is considered high. The town will be in the moderate range during the Fiscal years 2005 through 2015.



The final debt benchmark is the rate of amortization of the debt. As long as 25% of a municipality's debt is amortized in five years and 50% in 10 years, the municipality is considered above average. Since North Kingstown has had a policy of equal payments of principal and 15 or 20-year amortization schedules, the Town will always be considered above average in this category.

### Assumptions

In order to analyze the proposed plan against some the fiscal indicators some basic assumptions were made about the future for North Kingstown. The following is a summary of those assumptions:

- Assessed Valuation – It is assumed that the estimated FY 2005 assessed valuation will grow at the rate of 1.5% per year (without revaluations).
- Population – It is assumed that the Town population will grow at 1% each year from the 2000 Census (26,326).
- Operating Budget Increases – It is assumed that the net annual increase for the General Fund, School Fund and Library Fund will be 3%.
- Debt Amortization – It is assumed that all new debt will be amortized over a 15-year term with equal payments of principal at a 5% interest rate.

## APPENDICES

**APPENDIX A – EXISTING DEBT SCHEDULES**

**TOWN OF NORTH KINGSTOWN \$800,000 15 YEAR OPEN SPACE BONDS  
FINAL INTEREST RATES FROM FLEET NORSTAR SECURITIES, INC.**

DATE	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	FISCAL TOTAL
12/15/1992	35,000.00	8.500%	52,550.00	87,550.00	
6/15/1993			24,787.50	24,787.50	112,337.50
12/15/1993	35,000.00	7.000%	24,787.50	59,787.50	
6/15/1994			23,562.50	23,562.50	83,350.00
12/15/1994	35,000.00	6.300%	23,562.50	58,562.50	
6/15/1995			22,460.00	22,460.00	81,022.50
12/15/1995	40,000.00	6.300%	22,460.00	62,460.00	
6/15/1996			21,200.00	21,200.00	83,660.00
12/15/1996	40,000.00	6.300%	21,200.00	61,200.00	
6/15/1997			19,940.00	19,940.00	81,140.00
12/15/1997	45,000.00	6.300%	19,940.00	64,940.00	
6/15/1998			18,522.50	18,522.50	83,462.50
12/15/1998	50,000.00	6.300%	18,522.50	68,522.50	
6/15/1999			16,947.50	16,947.50	85,470.00
12/15/1999	50,000.00	6.300%	16,947.50	66,947.50	
6/15/2000			15,372.50	15,372.50	82,320.00
12/15/2000	55,000.00	6.300%	15,372.50	70,372.50	
6/15/2001			13,640.00	13,640.00	84,012.50
12/15/2001	60,000.00	6.350%	13,640.00	73,640.00	
6/15/2002			11,735.00	11,735.00	85,375.00
12/15/2002	65,000.00	6.400%	11,735.00	76,735.00	
6/15/2003			9,655.00	9,655.00	86,390.00
12/15/2003	65,000.00	6.500%	9,655.00	74,655.00	
6/15/2004			7,542.50	7,542.50	82,197.50
12/15/2004	70,000.00	6.600%	7,542.50	77,542.50	
6/15/2005			5,232.50	5,232.50	82,775.00
12/15/2005	75,000.00	6.700%	5,232.50	80,232.50	
6/15/2006			2,720.00	2,720.00	82,952.50
12/15/2006	80,000.00	6.800%	2,720.00	82,720.00	
6/15/2007					82,720.00
Total	800,000.00		479,185.00	1,279,185.00	
Accrued			-583.89	-583.89	
			478,601.11	1,278,601.11	

**TOWN OF NORTH KINGSTOWN \$3,300,000.00 GENERAL OBLIGATION REFUNDING BONDS  
 1998 SERIES B FINAL PRICING DEC 15, 1998  
 DEBT SERVICE SCHEDULE \$3,300,000.00 COMBINED SCHOOL/TOWN**

YEAR	PRINCIPAL BALANCE	TIC PRINCIPAL PAYMENT	3.9% INTEREST RATE	INTEREST	FISCAL TOTAL
99/00	3,300,000.00	460,000.00	3.00	134,009.00	594,009.17
00/01	2,840,000.00	475,000.00	5.50	103,208.00	578,207.50
01/02	2,365,000.00	465,000.00	4.00	80,845.00	545,845.00
02/03	1,900,000.00	455,000.00	3.60	63,355.00	518,355.00
03/04	1,445,000.00	440,000.00	3.70	47,025.00	487,025.00
04/05	1,005,000.00	430,000.00	3.80	30,715.00	460,715.00
05/06	575,000.00	415,000.00	3.90	14,453.00	429,452.50
06/07	160,000.00	80,000.00	3.95	4,780.00	84,780.00
07/08	80,000.00	80,000.00	4.00	1,600.00	81,600.00
		3,300,000.00		479,990.00	3,779,989.17

**SCHOOL IMPROVEMENTS 47% OF \$3.3 Million = 1,550,000.00  
 REFUNDING 3.9%**

YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST RATE	INTEREST	FISCAL TOTAL
99/00	1,550,000.00	225,000.00	3.00	62,805.83	287,805.83
00/01	1,325,000.00	235,000.00	5.50	47,877.50	282,877.50
01/02	1,090,000.00	230,000.00	4.00	36,815.00	266,815.00
02/03	860,000.00	225,000.00	3.60	28,165.00	253,165.00
03/04	635,000.00	220,000.00	3.70	20,045.00	240,045.00
04/05	415,000.00	210,000.00	3.80	11,985.00	221,985.00
05/06	205,000.00	205,000.00	3.90	3,997.50	208,997.50
06/07	0.00	0.00	3.95	0.00	0.00
07/08	0.00	0.00	4.00	0.00	0.00
TOTAL		1,550,000.00		211,690.83	1,761,690.83

**TOWN OF NORTH KINGSTOWN \$5,950,000.00**

**PUBLIC FACILITIES AND ROAD  
OPEN SPACE/RECREATION  
SCHOOL ADDITIONS**

**560,000  
790,000  
4,600,000**

**15 YEAR ISSUE MAY 1996  
9.41% OF ISSUE  
13.28% OF ISSUE  
77.31% OF ISSUE**

**5,950,000**

DATE	PRINCIPAL	COUPON	INTEREST	DEBT SERVICE	FISCAL TOTAL
8/1/1997	400,000.00	6.000%	378,363.22	778,363.22	
2/1/1998			144,205.00	144,205.00	
6/30/1998					922,568.22
8/1/1998	400,000.00	5.400%	144,205.00	544,205.00	
2/1/1999			133,405.00	133,405.00	
6/30/1999					677,610.00
8/1/1999	400,000.00	5.250%	133,405.00	533,405.00	
2/1/2000			122,905.00	122,905.00	
6/30/2000					656,310.00
8/1/2000	400,000.00	5.200%	122,905.00	522,905.00	
2/1/2001			112,505.00	112,505.00	
6/30/2001					635,410.00
8/1/2001	400,000.00	5.100%	112,505.00	512,505.00	
2/1/2002			102,305.00	102,305.00	
6/30/2002					614,810.00
8/1/2002	395,000.00	5.100%	102,305.00	497,305.00	
2/1/2003			92,232.50	92,232.50	
6/30/2003					589,537.50
8/1/2003	395,000.00	5.000%	92,232.50	487,232.50	
2/1/2004			82,357.50	82,357.50	
6/30/2004					569,590.00
8/1/2004	395,000.00	5.000%	82,357.50	477,357.50	
2/1/2005			72,482.50	72,482.50	
6/30/2005					549,840.00
8/1/2005	395,000.00	5.000%	72,482.50	467,482.50	
2/1/2006			62,607.50	62,607.50	
6/30/2006					530,090.00
8/1/2006	395,000.00	5.100%	62,607.50	457,607.50	
2/1/2007			52,535.00	52,535.00	
6/30/2007					510,142.50
8/1/2007	395,000.00	5.200%	52,535.00	447,535.00	
2/1/2008			42,265.00	42,265.00	
6/30/2008					489,800.00
8/1/2008	395,000.00	5.300%	42,265.00	437,265.00	
2/1/2009			31,797.50	31,797.50	
6/30/2009					469,062.50
8/1/2009	395,000.00	5.300%	31,797.50	426,797.50	
2/1/2010			21,330.00	21,330.00	
6/30/2010					448,127.50
8/1/2010	395,000.00	5.400%	21,330.00	416,330.00	
2/1/2011			10,665.00	10,665.00	
6/30/2011					426,995.00
8/1/2011	395,000.00	5.400%	10,665.00	405,665.00	
6/30/2012					405,665.00
Total	5,950,000.00				

**TOWN OF NORTH KINGSTOWN \$ 7,885,000 GENERAL OBLIGATION BONDS, 1998 SERIES A  
FINAL PRICING 15-DEC-98 FOR:**

School Athletic	795,000	10.08% Of Issue
School Technology	2,200,000	27.90% Of Issue
Library	1,000,000	12.68% Of Issue
Roads	2,250,000	28.54% Of Issue
Open Space	1,025,000	13.00% Of Issue
Q/D Rec Club House	<u>615,000</u>	7.80% Of Issue
<b>DEBT SERVICE SCHEDULE</b>	<b>7,885,000</b>	

DATE	PRINCIPAL	COUPON	INTEREST	TIC TOTAL P&I	4.42% FISCAL TOTAL
12/29/1998	-	-	-	-	-
12/15/1999	395,000.00	6.000%	360,026.25	755,026.25	-
6/15/2000	-	-	168,163.13	168,163.13	-
6/30/2000	-	-	-	-	923,189.38
12/15/2000	395,000.00	6.000%	168,163.13	563,163.13	-
6/15/2001	-	-	156,313.13	156,313.13	-
6/30/2001	-	-	-	-	719,476.26
12/15/2001	395,000.00	6.000%	156,313.13	551,313.13	-
6/15/2002	-	-	144,463.13	144,463.13	-
6/30/2002	-	-	-	-	695,776.26
12/15/2002	395,000.00	5.375%	144,463.13	539,463.13	-
6/15/2003	-	-	133,847.50	133,847.50	-
6/30/2003	-	-	-	-	673,310.63
12/15/2003	395,000.00	3.700%	133,847.50	528,847.50	-
6/15/2004	-	-	126,540.00	126,540.00	-
6/30/2004	-	-	-	-	655,387.50
12/15/2004	395,000.00	3.800%	126,540.00	521,540.00	-
6/15/2005	-	-	119,035.00	119,035.00	-
6/30/2005	-	-	-	-	640,575.00
12/15/2005	395,000.00	3.850%	119,035.00	514,035.00	-
6/15/2006	-	-	111,431.25	111,431.25	-
6/30/2006	-	-	-	-	625,466.25
12/15/2006	395,000.00	3.900%	111,431.25	506,431.25	-
6/15/2007	-	-	103,728.75	103,728.75	-
6/30/2007	-	-	-	-	610,160.00
12/15/2007	395,000.00	4.000%	103,728.75	498,728.75	-
6/15/2008	-	-	95,828.75	95,828.75	-
6/30/2008	-	-	-	-	594,557.50
12/15/2008	395,000.00	4.000%	95,828.75	490,828.75	-
6/15/2009	-	-	87,928.75	87,928.75	-
6/30/2009	-	-	-	-	578,757.50
12/15/2009	395,000.00	4.100%	87,928.75	482,928.75	-
6/15/2010	-	-	79,831.25	79,831.25	-
6/30/2010	-	-	-	-	562,760.00
12/15/2010	395,000.00	4.200%	79,831.25	474,831.25	-
6/15/2011	-	-	71,536.25	71,536.25	-
6/30/2011	-	-	-	-	546,367.50
12/15/2011	395,000.00	4.250%	71,536.25	466,536.25	-
6/15/2012	-	-	63,142.50	63,142.50	-
12/15/2012	395,000.00	4.375%	63,142.50	458,142.50	-
6/15/2013	-	-	54,501.88	54,501.88	-

**TOWN OF NORTH KINGSTOWN \$ 7,885,000 GENERAL OBLIGATION BONDS, 1998 SERIES A**

CONTINUED FROM PREVIOUS PAGE

6/30/2013	-	-	-	-	512,644.38
12/15/2013	395,000.00	4.500%	54,501.88	449,501.88	-
6/15/2014	-	-	45,614.38	45,614.38	-
6/30/2014	-	-	-	-	495,116.26
12/15/2014	395,000.00	4.500%	45,614.38	440,614.38	-
6/15/2015	-	-	36,726.88	36,726.88	-
6/30/2015	-	-	-	-	477,341.26
12/15/2015	395,000.00	4.625%	36,726.88	431,726.88	-
6/15/2016	-	-	27,592.50	27,592.50	-
6/30/2016	-	-	-	-	459,319.38
12/15/2016	390,000.00	4.700%	27,592.50	417,592.50	-
6/15/2017	-	-	18,427.50	18,427.50	-
6/30/2017	-	-	-	-	436,020.00
12/15/2017	390,000.00	4.700%	18,427.50	408,427.50	-
6/15/2018	-	-	9,262.50	9,262.50	-
6/30/2018	-	-	-	-	417,690.00
12/15/2018	390,000.00	4.750%	9,262.50	399,262.50	-
6/30/2019	-	-	-	-	399,262.50
<b>TOTAL</b>	<b>7,885,000.00</b>	<b>-</b>	<b>3,667,856.31</b>	<b>11,552,856.31</b>	<b>-</b>

**JUNE 15, 1999 ISSUE                    \$1,505,000**  
**SCHOOL ATHLETIC BOND**  
**TIC 5.059%**

<b>PAYMENTS DUE</b>	<b>PRINCIPAL BALANCE</b>	<b>PRINCIPAL PAYMENT</b>	<b>INTEREST</b>	<b>FISCAL TOTAL</b>
12/15/1999			38,356.25	
6/15/2000	1,505,000	45,000	38,356.25	121,712.50
12/15/2000			36,781.25	
6/15/2001	1,460,000	50,000	36,781.25	123,562.50
12/15/2001			35,281.25	
6/15/2002	1,410,000	50,000	35,281.25	120,562.50
12/15/2002			34,031.25	
6/15/2003	1,360,000	50,000	34,031.25	118,062.50
12/15/2003			32,781.25	
6/15/2004	1,310,000	55,000	32,781.25	120,562.50
12/15/2004			31,406.25	
6/15/2005	1,255,000	60,000	31,406.25	122,812.50
12/15/2005			29,951.25	
6/15/2006	1,195,000	60,000	29,951.25	119,902.50
12/15/2006			28,511.25	
6/15/2007	1,135,000	65,000	28,511.25	122,022.50
12/15/2007			26,951.25	
6/15/2008	1,070,000	65,000	26,951.25	118,902.50
12/15/2008			25,391.25	
6/15/2009	1,005,000	70,000	25,391.25	120,782.50
12/15/2009			23,711.25	
6/15/2010	935,000	75,000	23,711.25	122,422.50
12/15/2010			21,911.25	
6/15/2011	860,000	80,000	21,911.25	123,822.50
12/15/2011			19,991.25	
6/15/2012	780,000	80,000	19,991.25	119,982.50
12/15/2012			18,031.25	
6/15/2013	700,000	85,000	18,031.25	121,062.50
12/15/2013			15,906.25	
6/15/2014	615,000	90,000	15,906.25	121,812.50
12/15/2014			13,633.75	
6/15/2015	525,000	95,000	13,633.75	122,267.50
12/15/2015			11,211.25	
6/15/2016	430,000	100,000	11,211.25	122,422.50
12/15/2016			8,636.25	
6/15/2017	330,000	105,000	8,636.25	122,272.50
12/15/2017			5,906.25	
6/15/2018	225,000	110,000	5,906.25	121,812.50
12/15/2018			3,018.75	
6/15/2019	115,000	115,000	3,018.75	121,037.50
12/15/2019				
<b>TOTAL</b>		<b>1,505,000</b>	<b>922,800</b>	<b>2,427,800</b>

**NORTH KINGSTOWN \$33,000,000.00 GENERAL OBLIGATION SCHOOL BOND  
DATED: DECEMBER 1, 1999 AND DUE OCTOBER 1, 2025 HIGH SCHOOL**

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P&I	FISCAL TOTAL
4/1/2000	-	-	608,850	608,850	-
6/30/2000	-	-	-	-	608,850
10/1/2000	-	-	913,275	913,275	-
4/1/2001	-	-	913,275	913,275	-
6/30/2001	-	-	-	-	1,826,550
10/1/2001	1,320,000	5.250%	913,275	2,233,275	-
4/1/2002	-	-	878,625	878,625	-
6/30/2002	-	-	-	-	3,111,900
10/1/2002	1,320,000	5.250%	878,625	2,198,625	-
4/1/2003	-	-	843,975	843,975	-
6/30/2003	-	-	-	-	3,042,600
10/1/2003	1,320,000	5.250%	843,975	2,163,975	-
4/1/2004	-	-	809,325	809,325	-
6/30/2004	-	-	-	-	2,973,300
10/1/2004	1,320,000	5.250%	809,325	2,129,325	-
4/1/2005	-	-	774,675	774,675	-
6/30/2005	-	-	-	-	2,904,000
10/1/2005	1,320,000	5.250%	774,675	2,094,675	-
4/1/2006	-	-	740,025	740,025	-
6/30/2006	-	-	-	-	2,834,700
10/1/2006	1,320,000	5.250%	740,025	2,060,025	-
4/1/2007	-	-	705,375	705,375	-
6/30/2007	-	-	-	-	2,765,400
10/1/2007	1,320,000	5.250%	705,375	2,025,375	-
4/1/2008	-	-	670,725	670,725	-
6/30/2008	-	-	-	-	2,696,100
10/1/2008	1,320,000	5.250%	670,725	1,990,725	-
4/1/2009	-	-	636,075	636,075	-
6/30/2009	-	-	-	-	2,626,800
10/1/2009	1,320,000	5.250%	636,075	1,956,075	-
4/1/2010	-	-	601,425	601,425	-
6/30/2010	-	-	-	-	2,557,500
10/1/2010	1,320,000	5.500%	601,425	1,921,425	-
4/1/2011	-	-	565,125	565,125	-
6/30/2011	-	-	-	-	2,486,550
10/1/2011	1,320,000	5.500%	565,125	1,885,125	-
4/1/2012	-	-	528,825	528,825	-
6/30/2012	-	-	-	-	2,413,950
10/1/2012	1,320,000	5.625%	528,825	1,848,825	-
4/1/2013	-	-	491,700	491,700	-
6/30/2013	-	-	-	-	2,340,525
10/1/2013	1,320,000	5.625%	491,700	1,811,700	-
4/1/2014	-	-	454,575	454,575	-
6/30/2014	-	-	-	-	2,266,275
10/1/2014	1,320,000	5.500%	454,575	1,774,575	-
4/1/2015	-	-	418,275	418,275	-
6/30/2015	-	-	-	-	2,192,850
10/1/2015	1,320,000	5.600%	418,275	1,738,275	-

**NORTH KINGSTOWN \$33,000,000.00 GENERAL OBLIGATION SCHOOL BOND  
DATED: DECEMBER 1, 1999 AND DUE OCTOBER 1, 2025 HIGH SCHOOL**

<b>DATE</b>	<b>PRINCIPAL</b>	<b>COUPON</b>	<b>INTEREST</b>	<b>TOTAL P&amp;I</b>	<b>FISCAL TOTAL</b>
CONTINUED FROM PREVIOUS PAGE					
4/1/2016	-	-	381,315	381,315	-
6/30/2016	-	-	-	-	2,119,590
10/1/2016	1,320,000	5.600%	381,315	1,701,315	-
4/1/2017	-	-	344,355	344,355	-
6/30/2017	-	-	-	-	2,045,670
10/1/2017	1,320,000	5.625%	344,355	1,664,355	-
4/1/2018	-	-	307,230	307,230	-
6/30/2018	-	-	-	-	1,971,585
10/1/2018	1,320,000	5.700%	307,230	1,627,230	-
4/1/2019	-	-	269,610	269,610	-
6/30/2019	-	-	-	-	1,896,840
10/1/2019	1,320,000	5.750%	269,610	1,589,610	-
4/1/2020	-	-	231,660	231,660	-
6/30/2020	-	-	-	-	1,821,270
10/1/2020	1,320,000	5.800%	231,660	1,551,660	-
4/1/2021	-	-	193,380	193,380	-
6/30/2021	-	-	-	-	1,745,040
10/1/2021	1,320,000	5.800%	193,380	1,513,380	-
4/1/2022	-	-	155,100	155,100	-
6/30/2022	-	-	-	-	1,668,480
10/1/2022	1,320,000	5.875%	155,100	1,475,100	-
4/1/2023	-	-	116,325	116,325	-
6/30/2023	-	-	-	-	1,591,425
10/1/2023	1,320,000	5.875%	116,325	1,436,325	-
4/1/2024	-	-	77,550	77,550	-
6/30/2024	-	-	-	-	1,513,875
10/1/2024	1,320,000	5.875%	77,550	1,397,550	-
4/1/2025	-	-	38,775	38,775	-
6/30/2025	-	-	-	-	1,436,325
10/1/2025	1,320,000	5.875%	38,775	1,358,775	-
6/30/2026	-	-	-	-	1,358,775
<b>TOTAL</b>	<b>33,000,000</b>	<b>-</b>	<b>25,816,725</b>	<b>58,816,725</b>	<b>-</b>

**TOWN OF NORTH KINGSTOWN \$3,835,000.00 GENERAL OBLIGATION BONDS**

**DATED: SEPTEMBER 15, 2000 DUE SEPTEMBER 15, 2020**

**Farmland Preservation 3,600,000**

**Open Space 235,000**

**3,835,000**

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P&I	FISCAL TOTAL
10/5/2000	-	-	-	-	-
3/15/2001	-	-	98,006.25	98,006.25	-
6/30/2001	-	-	-	-	98,006.25
9/15/2001	195,000.00	6.500%	98,006.25	293,006.25	-
3/15/2002	-	-	91,668.75	91,668.75	-
6/30/2002	-	-	-	-	384,675.00
9/15/2002	195,000.00	6.000%	91,668.75	286,668.75	-
3/15/2003	-	-	85,818.75	85,818.75	-
6/30/2003	-	-	-	-	372,487.50
9/15/2003	195,000.00	5.000%	85,818.75	280,818.75	-
3/15/2004	-	-	80,943.75	80,943.75	-
6/30/2004	-	-	-	-	361,762.50
9/15/2004	195,000.00	4.850%	80,943.75	275,943.75	-
3/15/2005	-	-	76,215.00	76,215.00	-
6/30/2005	-	-	-	-	352,158.75
9/15/2005	195,000.00	4.800%	76,215.00	271,215.00	-
3/15/2006	-	-	71,535.00	71,535.00	-
6/30/2006	-	-	-	-	342,750.00
9/15/2006	195,000.00	4.750%	71,535.00	266,535.00	-
3/15/2007	-	-	66,903.75	66,903.75	-
6/30/2007	-	-	-	-	333,438.75
9/15/2007	195,000.00	4.750%	66,903.75	261,903.75	-
3/15/2008	-	-	62,272.50	62,272.50	-
6/30/2008	-	-	-	-	324,176.25
9/15/2008	190,000.00	4.750%	62,272.50	252,272.50	-
3/15/2009	-	-	57,760.00	57,760.00	-
6/30/2009	-	-	-	-	310,032.50
9/15/2009	190,000.00	4.750%	57,760.00	247,760.00	-
3/15/2010	-	-	53,247.50	53,247.50	-
6/30/2010	-	-	-	-	301,007.50
9/15/2010	190,000.00	4.750%	53,247.50	243,247.50	-
3/15/2011	-	-	48,735.00	48,735.00	-
6/30/2011	-	-	-	-	291,982.50
9/15/2011	190,000.00	4.800%	48,735.00	238,735.00	-
3/15/2012	-	-	44,175.00	44,175.00	-
6/30/2012	-	-	-	-	282,910.00
9/15/2012	190,000.00	5.000%	44,175.00	234,175.00	-
3/15/2013	-	-	39,425.00	39,425.00	-
6/30/2013	-	-	-	-	273,600.00
9/15/2013	190,000.00	5.000%	39,425.00	229,425.00	-
3/15/2014	-	-	34,675.00	34,675.00	-
6/30/2014	-	-	-	-	264,100.00
9/15/2014	190,000.00	5.000%	34,675.00	224,675.00	-
3/15/2015	-	-	29,925.00	29,925.00	-

**TOWN OF NORTH KINGSTOWN \$3,835,000.00 GENERAL OBLIGATION BONDS**  
**DATED: SEPTEMBER 15, 2000 DUE SEPTEMBER 15, 2020**  
**Farmland Preservation 3,600,000**  
**Open Space 235,000**  
**3,835,000**

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P&I	FISCAL TOTAL
CONTINUED FROM PREVIOUS PAGE					
6/30/2015	-	-	-	-	254,600.00
9/15/2015	190,000.00	5.125%	29,925.00	219,925.00	-
3/15/2016	-	-	25,056.25	25,056.25	-
6/30/2016	-	-	-	-	244,981.25
9/15/2016	190,000.00	5.250%	25,056.25	215,056.25	-
3/15/2017	-	-	20,068.75	20,068.75	-
6/30/2017	-	-	-	-	235,125.00
9/15/2017	190,000.00	5.250%	20,068.75	210,068.75	-
3/15/2018	-	-	15,081.25	15,081.25	-
6/30/2018	-	-	-	-	225,150.00
9/15/2018	190,000.00	5.250%	15,081.25	205,081.25	-
3/15/2019	-	-	10,093.75	10,093.75	-
6/30/2019	-	-	-	-	215,175.00
9/15/2019	190,000.00	5.250%	10,093.75	200,093.75	-
3/15/2020	-	-	5,106.25	5,106.25	-
6/30/2020	-	-	-	-	205,200.00
9/15/2020	190,000.00	5.375%	5,106.25	195,106.25	-
6/30/2021	-	-	-	-	195,106.25
<b>TOTAL</b>	<b>3,835,000.00</b>	<b>-</b>	<b>2,033,425.00</b>	<b>5,868,425.00</b>	<b>-</b>

**TOWN OF NORTH KINGSTOWN \$3,845,000.00 GENERAL OBLIGATION BONDS**

<b>Farmland</b>	<b>1,560,000</b>	<b>40.57% OF ISSUE</b>
<b>Public Facilities</b>	<b>1,900,000</b>	<b>49.41% OF ISSUE</b>
<b>Asset Protection</b>	<b>385,000</b>	<b>10.01% OF ISSUE</b>
	<b>3,845,000</b>	

DATE	PRINCIPAL	COUPON	INTEREST	TOTAL P&I	FISCAL TOTAL
6/28/2001	-	-	-	-	-
12/15/2001	-	-	84,085.63	84,085.63	-
6/15/2002	275,000.00	5.500%	84,085.63	359,085.63	-
6/30/2002	-	-	-	-	443,171.26
12/15/2002	-	-	76,523.13	76,523.13	-
6/15/2003	275,000.00	5.500%	76,523.13	351,523.13	-
6/30/2003	-	-	-	-	428,046.26
12/15/2003	-	-	68,960.63	68,960.63	-
6/15/2004	275,000.00	4.375%	68,960.63	343,960.63	-
6/30/2004	-	-	-	-	412,921.26
12/15/2004	-	-	62,945.00	62,945.00	-
6/15/2005	275,000.00	4.000%	62,945.00	337,945.00	-
6/30/2005	-	-	-	-	400,890.00
12/15/2005	-	-	57,445.00	57,445.00	-
6/15/2006	250,000.00	3.600%	57,445.00	307,445.00	-
6/30/2006	-	-	-	-	364,890.00
12/15/2006	-	-	52,945.00	52,945.00	-
6/15/2007	250,000.00	3.750%	52,945.00	302,945.00	-
6/30/2007	-	-	-	-	355,890.00
12/15/2007	-	-	48,257.50	48,257.50	-
6/15/2008	250,000.00	3.900%	48,257.50	298,257.50	-
6/30/2008	-	-	-	-	346,515.00
12/15/2008	-	-	43,382.50	43,382.50	-
6/15/2009	250,000.00	4.000%	43,382.50	293,382.50	-
6/30/2009	-	-	-	-	336,765.00
12/15/2009	-	-	38,382.50	38,382.50	-
6/15/2010	250,000.00	4.100%	38,382.50	288,382.50	-
6/30/2010	-	-	-	-	326,765.00
12/15/2010	-	-	33,257.50	33,257.50	-
6/15/2011	250,000.00	4.200%	33,257.50	283,257.50	-
6/30/2011	-	-	-	-	316,515.00
12/15/2011	-	-	28,007.50	28,007.50	-
6/15/2012	250,000.00	4.300%	28,007.50	278,007.50	-
6/30/2012	-	-	-	-	306,015.00
12/15/2012	-	-	22,632.50	22,632.50	-
6/15/2013	250,000.00	4.400%	22,632.50	272,632.50	-
6/30/2013	-	-	-	-	295,265.00
12/15/2013	-	-	17,132.50	17,132.50	-
6/15/2014	250,000.00	4.500%	17,132.50	267,132.50	-
6/30/2014	-	-	-	-	284,265.00
12/15/2014	-	-	11,507.50	11,507.50	-
6/15/2015	250,000.00	4.500%	11,507.50	261,507.50	-
6/30/2015	-	-	-	-	273,015.00
12/15/2015	-	-	5,757.50	5,757.50	-
6/15/2016	245,000.00	4.700%	5,757.50	250,757.50	-
6/30/2016	-	-	-	-	256,515.00
<b>TOTAL</b>	<b>3,845,000.00</b>	<b>-</b>	<b>1,302,443.78</b>	<b>5,147,443.78</b>	<b>-</b>

**TOWN OF NORTH KINGSTOWN \$1,900,000 GENERAL OBLIGATION SCHOOL BONDS  
DATED DECEMBER 15, 2001  
FINAL PRICING DECEMBER 6, 2002**

**QUIDNESSET ADDITION**

<b>DATE</b>	<b>PRINCIPAL</b>	<b>COUPON</b>	<b>INTEREST</b>	<b>TOTAL P&amp;I</b>	<b>FISCAL TOTAL</b>
12/18/2001	-	-	-	-	-
6/15/2002	-	-	36,075.00	36,075.00	-
6/30/2002	-	-	-	-	36,075.00
12/15/2002	200,000.00	3.500%	36,075.00	236,075.00	-
6/15/2003	-	-	32,575.00	32,575.00	-
6/30/2003	-	-	-	-	268,650.00
12/15/2003	200,000.00	3.500%	32,575.00	232,575.00	-
6/15/2004	-	-	29,075.00	29,075.00	-
6/30/2004	-	-	-	-	261,650.00
12/15/2004	200,000.00	3.500%	29,075.00	229,075.00	-
6/15/2005	-	-	25,575.00	25,575.00	-
6/30/2005	-	-	-	-	254,650.00
12/15/2005	200,000.00	3.500%	25,575.00	225,575.00	-
6/15/2006	-	-	22,075.00	22,075.00	-
6/30/2006	-	-	-	-	247,650.00
12/15/2006	200,000.00	3.500%	22,075.00	222,075.00	-
6/15/2007	-	-	18,575.00	18,575.00	-
6/30/2007	-	-	-	-	240,650.00
12/15/2007	200,000.00	4.000%	18,575.00	218,575.00	-
6/15/2008	-	-	14,575.00	14,575.00	-
6/30/2008	-	-	-	-	233,150.00
12/15/2008	200,000.00	4.000%	14,575.00	214,575.00	-
6/15/2009	-	-	10,575.00	10,575.00	-
6/30/2009	-	-	-	-	225,150.00
12/15/2009	200,000.00	4.150%	10,575.00	210,575.00	-
6/15/2010	-	-	6,425.00	6,425.00	-
6/30/2010	-	-	-	-	217,000.00
12/15/2010	200,000.00	4.250%	6,425.00	206,425.00	-
6/15/2011	-	-	2,175.00	2,175.00	-
6/30/2011	-	-	-	-	208,600.00
12/15/2011	100,000.00	4.350%	2,175.00	102,175.00	-
6/30/2012	-	-	-	-	102,175.00
<b>TOTAL</b>	<b>1,900,000.00</b>	<b>-</b>	<b>395,400.00</b>	<b>2,295,400.00</b>	<b>-</b>

**WATER STORAGE FACILITY**

**\$900,000.00 AT 5.75%**

**FINANCED THROUGH FARMERS  
HOME**

**BEGIN BALANCE PRIN PAYMENT INTEREST PAYMENT TOTAL PAYMENT**

10/7/1997	\$900,000.00	\$69,093.00	\$51,750.00	\$120,843.00
10/7/1998	\$830,907.00	\$73,065.85	\$47,777.15	\$120,843.00
10/7/1999	\$757,841.15	\$77,267.13	\$43,575.87	\$120,843.00
10/7/2000	\$680,574.02	\$81,709.99	\$39,133.01	\$120,843.00
10/7/2001	\$598,864.03	\$86,408.32	\$34,434.66	\$120,843.00
10/7/2002	\$512,455.71	\$91,376.80	\$29,466.20	\$120,843.00
10/7/2003	\$421,078.91	\$96,630.96	\$24,212.04	\$120,843.00
10/7/2004	\$324,447.95	\$102,187.24	\$18,655.76	\$120,843.00
10/7/2005	\$222,260.71	\$108,063.01	\$12,779.99	\$120,843.00
10/7/2006	\$114,197.70	\$114,197.70	\$6,566.37	\$120,764.07
		\$900,000.00	\$308,351.05	\$1,208,351.07

**APPENDIX B – PROPOSED DEBT SCHEDULES**

WICKFORD ROADS & SIDEWALKS					
			\$140,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	140,000	9,333	7,000	16,333	0.005
2	130,667	9,333	6,533	15,867	0.005
3	121,333	9,333	6,067	15,400	0.004
4	112,000	9,333	5,600	14,933	0.004
5	102,667	9,333	5,133	14,467	0.004
6	93,333	9,333	4,667	14,000	0.004
7	84,000	9,333	4,200	13,533	0.004
8	74,667	9,333	3,733	13,067	0.004
9	65,333	9,333	3,267	12,600	0.004
10	56,000	9,333	2,800	12,133	0.004
11	46,667	9,333	2,333	11,667	0.003
12	37,333	9,333	1,867	11,200	0.003
13	28,000	9,333	1,400	10,733	0.003
14	18,667	9,333	933	10,267	0.003
15	9,333	9,333	467	9,800	0.003
		140,000	56,000	196,000	
* Based upon Estimated Values for Fy2005					

DEVELOPMENT RIGHTS ACQUISITIONS					
			\$2,000,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	2,000,000	133,333	100,000	233,333	0.07
2	1,866,667	133,333	93,333	226,667	0.07
3	1,733,333	133,333	86,667	220,000	0.06
4	1,600,000	133,333	80,000	213,333	0.06
5	1,466,667	133,333	73,333	206,667	0.06
6	1,333,333	133,333	66,667	200,000	0.06
7	1,200,000	133,333	60,000	193,333	0.06
8	1,066,667	133,333	53,333	186,667	0.05
9	933,333	133,333	46,667	180,000	0.05
10	800,000	133,333	40,000	173,333	0.05
11	666,667	133,333	33,333	166,667	0.05
12	533,333	133,333	26,667	160,000	0.05
13	400,000	133,333	20,000	153,333	0.04
14	266,667	133,333	13,333	146,667	0.04
15	133,333	133,333	6,667	140,000	0.04
		2,000,000	800,000	2,800,000	
* Based upon Estimated Values for Fy2005					

QUONSET FIRE STATION					
			\$1,150,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	1,150,000	76,667	57,500	134,167	0.04
2	1,073,333	76,667	53,667	130,333	0.04
3	996,667	76,667	49,833	126,500	0.04
4	920,000	76,667	46,000	122,667	0.04
5	843,333	76,667	42,167	118,833	0.03
6	766,667	76,667	38,333	115,000	0.03
7	690,000	76,667	34,500	111,167	0.03
8	613,333	76,667	30,667	107,333	0.03
9	536,667	76,667	26,833	103,500	0.03
10	460,000	76,667	23,000	99,667	0.03
11	383,333	76,667	19,167	95,833	0.03
12	306,667	76,667	15,333	92,000	0.03
13	230,000	76,667	11,500	88,167	0.03
14	153,333	76,667	7,667	84,333	0.02
15	76,667	76,667	3,833	80,500	0.02
		1,150,000	460,000	1,610,000	
* Based upon Estimated Values for Fy2005					

RELOCATE FIRE STATION 2					
			\$1,250,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	1,250,000	83,333	62,500	145,833	0.04
2	1,166,667	83,333	58,333	141,667	0.04
3	1,083,333	83,333	54,167	137,500	0.04
4	1,000,000	83,333	50,000	133,333	0.04
5	916,667	83,333	45,833	129,167	0.04
6	833,333	83,333	41,667	125,000	0.04
7	750,000	83,333	37,500	120,833	0.04
8	666,667	83,333	33,333	116,667	0.03
9	583,333	83,333	29,167	112,500	0.03
10	500,000	83,333	25,000	108,333	0.03
11	416,667	83,333	20,833	104,167	0.03
12	333,333	83,333	16,667	100,000	0.03
13	250,000	83,333	12,500	95,833	0.03
14	166,667	83,333	8,333	91,667	0.03
15	83,333	83,333	4,167	87,500	0.03
		1,250,000	500,000	1,750,000	
* Based upon Estimated Values for Fy2005					

PUBLIC SAFETY BLDG PHASE II					
			\$5,090,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	5,090,000	339,333	254,500	593,833	0.17
2	4,750,667	339,333	237,533	576,867	0.17
3	4,411,333	339,333	220,567	559,900	0.16
4	4,072,000	339,333	203,600	542,933	0.16
5	3,732,667	339,333	186,633	525,967	0.15
6	3,393,333	339,333	169,667	509,000	0.15
7	3,054,000	339,333	152,700	492,033	0.14
8	2,714,667	339,333	135,733	475,067	0.14
9	2,375,333	339,333	118,767	458,100	0.13
10	2,036,000	339,333	101,800	441,133	0.13
11	1,696,667	339,333	84,833	424,167	0.12
12	1,357,333	339,333	67,867	407,200	0.12
13	1,018,000	339,333	50,900	390,233	0.11
14	678,667	339,333	33,933	373,267	0.11
15	339,333	339,333	16,967	356,300	0.10
		5,090,000	2,036,000	7,126,000	
* Based upon Estimated Values for Fy2005					

TOWN HALL IMPROVEMENTS					
			\$4,000,000		
		15 YEARS @ 5% (LEVEL PRINCIPAL)			
					RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	TAX RATE IMPACT*
1	4,000,000	266,667	200,000	466,667	0.14
2	3,733,333	266,667	186,667	453,333	0.13
3	3,466,667	266,667	173,333	440,000	0.13
4	3,200,000	266,667	160,000	426,667	0.12
5	2,933,333	266,667	146,667	413,333	0.12
6	2,666,667	266,667	133,333	400,000	0.12
7	2,400,000	266,667	120,000	386,667	0.11
8	2,133,333	266,667	106,667	373,333	0.11
9	1,866,667	266,667	93,333	360,000	0.10
10	1,600,000	266,667	80,000	346,667	0.10
11	1,333,333	266,667	66,667	333,333	0.10
12	1,066,667	266,667	53,333	320,000	0.09
13	800,000	266,667	40,000	306,667	0.09
14	533,333	266,667	26,667	293,333	0.09
15	266,667	266,667	13,333	280,000	0.08
		4,000,000	1,600,000	5,600,000	
* Based upon Estimated Values for Fy2005					

SCHOOL PROJECTS						
			\$25,400,000			
		15 YEARS @ 5% (LEVEL PRINCIPAL)				
						RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	LESS EST. STATE AID	TAX RATE IMPACT*
1	25,400,000	1,693,333	1,270,000	2,963,333	2,074,333	\$0.60
2	23,706,667	1,693,333	1,185,333	2,878,667	2,015,067	\$0.58
3	22,013,333	1,693,333	1,100,667	2,794,000	1,955,800	\$0.57
4	20,320,000	1,693,333	1,016,000	2,709,333	1,896,533	\$0.55
5	18,626,667	1,693,333	931,333	2,624,667	1,837,267	\$0.53
6	16,933,333	1,693,333	846,667	2,540,000	1,778,000	\$0.52
7	15,240,000	1,693,333	762,000	2,455,333	1,718,733	\$0.50
8	13,546,667	1,693,333	677,333	2,370,667	1,659,467	\$0.48
9	11,853,333	1,693,333	592,667	2,286,000	1,600,200	\$0.46
10	10,160,000	1,693,333	508,000	2,201,333	1,540,933	\$0.45
11	8,466,667	1,693,333	423,333	2,116,667	1,481,667	\$0.43
12	6,773,333	1,693,333	338,667	2,032,000	1,422,400	\$0.41
13	5,080,000	1,693,333	254,000	1,947,333	1,363,133	\$0.40
14	3,386,667	1,693,333	169,333	1,862,667	1,303,867	\$0.38
15	1,693,333	1,693,333	84,667	1,778,000	1,244,600	\$0.36
		25,400,000	10,160,000	35,560,000	24,892,000	
* Based upon Estimated Values for Fy2005						

		SCHOOL PROJECTS (PER AMC)				
			\$9,000,000			
		15 YEARS @ 5% (LEVEL PRINCIPAL)				
						RESIDENTIAL
YEAR	PRINCIPAL BALANCE	PRINCIPAL PAYMENT	INTEREST	FISCAL TOTAL	LESS EST. STATE AID	TAX RATE IMPACT*
1	9,000,000	600,000	450,000	1,050,000	735,000	\$0.21
2	8,400,000	600,000	420,000	1,020,000	714,000	\$0.21
3	7,800,000	600,000	390,000	990,000	693,000	\$0.20
4	7,200,000	600,000	360,000	960,000	672,000	\$0.20
5	6,600,000	600,000	330,000	930,000	651,000	\$0.19
6	6,000,000	600,000	300,000	900,000	630,000	\$0.18
7	5,400,000	600,000	270,000	870,000	609,000	\$0.18
8	4,800,000	600,000	240,000	840,000	588,000	\$0.17
9	4,200,000	600,000	210,000	810,000	567,000	\$0.16
10	3,600,000	600,000	180,000	780,000	546,000	\$0.16
11	3,000,000	600,000	150,000	750,000	525,000	\$0.15
12	2,400,000	600,000	120,000	720,000	504,000	\$0.15
13	1,800,000	600,000	90,000	690,000	483,000	\$0.14
14	1,200,000	600,000	60,000	660,000	462,000	\$0.13
15	600,000	600,000	30,000	630,000	441,000	\$0.13
		9,000,000	3,600,000	12,600,000	8,820,000	
* Based upon Estimated Values for Fy2005						

**APPENDIX C – ASSET MANAGEMENT COMMISSION CHARTER REFERENCE AND ORDINANCE**

- ASSET MANAGEMENT COMMISSION CHARTER REFERENCE

Town Charter

**Sec. 820. *Asset management commission.***

There shall be an *asset management* commission who shall be appointed by the town council, the terms and membership to be fixed by ordinance. The *asset management* commission shall be responsible for formulating a capital improvement program and an *asset* protection plan. The program shall address projecting major expenditures needed to maintain existing municipal and school facilities and for projecting new public facilities. The commission shall prioritize all projects and recommend funding sources for all expenditures.

(11-5-96)

Town Ordinances

**DIVISION 7. ASSET MANAGEMENT COMMISSION**

**Sec. 2-330. Creation; appointment; composition; qualifications.**

(a) The town council hereby creates a seven-member *asset management* commission, which shall be appointed by the town council. The commission shall further consist of the town manager and superintendent of schools, each of whom shall act in an ex-officio capacity.

(b) Members shall be appointed for a term of three (3) years, except that the initial appointment of three (3) members shall be for two (2) years and four (4) members shall be for three (3) years.

(c) The *asset management* commission shall consist of the following seven (7) representatives all of whom shall be residents of the town:

School representative who is not an elected official;

Town council representative who is not an elected official;

Financial representative;

Legal representative;

Technical representative;

At-large representative;

Planning commission member representative - recommended by the planning commission.

**Sec. 2-331. Purpose.**

The purpose of the commission shall be to review all capital improvement and asset protection requests, establish their priorities, determine funding levels and formulate a comprehensive capital improvement program and an asset protection plan to be presented to the town council.

**Sec. 2-332. Duties.**

The *asset management* commission shall be responsible for:

(a) Projecting major expenditures needed to maintain existing municipal and school facilities.

(b) Projecting new public facilities and reviewing the five-year, ten-year, and twenty-year capital improvement and asset protection programs.

(c) To develop fiscal programs, generate innovative financing options and seek creative alternative funding for the capital improvement projects and asset protection projects.

**Sec. 2-333. Reports.**

The commission shall submit an annual report to the town council and school committee in the month of January.

(Ord. No. 97-4, § 1, 3-10-97)

**APPENDIX D – ASSET MANAGEMENT COMMISSION MEMO TO TOWN COUNCIL**



## Town of North Kingstown, Rhode Island

80 Boston Neck Road  
North Kingstown, RI 02852-5762  
Phone: (401) 294-3331  
Fax: (401) 885-7373

Date: January 21, 2004  
To: Town Council  
From: Asset Management Commission  
Re: Submission of Capital Improvement Program FY 2005 – FY2010

In accordance with the Town Charter, we have completed our review and prioritization of department requests for capital improvement projects for Fiscal Year beginning July 1, 2004 through June 30, 2010.

Over the past several months, meetings were held with all Department Heads except the School Department as nothing was submitted to the Asset Management Commission. During the months of September and October 2003, the Commission Members made visits to the following buildings:

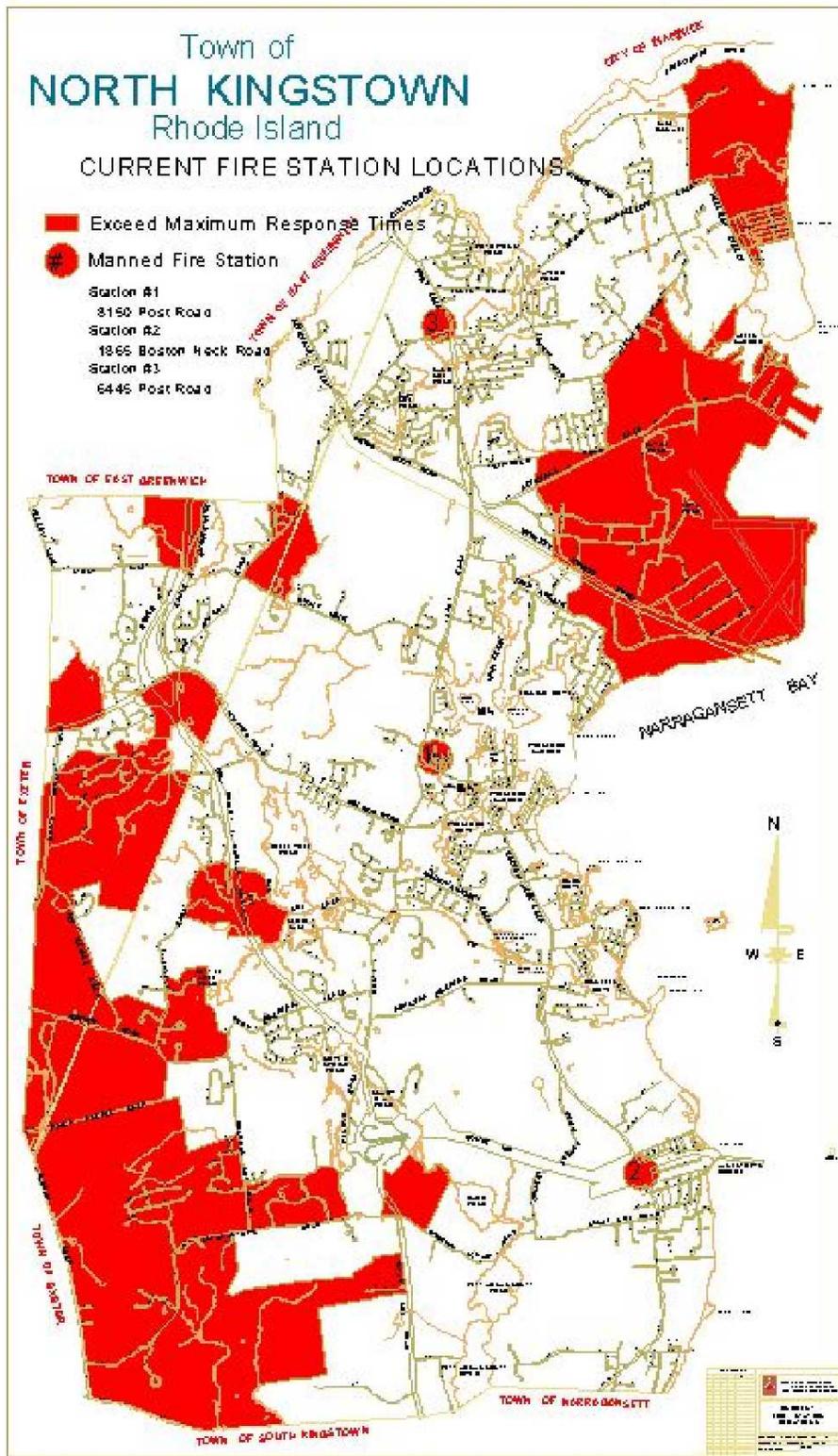
Senior Center  
Town Hall  
Wickford Middle School \*  
Davisville Elementary School \*  
Forest Park Elementary School \*  
Fishing Cove Elementary School \*  
Wickford Elementary School \*

\*These schools were evaluated for upgrading in the RGB Study.

Enclosed is our report that reflects those priorities and recommendations for the upcoming capital budget process.

This document contains a single page for each project that was considered. The individual projects have been assigned a priority number and the document pages are in that priority number order. Information including a project description, project estimated costs and revenues, the priority number assigned and our comments regarding the disposition of the project, have been included for your consideration.

# APPENDIX E – FIRE STATION RELOCATION STUDY MAPS



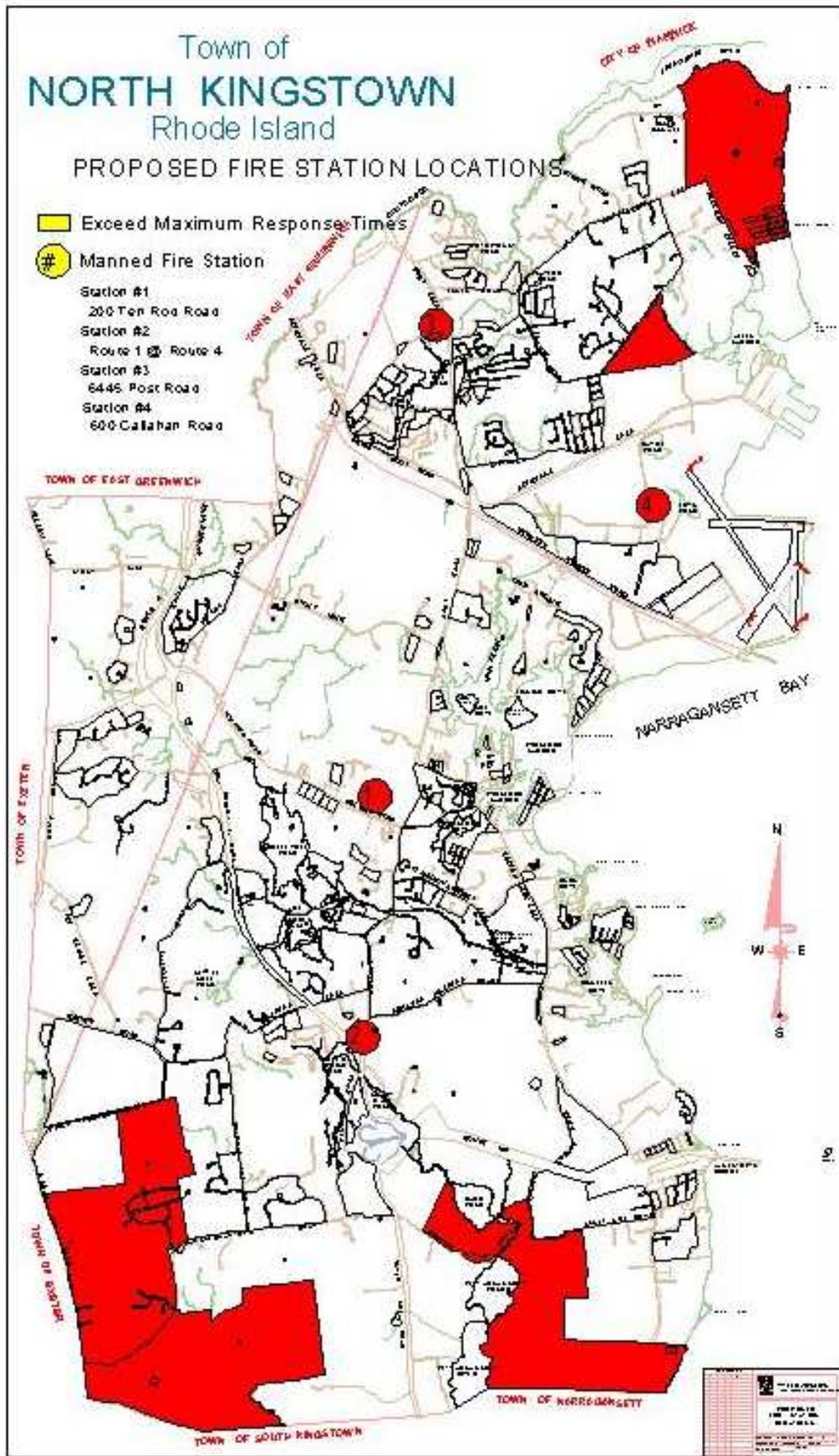
# Town of NORTH KINGSTOWN Rhode Island

## PROPOSED FIRE STATION LOCATIONS

 Exceed Maximum Response Times

 Manned Fire Station

- Station #1  
200 Ten Rod Road
- Station #2  
Route 1 @ Route 4
- Station #3  
6445 Post Road
- Station #4  
600 Callahan Road



**APPENDIX F – LISTING OF TOWN ROADS IN FAILED, POOR AND VERY POOR  
CONDITION**

NORTH KINGSTOWN ROADS RATED AS FAILED, VERY POOR, POOR BY INDEPENDENT INSPECTION:

**FAILED:**

BRIGGS RD  
BRUCE BOYER ST  
COTTRELL RD  
GLENDALE CIR, SECTION OF  
HIGHLAND RD  
JOHNSON AVE  
MINER RD N  
SAUNDERS RD  
STONY FORT RD, SECTION OF

**VERY POOR:**

ALLENS HARBOR RD  
ARNOLD AVE  
ATLANTIC AVE  
BEACH ST W  
BOONE ST  
BURNT CEDAR DR, SECTION OF  
CARPENTER LN  
CLINTON DR  
EAST CT  
FIRWOOD DR  
FRIEND ST  
GOLD ST  
GRIFFITH RD  
HULING RD  
JUNIPER DR  
LEXINGTON AVE, SECTION OF  
MINER RD S  
PETTEE AVE  
PINECREST DR  
PLEASANT VALLEY RD  
POND HOLLOW RD  
POPLAR AVE  
ROSE HILL RD  
RUSSELL DR  
SPRING RD  
STONY FORT RD, SECTION OF  
SWEETMEADOW DR  
WILLETT RD  
WINDWARD WALK  
WOODHAVEN RD  
WOODLAND DR, SECTION OF  
ZARBO AVE, SECTION OF

**POOR:**

AIRPORT ST  
ALLEN AVE  
ANGEL AVE  
ANTHONY DR  
ARMINGTON AVE  
AUDUBON RD  
BARBER HEIGHTS AVE  
BATES AVE  
BAY ST  
BAYVIEW AVE  
BEACH ST E  
BEATRICE DR  
BELLE AIR DR  
BEVERLY DR  
BIG OAK DR  
BROWNING DR  
BRYANT DR  
BUENA VISTA DR  
BUTTERNUT DR, SECTIONS OF  
CAMBRIDGE CT  
CARRIAGE HILL RD  
CARROLL RD  
CHARLES ST  
CHAUCER DR, SECTION OF  
CHESTNUT RD  
CHURCH WAY  
CIRCLE DR W  
CONCORD AVE  
DAVIS RD  
DEAN AVE  
DICKSON ST  
DILLABUR AVE, SECTION OF  
DUCK COVE RD  
EARLE DR, SECTION OF  
ECCLESTON AVE, SECTIONS OF  
EDEN CT  
ELDREDGE AVE  
ELM DR  
ENFIELD AVE  
ESMOND AVE  
FINN ST  
FIRST ST  
FLORAL AVE  
FOWLER ST, SECTION OF  
FRANKLIN ST  
GARDINER AVE  
GLENDALE CIR, SECTION OF  
GREENWAY DR  
HAMILTON GATE CT

HENDRICK AVE  
HIGHBANK AVE  
HOMESTEAD RD  
HOOVER ST, SECTION OF  
HOPE DALE DR  
HORNET RD  
HOWARD RD  
JONES RD  
KENT ST  
KNIGHT FARM RD  
KNOLLWOOD CIR  
LINCOLN ST  
LONGFELLOW DR  
MADISON AVE  
MAIN ST  
MIDDLE ST  
MILLS FARM RD  
NARRAGANSETT ST  
NEW LEXINGTON RD  
NEWPORT AVE  
NICHOLS RD  
NORTHBRIAR DR  
PEACEFUL LN  
PIERCE RD  
PINE RIVER DR, SECTION OF  
RAMBLEWOOD DR  
RANGER RD  
REYNOLDS ST  
RICHARD SMITH DR  
ROSEMARY DR  
SANDRA DR  
SASSAFRAS RD  
SAUGA AVE  
SCRABBLETOWN RD N, SECTION OF  
SEA VIEW AVE  
SHELLEY DR  
SHORT RD  
STEAMBOAT AVE  
STILLMAN RD  
THOMPSON RD  
VIKING CT  
W KNOLLWOOD CIR  
WARBURTON AVE  
WATERWAY EX  
WHITMAN DR  
WOODLAND DR  
WOODMONT DR, SECTION OF  
WOODWARD RD  
WORDEN AVE  
YORKTOWN RD

## APPENDIX G – STATISTICAL SUMMARY

Town Incorporated	1674
Home Rule Charter Adopted	1954
Type Of Government	Town Council/Manager
Fiscal Year Begins	July 1
Population: Official U.S. Census	
1910	4,084
1920	3,397
1930	4,279
1940	4,604
1950	14,810
1960	18,977
1970	29,793
1980	21,938
1990	23,786
2000	26,326
Area Of Town	44.2 Square Miles
Miles Of Roads:	
Local Paved	153.40
State Paved	42.65
Municipal Employees	
Exclusive Of Library, Police, Fire And Regular Education	89
Part-Time	187
Construction	
Permits Issued	1,641
Total Value	\$29,232,887
Fire Protection:	
Fire Stations-Town Owned	3
Employees: Uniformed	77
Civilian	1
Fire Alarm Boxes	319
Fire Hydrants	978
Police Protection:	
Police Buildings	1
Animal Control Buildings	1
Employees: Law Enforcement (includes Harbor)	52
Civilian	8
Animal Control	3
Election (11/05/2002)	
Registered Voters	19,476
Number Of Votes Cast	11,170
Percentage Voting	57%
Recreation:	
Parks And Public Squares	12
Acres For Recreation (Dev)	358.6
Tot Lots	4
Playfields And Major Recreation Facilities	4
Playgrounds	5
Bandstand	1
Undeveloped Sites	1
Municipal Tennis Courts	10
In Line Hockey Courts	1

Bathing Beaches	1
Golf Courses (3 buildings)	1
Marina (3 buildings)	1
Ball Diamonds (Inc Ripa):	
Youth Baseball	10
Softball	4
Basketball Courts:	
Outdoor	7
Football & Lacross Fields	1
Boat Landings	2
Soccer Fields	8
Library:	
Buildings	1
Employees:	
Regular	12
Part-Time	21
Education Personnel (as of June 2003 measured in FTE)	
Administrative and Certified	19
Non-Certified	14.5
Classroom Teachers	370.7
Aides	91
Lunch Workers, Bus Drivers	53
Clerical	37.5
Operation and Maintenance	48.5
Total Personnel	634.2
Students: Enrollment As of June 2003	
Kindergarten/Pre-One	310
Elementary (1-5)	1,779
Middle (6-9)	1,042
High (9-12)	1,355
Special Education Program	117
Sub Total In Our Schools	4,603
Resident Pupils Sent Out	56
Total Students	4,659
Education Facilities	
Central Administration Building	1
High School	1
Middle Schools	2
Elementary	6
Early Childhood Center	1
Other Municipal Facilities (excluding Recreation, Education, Fire, Police and Library)	
Town Hall	Water Towers (5), Booster Pumping Stations (5)
Town Hall Annex	Water Well Buildings (8)
IS Dept. Building	Highway and Water Garage (2)
Beachwood House Senior Center	Facilities Maintenance Building
Community Center	Wickford Public Restrooms
Public Works Facility	Little Red Schoolhouse
Solid Waste Transfer Station	35 West Main Street

**APPENDIX H – SPREADSHEETS FOR DEBT EVALUATION**

**ANALYSIS OF DEBT PRINCIPAL PAYMENTS ONLY FOR CALCULATION OF NET DEBT PER CAPITA AND DEBT BURDEN**

Project/Title	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Existing Debt Principal and Interest											
Municipal \$1,749,000 Refunding Bond 1998 (Rec/Open Space 1990 \$1.9 and 1992 \$1.25)	\$ 220,000	\$ 210,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Municipal \$1,000,000 Dec 1998 Library Renovations	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095	\$ 50,095
Municipal \$3,275,000 Dec 1998 Library Renovations	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062	\$ 164,062
Municipal \$ 800,000 Dec 1991 Recreation/Open Space	\$ 70,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Municipal \$ 560,000 May 1996 Public Facilities	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176	\$ 37,176
Municipal \$ 790,000 May 1996 Recreation/Open Space	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445	\$ 52,445
Municipal \$3,835,000 Sept. 2000 Open space & farmland	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000	\$ 195,000
Municipal \$3,845,000 June 2001 Farmland, Facilities Asset Protection	\$ 275,000	\$ 275,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
School \$2,995,000 Dec 1998 School Athletics & Technology	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035	\$ 150,035
School \$1,505,000 June 1999 School Athletics	\$ 60,000	\$ 60,000	\$ 65,000	\$ 70,000	\$ 70,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 85,000	\$ 90,000	\$ 95,000
School \$1,551,000 Refunding Bond 1998 (School 1990 \$3.1 Renovations)	\$ 210,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000
School \$4,600,000 May 1996 Elementary Additions	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378	\$ 305,378
School \$33,000,000 December 1999 High School	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000
School \$1,900,000 December 2001 School Addition	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

Department	Bond Amt	Avg yrly princ	Debt Svc Yr
<b>Currently Authorized</b>			
Public Works	\$ 1,150,000	\$ 76,667	2006
Public Works	\$ 140,000	\$ 9,333	2006
Planning	\$ 2,000,000	\$ 133,333	2006
<b>Proposed - Not Authorized</b>			
School	\$ 25,400,000	\$ 1,693,333	2007
Fire	\$ 1,240,000	\$ 83,333	2007
Public Works	\$ 5,090,000	\$ 339,333	2009
Public Works	\$ 4,000,000	\$ 266,667	2009

Total Principal only debt payments	\$ 3,308,192	\$ 3,518,525	\$ 4,945,191	\$ 4,865,191	\$ 5,391,191	\$ 5,396,191	\$ 5,401,191	\$ 5,301,191	\$ 4,811,191	\$ 4,816,191	\$ 4,821,191
Total Balance Principal Debt end of FY	\$ 47,904,041	\$ 44,366,324	\$ 66,071,133	\$ 61,205,942	\$ 64,904,750	\$ 59,508,559	\$ 54,107,368	\$ 48,806,176	\$ 43,994,985	\$ 39,178,794	\$ 34,357,602
Net Debt Per Capita	\$ 1,750	\$ 1,613	\$ 2,346	\$ 2,153	\$ 2,262	\$ 2,055	\$ 1,852	\$ 1,655	\$ 1,479	\$ 1,305	\$ 1,135

Estimated Assessed Value \$ 3,685,000,000  
 Ratio of Net Bonded Debt to Assessed Value 1.25%

Estimated Assessed Value \$ 3,618,475,600  
 Ratio of Net Bonded Debt to Assessed Value 1.23%

Estimated Assessed Value \$ 3,572,752,125  
 Ratio of Net Bonded Debt to Assessed Value 1.80%

Estimated Assessed Value \$ 3,727,843,407  
 Ratio of Net Bonded Debt to Assessed Value 1.64%

Estimated Assessed Value \$ 3,895,125,236  
 Ratio of Net Bonded Debt to Assessed Value 1.39%

Estimated Assessed Value \$ 4,015,946,071  
 Ratio of Net Bonded Debt to Assessed Value 1.10%

Estimated Assessed Value \$ 4,076,165,262  
 Ratio of Net Bonded Debt to Assessed Value 0.96%

**ANALYSIS OF DEBT PRINCIPAL AND INTEREST PAYMENTS ONLY FOR CALCULATION OF DEBT SERVICE PER CENT OF BUDGET**

Department	Project/Title	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
		1	2	3	4	5	6	7	8	9	10	11
Municipal	Existing Debt Principal and Interest	\$ 244,179	\$ 227,610	\$ 44,933	\$ 43,248							
Municipal	\$1,749,000 Refunding Bond 1998 (Rec/Open Space 1990 \$1.9 and 1992 \$1.2)	\$ 81,240	\$ 79,324	\$ 77,382	\$ 75,404	\$ 73,400	\$ 71,371	\$ 69,292	\$ 67,175	\$ 65,015	\$ 62,792	\$ 60,538
Municipal	\$1,000,000 Dec 1998 Library Renovations	\$ 266,060	\$ 259,785	\$ 253,427	\$ 246,947	\$ 240,384	\$ 233,740	\$ 226,931	\$ 220,000	\$ 212,925	\$ 205,644	\$ 198,262
Municipal	\$3,275,000 Dec 1998 Roads & Open Space (Farmland)	\$ 82,775	\$ 82,953	\$ 82,720								
Municipal	\$ 800,000 Dec 1991 Recreation/Open Space	\$ 51,750	\$ 49,891	\$ 48,013	\$ 46,099	\$ 44,147	\$ 42,177	\$ 40,188	\$ 38,180			
Municipal	\$ 560,000 May 1996 Public Facilities	\$ 73,004	\$ 70,382	\$ 67,733	\$ 65,032	\$ 62,279	\$ 59,499	\$ 56,933	\$ 53,861			
Municipal	\$3,835,000 Sept. 2000 Open space & farmland	\$ 352,159	\$ 342,750	\$ 333,439	\$ 324,176	\$ 310,033	\$ 301,008	\$ 291,983	\$ 282,910	\$ 273,600	\$ 264,100	\$ 254,600
Municipal	\$3,845,000 June 2001 Farmland, Facilities Asset Protection	\$ 400,890	\$ 364,890	\$ 355,890	\$ 346,515	\$ 336,765	\$ 326,786	\$ 316,615	\$ 305,015	\$ 295,265	\$ 284,285	\$ 273,015
School	\$2,995,000 Dec 1998 School Athletics & Technology	\$ 243,313	\$ 237,574	\$ 231,760	\$ 225,834	\$ 219,832	\$ 213,756	\$ 207,530	\$ 201,191	\$ 194,720	\$ 188,063	\$ 181,311
School	\$1,505,000 June 1999 School Athletics	\$ 122,813	\$ 119,903	\$ 122,023	\$ 118,903	\$ 120,783	\$ 122,423	\$ 123,823	\$ 119,983	\$ 121,063	\$ 121,813	\$ 122,268
School	\$1,551,000 Refunding Bond 1998 (School 1990 \$3.1 Renovations)	\$ 216,536	\$ 201,843	\$ 39,847	\$ 38,352							
School	\$4,600,000 May 1996 Elementary Additions	\$ 425,086	\$ 409,817	\$ 394,396	\$ 378,669	\$ 362,637	\$ 346,452	\$ 330,114	\$ 313,623			
School	\$33,000,000 December 1999 High School	\$ 2,904,000	\$ 2,834,700	\$ 2,765,400	\$ 2,696,100	\$ 2,626,800	\$ 2,557,500	\$ 2,486,550	\$ 2,413,950	\$ 2,340,525	\$ 2,266,275	\$ 2,192,850
School	\$1,900,000 December 2001 School Addition	\$ 254,650	\$ 247,650	\$ 240,650	\$ 233,150	\$ 225,150	\$ 217,000	\$ 208,600	\$ 102,175			

Department	Currently Authorized	Bond Amt	Avg yrly princ	Debt Svc Yr
Public Works	Quonset/Davisville Station	\$ 1,150,000	\$ 76,667	2006
Public Works	Wickford Projects	\$ 140,000	\$ 9,333	2006
Planning	Development Rights	\$ 2,000,000	\$ 133,333	2006
Proposed - Not Authorized				
School	Additions/Renovations	\$ 25,400,000	\$ 1,693,333	2007
Fire	New Station No. 2	\$ 1,250,000	\$ 83,333	2007
Public Works	Public Safety Improve. Phase I	\$ 5,090,000	\$ 339,333	2009
Public Works	Town Hall	\$ 4,000,000	\$ 266,667	2009
		\$ 39,030,000	\$ 2,607,999	
		\$ 5,718,454	\$ 5,912,904	\$ 8,539,646
		\$ 8,220,663	\$ 8,965,142	\$ 8,704,544
		\$ 8,441,052	\$ 8,070,697	\$ 7,325,646
		\$ 7,085,406	\$ 7,325,646	\$ 6,845,177
		\$ 78,466,462	\$ 80,841,056	\$ 83,266,288
		7.29%	7.31%	10.26%
				9.59%
				10.15%
				9.57%
				9.01%
				8.36%
				7.37%
				6.92%
				6.49%

Total Estimated Budgets (General, Debt, School, Library)  
% of Debt to Budget

**Decrease in Debt Payments Compared to Potential Increases**

Department	Project/Title	2005	2006	2007	2008	2008	2009	2010	2011	2012	2013	2014	2015
		1	2	3	4	4	5	6	7	8	9	10	11
<b>Existing Debt Principal and Interest Refirements</b>													
Municipal	\$1,749,000 Refunding Bond 1998 (Rec/Open Space 1990 \$1.9 and 1992	\$ 559,970	\$ 227,610	\$ 44,933	\$ 43,248	\$ 75,404	\$ 73,400	\$ 71,371	\$ 69,292	\$ 67,175	\$ 65,015	\$ 62,792	\$ 60,538
Municipal	\$1,000,000 Dec 1998 Library Renovations	\$ 81,240	\$ 79,324	\$ 77,302	\$ 75,404	\$ 73,400	\$ 71,371	\$ 69,292	\$ 67,175	\$ 65,015	\$ 62,792	\$ 60,538	\$ 58,285
Municipal	\$3,275,000 Dec 1998 Roads & Open Space (Farmland)	\$ 266,060	\$ 259,785	\$ 253,427	\$ 246,947	\$ 240,384	\$ 233,740	\$ 226,931	\$ 220,000	\$ 212,925	\$ 205,644	\$ 198,262	\$ 190,811
Municipal	\$ 800,000 Dec 1991 Recreation/Open Space	\$ 82,775	\$ 82,953	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720	\$ 82,720
Municipal	\$ 560,000 May 1996 Public Facilities	\$ 51,750	\$ 49,891	\$ 48,013	\$ 46,099	\$ 44,147	\$ 42,177	\$ 40,188	\$ 38,180	\$ 36,162	\$ 34,134	\$ 32,106	\$ 30,078
Municipal	\$ 790,000 May 1996 Recreation/Open Space	\$ 508,484	\$ 70,382	\$ 67,733	\$ 65,032	\$ 62,279	\$ 59,499	\$ 56,693	\$ 53,861	\$ 51,010	\$ 48,149	\$ 45,288	\$ 42,427
Municipal	\$3,895,000 Sept. 2000 Open Space & Farmland	\$ 352,159	\$ 342,750	\$ 333,439	\$ 324,176	\$ 310,033	\$ 301,008	\$ 291,983	\$ 282,910	\$ 273,800	\$ 264,650	\$ 255,460	\$ 246,230
Municipal	\$3,845,000 June 2001 Farmland, Facilities Asset Protection	\$ 3,861,446	\$ 364,890	\$ 355,890	\$ 346,515	\$ 336,765	\$ 326,786	\$ 316,615	\$ 306,151	\$ 295,265	\$ 284,285	\$ 273,015	\$ 261,445
School	\$2,995,000 Dec 1998 School Athletics & Technology	\$ 243,313	\$ 237,574	\$ 231,760	\$ 225,834	\$ 219,832	\$ 213,756	\$ 207,530	\$ 201,191	\$ 194,720	\$ 188,063	\$ 181,311	\$ 174,460
School	\$1,505,000 June 1999 School Athletics	\$ 1,823,338	\$ 119,903	\$ 122,023	\$ 118,903	\$ 120,783	\$ 122,423	\$ 123,823	\$ 125,000	\$ 126,063	\$ 127,013	\$ 127,863	\$ 128,613
School	\$1,551,000 Refunding Bond 1998 (School 1990 \$3.1 Renovations)	\$ 496,578	\$ 201,843	\$ 39,847	\$ 38,352	\$ 36,737	\$ 35,014	\$ 33,114	\$ 31,114	\$ 29,050	\$ 26,825	\$ 24,550	\$ 22,225
School	\$4,600,000 May 1996 Elementary Additions	\$ 2,960,794	\$ 409,817	\$ 394,396	\$ 378,659	\$ 362,637	\$ 346,452	\$ 330,114	\$ 313,623	\$ 296,980	\$ 280,237	\$ 263,494	\$ 246,751
School	\$33,000,000 December 1999 High School	\$ 47,253,525	\$ 2,804,700	\$ 2,765,400	\$ 2,696,100	\$ 2,626,800	\$ 2,557,500	\$ 2,488,550	\$ 2,419,850	\$ 2,351,150	\$ 2,282,450	\$ 2,213,750	\$ 2,145,050
School	\$1,900,000 December 2001 School Addition	\$ 1,729,025	\$ 247,650	\$ 240,650	\$ 233,150	\$ 225,150	\$ 217,000	\$ 208,600	\$ 200,000	\$ 191,200	\$ 182,400	\$ 173,600	\$ 164,800
	<b>P &amp; I Balance</b>	\$ 5,716,454	\$ 5,529,071	\$ 5,057,613	\$ 4,839,428	\$ 4,622,209	\$ 4,491,711	\$ 4,358,318	\$ 4,224,925	\$ 4,091,532	\$ 3,958,139	\$ 3,824,746	\$ 3,691,353
	<b>Decrease Total Payments</b>	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365	\$ 1,693,365
	<b>Principal &amp; Interest Balance</b>	\$ 71,724,207	\$ 60,476,852	\$ 55,419,069	\$ 50,560,640	\$ 45,958,432	\$ 41,465,721	\$ 37,108,404	\$ 32,990,340	\$ 29,000,000	\$ 25,000,000	\$ 21,000,000	\$ 17,000,000

Additional Debt Currently Authorized	Bond Amt	2006	2007	2008	2008	2009	2010	2011	2012	2013	2014	2015
		2	3	4	4	5	6	7	8	9	10	11
2006 Quonset/Davisville Station	\$ 1,150,000	\$ 134,167	\$ 130,333	\$ 126,500	\$ 122,667	\$ 118,833	\$ 115,000	\$ 111,167	\$ 107,333	\$ 103,500	\$ 99,667	\$ 95,833
2006 Wickford Projects	\$ 140,000	\$ 16,333	\$ 15,867	\$ 15,400	\$ 14,933	\$ 14,467	\$ 14,000	\$ 13,533	\$ 13,067	\$ 12,600	\$ 12,133	\$ 11,667
2006 Development Rights	\$ 2,000,000	\$ 233,333	\$ 226,667	\$ 220,000	\$ 213,333	\$ 206,667	\$ 200,000	\$ 193,333	\$ 186,667	\$ 180,000	\$ 173,333	\$ 166,667
<b>Total Authorized Additional</b>		\$ 393,833	\$ 372,867	\$ 361,900	\$ 350,933	\$ 339,967	\$ 329,000	\$ 318,033	\$ 307,067	\$ 296,100	\$ 285,133	\$ 274,167
<b>Principal &amp; Interest Balance</b>	\$ 4,605,000	\$ 4,222,167	\$ 3,849,300	\$ 3,487,400	\$ 3,136,467	\$ 2,796,500	\$ 2,467,500	\$ 2,149,467	\$ 1,842,400	\$ 1,546,300	\$ 1,261,167	\$ 996,000

Additional Proposed Debt - Not Authorized	Bond Amt	2006	2007	2008	2008	2009	2010	2011	2012	2013	2014	2015
		2	3	4	4	5	6	7	8	9	10	11
2007 School Additions/Renovations	\$ 25,400,000	\$ 2,963,333	\$ 2,876,667	\$ 2,794,000	\$ 2,708,333	\$ 2,624,667	\$ 2,540,000	\$ 2,455,333	\$ 2,370,667	\$ 2,286,000	\$ 2,201,333	\$ 2,116,667
2007 New Station No. 2	\$ 1,250,000	\$ 145,833	\$ 141,667	\$ 137,500	\$ 133,333	\$ 129,167	\$ 125,000	\$ 120,833	\$ 116,667	\$ 112,500	\$ 108,333	\$ 104,167
2009 Public Safety Improve. Phase	\$ 5,090,000	\$ 593,833	\$ 576,867	\$ 559,900	\$ 542,933	\$ 525,967	\$ 509,000	\$ 492,033	\$ 475,067	\$ 458,100	\$ 441,133	\$ 424,167
2008 Town Hall	\$ 4,000,000	\$ 488,667	\$ 453,333	\$ 440,000	\$ 426,667	\$ 413,333	\$ 400,000	\$ 386,667	\$ 373,333	\$ 360,000	\$ 346,667	\$ 333,333
<b>Total Unauthorized Additional</b>		\$ 3,109,667	\$ 3,020,334	\$ 2,902,000	\$ 2,812,667	\$ 2,704,000	\$ 2,595,333	\$ 2,486,667	\$ 2,378,000	\$ 2,269,333	\$ 2,160,667	\$ 2,052,000
<b>Principal &amp; Interest Balance</b>	\$ 50,036,000	\$ 46,826,834	\$ 43,600,500	\$ 39,914,200	\$ 36,041,834	\$ 32,267,500	\$ 28,493,167	\$ 24,718,833	\$ 21,000,000	\$ 17,275,667	\$ 13,551,333	\$ 9,827,000

**APPENDIX I – 2003 REPORT ON RHODE ISLAND’S LOCAL GOVERNMENT DEBT**



State of Rhode Island and Providence Plantations  
Office of the General Treasurer  
Room 102 State House  
Providence, Rhode Island 02903

Paul J. Tavares  
General Treasurer

December 16, 2003

Ms. Cynthia J. Olobri  
Finance Director  
Town of North Kingstown  
80 Boston Neck Road  
North Kingstown, RI 02852

Dear Ms. Olobri:

Enclosed is a copy of the 2003 Report on Rhode Island's Local Government Debt. This review of municipal debt updates the second such review undertaken by the Public Finance Management Board ("PFMB") in 2001.

Local debt levels are important for Rhode Island because state officials have long acknowledged that the state's relatively high debt burden is a product of the state taking on duties which in other states are undertaken on a local or county level. Levels of local debt, therefore, have a special importance in relation to the state's overall debt picture. Given the special intergovernmental relationships in Rhode Island, local levels should be lower than average. In 1998 the PFMB reported the debt to valuation ratio for Rhode Island cities and towns was 1.3% based on 1996 audits, indicating conservative debt management practices on the local level. This debt to valuation ratio has risen only modestly in the intervening years to 1.7% based on 1999 audits and 1.9% based on the 2002 audits reflecting continued adherence to prudent debt management.

While this indication of continued conservative local debt management is good news, it should be noted local debt has been growing at a notably faster rate in recent years. During the four-year period of the first report, FY92-FY96, general obligation debt and capital leases grew only 1.7% annually. For the years in this study, FY97-FY02, general obligation debt and capital leases grew 3.9% annually. Total long-term obligations -- which include not only general obligation debt and capital leases, but also accrued vacation time, unfunded claims, and accrued pension liabilities -- grew more modestly. For the FY94-FY99 period, total long-term obligations grew at a 2.7% annual rate. For FY97-FY02 the annual growth rate was 5.6%. Fortunately, this growth in local debt has been balanced by a 5.0% annual decline in state debt growth rate.

The information in this report was derived from comprehensive annual financial reports of the state's 39 cities and towns for FY97-FY02, and information from the Division of Municipal Affairs, Division of Taxation United States Bureau of the Census and Moody's Investors Service, Inc. We have assumed municipal audited financials are all in compliance with generally accepted auditing standards and current Government Auditing Standards. To the extent they are not in compliance, there may be discrepancies. Staff believes the information to be accurate based on the sources.

The enclosed report is a companion to the Report on Debt Management to the Public Finance Management Board, the "State Debt Report", which my office published on June 4, 2003. The State Debt Report reviewed all of the state's outstanding debt, analyzed projected debt levels and made recommendations for future debt practices. If you would like to review a copy of this report, please contact my office or download the report from our web site ([www.state.ri.us/treas/treas.htm](http://www.state.ri.us/treas/treas.htm)). It is my hope that taken together these reports will provide the information necessary for an informed discussion of debt policy in Rhode Island.

Sincerely,

Paul J. Tavares  
General Treasurer

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**2003 Report on Rhode Island's  
Local Government Debt  
to the  
Public Finance Management Board**

**December 9, 2003**

**State of Rhode Island  
and Providence Plantations**

**Office of the General Treasurer**

**Paul J. Tavares  
General Treasurer**

## PUBLIC FINANCE MANAGEMENT BOARD

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Date: December 9, 2003

To: Honorable Chair and Members of the Public Finance Management Board

From: Joan M. Caine, Deputy Treasurer for Finance  
Paul Goslin, Debt Analyst

Subject: Public Finance Management Board ("PFMB")  
Debt Report Update: Rhode Island's Local Government Debt

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On June 4, 2003, the PFMB published its annual Report on Debt Management ("State Debt Report"). This State Debt Report provided a comprehensive review of State, State Agency and Quasi-Public Corporation debt. However, according to R.I.G.L. §42-10.1, the PFMB's comprehensive annual debt review is to include analysis of the State's local governmental unit debt. This memorandum provides the required summary analysis of the debt profiles of Rhode Island's cities and towns.

According to the State Debt Report, one factor that contributes to Rhode Island's high level of State debt is that certain governmental functions are assumed at the State level, which in other states might be delegated to the local governmental level. Examples of this include the State's convention center and correctional facilities. This argument implies that Rhode Island's local governments should be relieved of a relatively heavy debt burden. Based on the analysis presented here, this is true for the majority of Rhode Island cities and towns.

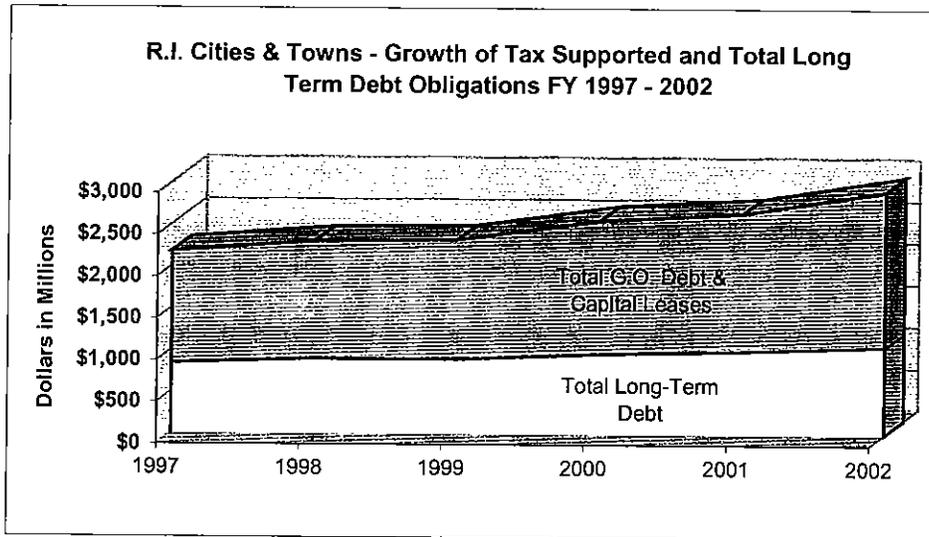
However, because each city and town is different, staff recommends that the PFMB continue to monitor the growth of local governmental debt and Treasury staff will publish a local government debt report biannually.

The principal findings of this report are summarized below:

### ***Growth of Long-Term Obligations of RI Cities and Towns is Low/Moderate***

As shown in the following graph, total long-term obligations have increased from \$1.338 billion in 1997, to \$1.856 billion in 2002, which represents a nominal annual growth rate of 5.61%. General obligation (G.O.) debt and capital leases, which comprise the largest components of total long-term obligations, increased by \$215 million from a total of \$839 million in 1997 to \$1,054 million in 2002. The 3.88% long-term debt compound annual growth rate of RI cities and towns is in contrast to the State's declining rate of debt (-5.01%) and was slightly lower than the 3.97% growth rate of RI's personal income over this period. The local governments with the fastest compound annual debt growth rates since 1997 include Coventry (36%), Tiverton (32%), North Kingstown (26%) and Newport (22%). In terms of absolute dollar growth, several cities and towns have added significantly to their outstanding debt in the last five years. These include the following cities: Providence

(+\$48,941,000), North Kingstown (+\$41,087,428), Coventry (+\$31,908,103), Woonsocket (+\$19,288,982) and Newport (+\$17,962,042). Over the same period, thirteen municipalities have reduced outstanding debt, most notably, Pawtucket (-\$19,034,724) and Lincoln (-\$12,920,000).



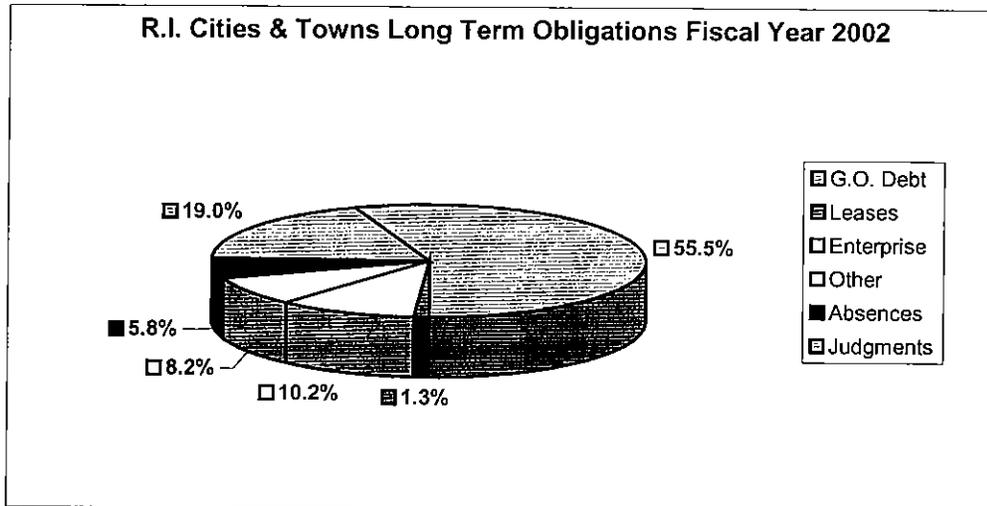
As expected, the local governments with the most G.O. and capital lease debt include the State's largest cities, such as Providence (\$253.8 million), Pawtucket (\$84.1 million), Warwick (\$67.6 million), North Kingstown (\$54.6 million) and Cranston (\$53.6 million). The communities with the lowest debt levels outstanding include Foster (\$160,000), West Greenwich (\$306,440) and Hopkinton (\$995,199).

Some of the debt growth may be related to increased community development and investment in infrastructure, such as schools, roads and water supply systems. It should also be noted that debt growth rates might look high for certain cities or towns because they may have had minimal amounts of debt outstanding in 1997. The towns of West Greenwich and Tiverton, for example, had outstanding long-term debt in 1997 of only \$112,960 and \$280,000, respectively (see Appendix B). An increase from such nominal levels of debt outstanding would necessarily show a high rate of growth, but might not necessarily be a significant increase in absolute dollars. For this reason, it is important to look at absolute dollar growth, as well as the annual growth rate of debt.

It is also instructive to look at debt levels relative to population trends. Estimates provided by the Rhode Island Division of Statewide Planning for 2002, versus the official (actual) 2000 U.S. Census figures, do not provide insight as to population growth, as these estimates indicate a growth rate of only 2%. Analysis of building permit growth in cities and towns would be an indicator of the need for infrastructure and therefore additional debt. However, this consideration is beyond the scope of this analysis.

### ***General Obligation Debt Accounts for 55.5% of Total Long-Term Obligations***

The definition of long-term obligations has been expanded in recent years to include unfunded judgments, claims and accrued pension liability as well as accrued vacations, absences and deferred compensation along with G.O. bonds, loans and notes, and capital leases. As shown in the chart below, most long-term obligations consist of G.O. debt, (\$1,030,382,360 or 55.5% of total debt) approved by voter referendum. The second largest category at 19.0%, is unfunded claims, judgments and accrued pension liability debt (\$351,974,692), enterprise fund debt at 10.2% (\$190,040,429), which typically is self-supporting. Other debt, at 8.2% of the total (\$152,083,395), includes items such as provision for landfill closure costs, special purpose bonds or other types of debt. Vacation, absences and deferred compensation, at \$107,183,536, represent 5.8% of the total. Finally, capital leases represent just 1.3% of the total long-term obligations (\$23,840,853).



Statewide figures for non-general obligation debt are somewhat skewed, as a handful of cities and towns comprise the majority of this type of debt. The City of Providence accounts for 14% of all outstanding enterprise fund debt, 94% of other debt and 26% of the unfunded judgments, claims and accrued pension liability. Woonsocket has 15% of all enterprise debt and 23% of the unfunded claims, judgments and accrued pension liability. The City of Cranston accounts for 28% of all unfunded claims, judgments and accrued pension liabilities. Newport's share of enterprise fund obligations is 12%. In light of the fact that non-general obligation debt is self-supporting, only General Obligation debt and Capital Leases are included in the comparative debt analysis, with one exception described in the footnotes in Appendix B.

### ***Tax-Supported Debt Capacity Ratios***

Treasury staff obtained summary financial data from the FY97-02 audited financial statements of each city and town. The FY02 audited financial statements are the most current available for all cities and towns. Population figures are based on the official 2000 census figures from the U. S. Census Bureau, Washington, D.C. and the R.I. Division of Statewide Planning. Property valuations are based on the equalized weighted assessed full valuations of each city and town, averaged from 1998-2000.

In general, population and property valuation data may lag actual conditions by several years. For this reason, this data does not provide great insight as to the status of RI's local economies. Despite the lag in available data, it provides a relevant analysis that allows for comparative debt ratio analysis.

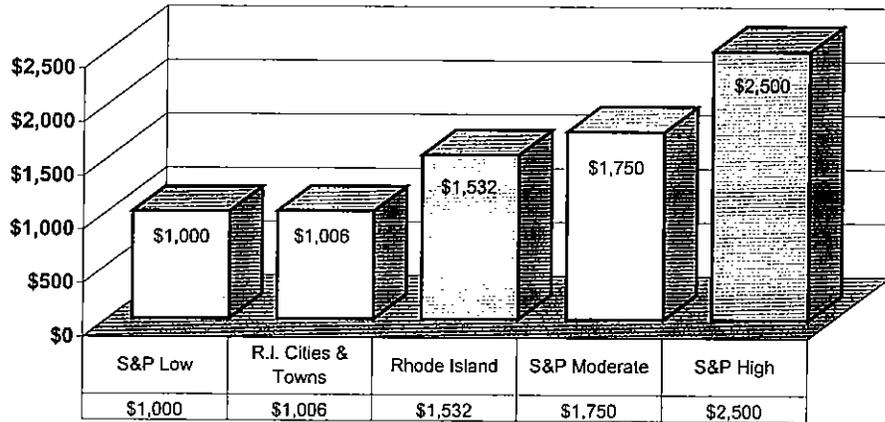
To analyze the relative debt burden for cities and towns, we examined debt ratios, which revealed the following:

### ***Tax-Supported Debt Per Capita Compares Favorably to Standard & Poor's Benchmarks***

As shown in the chart below, the average debt per capita for RI's cities and towns is \$1,006, which compares favorably with the S&P benchmark range of \$1,000 ("low debt burden") to \$2,500 ("high debt burden"). The cities and towns with the highest debt per capita include areas of the state with relatively low population, such as New Shoreham (\$5,391) and Exeter (\$1,975). However, relatively high population does not necessarily mean low debt per capita. Four cities with high absolute debt also had high debt per capita relative to the other communities: Providence (\$1,462), Pawtucket (\$1,153), North Kingstown (\$2,075) and Burrillville (\$2,100). The communities with the lowest debt per capita were Foster (\$37), West Greenwich (\$60) and Tiverton (\$99). The towns of Foster and West Greenwich participate in a regional school district, which shares school debt with other communities.

S&P's benchmarks for Debt per Capita along with R.I. Cities and Towns debt levels are shown in the graph below.

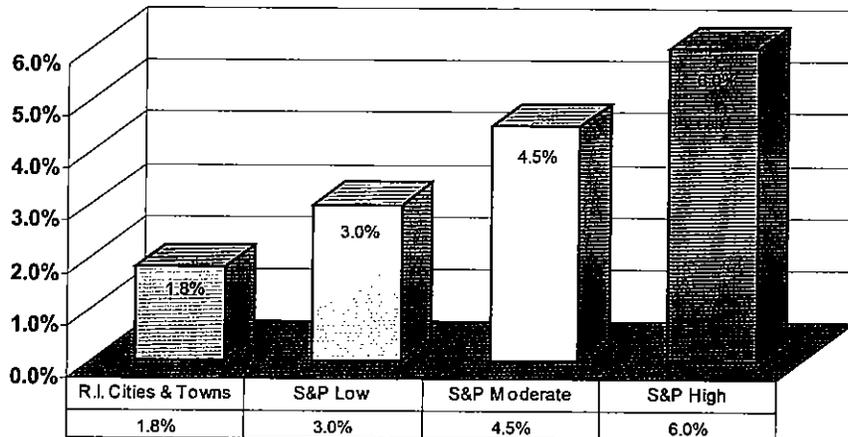
**Cities & Towns and R.I. State Net Debt per Capita vs. Standard & Poor's Benchmarks**



***Tax-Supported Debt as a Percent of Property Valuation Compares Favorably to S & P Benchmarks***

Debt as a percent of property valuation is a measure often cited by the rating agencies as an indication of ability to incur indebtedness. However, because of a ten-year property revaluation cycle, property valuations in Rhode Island communities often do not reflect the true market value of taxable real estate. For this reason, staff has attempted to measure property wealth through the equalized weighted assessed full valuation, averaged over a three-year period 1998-2000. The Rhode Island Department of Administration, Office of Municipal Affairs provided property valuation figures. Taking this property valuation estimate as a percentage of outstanding debt reveals that the statewide average is 1.80%, well below the S&P benchmark range of 3.0% - 6.0%. Central Falls (11.35%), Providence (6.83%), Pawtucket (4.85%), and Burrillville (4.00%), carry the highest debt burden by this measure. Foster (0.05%), West Greenwich (0.07%) and Tiverton (0.15%) have the lowest ratios. S&P's benchmarks for overall net debt to equalized full valuation are represented in the chart below.

**R.I. Cities & Towns Debt to Valuation vs. Standard & Poor's Benchmarks**



### *Tax-Supported Debt as a Percent of Adjusted Gross Income is Within PFMB Guideline Range*

Personal income is often compared to debt as a measure of affordability. However, personal income is tracked by the federal government by region, not by city or town. For this reason, the Rhode Island Division of Taxation extracted information from the State taxation database to determine the level of reported adjusted gross income by city and town for 2001. Treasury staff then computed the ratio of local debt to adjusted gross income. The statewide average declined slightly from 4.5% in 1998 to 4.7% in 2002. This compares favorably to the State's net debt to personal income ratio of 4.96% in FY02 and is well within the PFMB's guideline range of 5% to 6%. The cities and towns with the highest ratios included New Shoreham (21.86%), Central Falls (12.96%) and Burrillville (10.80%). The cities and towns with the lowest ratios included Foster (0.14%), West Greenwich (0.24%) and Tiverton (0.44%).

### *Debt Burden of Cities and Towns*

From the data obtained, all Rhode Island cities and towns were analyzed based on six debt factors. Three of the factors were based on FY 02 financial statements and three were based on growth from FY 97-02. Please see Appendix A. The debt factors include:

*Net Debt Growth by Net Dollar Change* - examines the increase or decrease in the total long-term debt on an absolute basis.

*Net Debt Compound Annual Growth Rate* - examines the rate of increase or decrease in the amount of long-term debt on a percentage basis.

*Debt as a Percentage of Equalized Weighted Assessed Valuations* - ranks long-term debt as a percentage of the assessed property values. Because property valuation is not standardized across the State, a three-year average from 1998 to 2000 was used.

*Dollar Change in Debt per Capita* - examines the increase or decrease in the amount of debt for each city or town divided by the population.

*Debt as a Percentage of Adjusted Gross Income* - determines debt affordability based on the income of tax paying residents.

*Debt per Capita* - total long-term debt of each city or town divided by the population.

The results are included in Appendix A. Reasons underlying individual municipal debt profiles and growth rates of these communities require further analysis.

Economic growth typically requires added public investment in the form of debt for infrastructure improvements. Also, certain cities and towns may be infrequent borrowers, which might serve to spike the results upward, if considered within a limited time frame and the city or town in question has recently financed a major project (between 1997 and 2002, for example). In addition, special circumstances not explained by the rankings would include bonds issued for tax synchronization (e.g. Pawtucket).

Finally, as we have demonstrated in this study, a relatively high local government debt burden in Rhode Island does not necessarily mean an unmanageable debt burden relative to cities and towns in other states. In fact, Moody's and S&P have consistently rated the communities ranked among the highest local government debt burdens in the category of "average to above average ability to meet debt service payments" – "Baa/BBB" and "A" category.

## ***Total of Long-Term Obligations Other Than G.O. Debt Do Not Indicate Strong Trends***

While not considered G. O. debt, long-term obligations include absences, vacation and deferred compensation, as well as unfunded claims, judgments and accrued pension liabilities. Our data indicates that the 2002 total impact of these obligations was \$459.2 million, which is 24.7% of the total of all long-term obligations. This represents a 60.1% increase from 1999 when these obligations totaled \$286.8 million or 20.1% of all long-term obligations. The Cities of Cranston and Central Falls have a disproportionate share of their total long-term debt categorized as unfunded claims, judgements and accrued pension liability at 60.6% and 63.8% respectively. The total of all non-general obligation debt has increased from \$498.9 million or 37.3% of total long-term debt in 1997 to \$801.3 million or 43.2% of total long-term debt in 2002. While significant, staff was unable to discern any particular growth pattern associated with the total of these liabilities.

### ***Conclusion***

The averages for debt per capita and percentage of debt to property valuation for Rhode Island's cities and towns are much lower than S&P's benchmarks for local government debt. For this reason, this analysis validates by quantification at least one of the State Debt Report explanations for relatively high State debt. However, it should be noted that (1) debt growth rates are not uniform across Rhode Island local governments; and (2) other long-term obligations also have a significant financial impact on Rhode Island's cities and towns. These two factors should be of continuing interest to the Board, as the financial condition of cities and towns has a substantial, if indirect, impact on the state government.

By providing this supplemental report, it is staff's intent to further the PFMB's compliance with **R.I.G.L. §42-10.1**. The next biannual report will incorporate two additional quantitative measures of debt capacity: annual debt service as a percentage of budgets and an amortization schedule of existing debt.

Staff wishes to acknowledge the help of the State's Financial Advisor, First Southwest Company, in review of this report. On behalf of the PFMB, staff extends its thanks to the staff at the Division of Taxation, the Office of Municipal Affairs and the Division of Statewide Planning for their help in gathering the statistical data used to compile this report.

As always, your comments are welcome and appreciated.

#### **Attachments**

Appendix A	Ranking of RI Municipalities Based on Six Debt Factors
Appendix B	City and Town Financial Data
Appendix C	Description of RI Property Valuation Methodology
Appendix D	Standard and Poor's Benchmark Report
	Fitch's Local Government Report
Appendix E	RI Municipal Credit Ratings
Appendix F	Moody's Special Comment – Stable Outlook for Rhode Island Cities and Towns

## **Appendix A**

**Ranking of the Cities and Towns by Net Debt Growth  
From 1997 to 2002  
by Compound Annual Growth Rate**

City or Town	1997 Total G.O. Debt & Capital Leases	2002 Total G.O. Debt & Capital Leases	Net Dollar Change	Compound Annual Growth Rate
1 Coventry	5,940,334	37,848,437	31,908,103	36.16%
2 Tiverton	280,000	1,509,459	1,229,459	32.42%
3 North Kingstown	13,549,480	54,636,908	41,087,428	26.16%
4 Newport	7,913,984	25,876,026	17,962,042	21.83%
5 West Greenwich	112,960	306,440	193,480	18.10%
6 Middletown	5,964,716	13,910,929	7,946,213	15.16%
7 Woonsocket	15,106,808	34,395,790	19,288,982	14.70%
8 Johnston	7,268,768	15,335,406	8,066,638	13.25%
9 Warren	3,626,773	7,394,700	3,767,927	12.61%
10 East Providence	14,860,000	27,044,584	12,184,584	10.50%
11 Portsmouth	10,241,972	16,744,653	6,502,681	8.54%
12 Cumberland	26,895,909	42,500,307	15,604,398	7.92%
13 North Providence	22,278,744	34,831,144	12,552,400	7.73%
14 Little Compton	1,562,040	2,290,000	727,960	6.58%
15 Bristol	8,967,330	12,776,851	3,809,521	6.08%
16 North Smithfield	6,545,981	9,273,072	2,727,091	5.98%
17 Glocester	4,915,000	6,780,000	1,865,000	5.51%
18 Cranston	39,818,007	53,557,304	13,739,297	5.06%
Average:				4.97%
19 Central Falls	13,565,000	17,419,987	3,854,987	4.26%
20 Barrington	20,149,864	25,535,593	5,385,729	4.03%
21 Providence	204,863,000	253,804,000	48,941,000	3.63%
22 New Shoreham	4,416,670	5,445,258	1,028,588	3.55%
23 West Warwick	17,357,232	21,265,810	3,908,578	3.44%
24 South Kingstown	36,162,330	40,620,000	4,457,670	1.96%
25 Scituate	9,095,000	10,015,723	920,723	1.62%
26 Warwick	64,277,594	67,642,623	3,365,029	0.85%
27 Burrillville	33,200,630	33,168,512	(32,118)	-0.02%
28 Pawtucket	103,167,766	84,133,042	(19,034,724)	-3.34%
29 Exeter	14,924,995	11,940,000	(2,984,995)	-3.65%
30 Richmond	1,612,200	1,285,028	(327,172)	-3.71%
31 Westerly	22,610,929	18,016,161	(4,594,768)	-3.72%
32 Jamestown	8,395,647	6,418,360	(1,977,287)	-4.38%
33 Narragansett	17,235,149	13,073,919	(4,161,230)	-4.50%
34 Lincoln	43,240,000	30,320,000	(12,920,000)	-5.74%
35 Charlestown	2,544,937	1,660,970	(883,967)	-6.86%
36 Smithfield	12,982,872	8,383,947	(4,598,925)	-7.03%
37 East Greenwich	10,446,022	5,907,071	(4,538,951)	-9.06%
38 Hopkinton	2,187,947	995,199	(1,192,748)	-12.30%
39 Foster	590,000	160,000	(430,000)	-19.55%
				193.75%
Totals	838,874,590	1,054,223,213	215,348,623	3.88%
Average compound annual growth rate: ( 193.75% / 39 )				4.97%

Source: Audited financial statements of the 39 cities and towns.

Note: Total long-term debt is comprised of G.O. Bonds, G.O. Loans & Notes and Capital Leases.

**Ranking of the Cities and Towns by Net Debt Growth  
From 1997 to 2002  
by Net Dollar Change**

City or Town	1997 Total G.O. Debt & Capital Leases	2002 Total G.O. Debt & Capital Leases	Net Dollar Change
1 Providence	204,863,000	253,804,000	48,941,000
2 North Kingstown	13,549,480	54,636,908	41,087,428
3 Coventry	5,940,334	37,848,437	31,908,103
4 Woonsocket	15,106,808	34,395,790	19,288,982
5 Newport	7,913,984	25,876,026	17,962,042
6 Cumberland	26,895,909	42,500,307	15,604,398
7 Cranston	39,818,007	53,557,304	13,739,297
8 North Providence	22,278,744	34,831,144	12,552,400
9 East Providence	14,860,000	27,044,584	12,184,584
10 Johnston	7,268,768	15,335,406	8,066,638
11 Middletown	5,964,716	13,910,929	7,946,213
12 Portsmouth	10,241,972	16,744,653	6,502,681
		Average:	5,521,760
13 Barrington	20,149,864	25,535,593	5,385,729
14 South Kingstown	36,162,330	40,620,000	4,457,670
15 West Warwick	17,357,232	21,265,810	3,908,578
16 Central Falls	13,565,000	17,419,987	3,854,987
17 Bristol	8,967,330	12,776,851	3,809,521
18 Warren	3,626,773	7,394,700	3,767,927
19 Warwick	64,277,594	67,642,623	3,365,029
20 North Smithfield	6,545,981	9,273,072	2,727,091
21 Gloucester	4,915,000	6,780,000	1,865,000
22 Tiverton	280,000	1,509,459	1,229,459
23 New Shoreham	4,416,670	5,445,258	1,028,588
24 Scituate	9,095,000	10,015,723	920,723
25 Little Compton	1,562,040	2,290,000	727,960
26 West Greenwich	112,960	306,440	193,480
27 Burrillville	33,200,630	33,168,512	(32,118)
28 Richmond	1,612,200	1,285,028	(327,172)
29 Foster	590,000	160,000	(430,000)
30 Charlestown	2,544,937	1,660,970	(883,967)
31 Hopkinton	2,187,947	995,199	(1,192,748)
32 Jamestown	8,395,647	6,418,360	(1,977,287)
33 Exeter	14,924,995	11,940,000	(2,984,995)
34 Narragansett	17,235,149	13,073,919	(4,161,230)
35 East Greenwich	10,446,022	5,907,071	(4,538,951)
36 Westerly	22,610,929	18,016,161	(4,594,768)
37 Smithfield	12,982,872	8,383,947	(4,598,925)
38 Lincoln	43,240,000	30,320,000	(12,920,000)
39 Pawtucket	103,167,766	84,133,042	(19,034,724)
Totals	838,874,590	1,054,223,213	215,348,623
		Average net dollar change:	5,521,760

Source: Audited financial statements of the 39 cities and towns.

Note: Total long-term debt is comprised of G.O. Bonds, G.O. Loans & Notes and Capital Leases.

**Ranking of the Cities and Towns by Debt Per Capita  
2002**

	1	2	
	2002		
City or Town	Total G.O. Debt & Capital Leases	2000 Population	Debt Per Capita
1 New Shoreham	5,445,258	1,010	5,391
2 Burrillville	33,168,512	15,796	2,100
3 North Kingstown	54,636,908	26,326	2,075
4 Exeter	11,940,000	6,045	1,975
5 Barrington	25,535,593	16,819	1,518
6 Providence	253,804,000	173,618	1,462
7 South Kingstown	40,620,000	27,921	1,455
8 Lincoln	30,320,000	20,898	1,451
9 Cumberland	42,500,307	31,840	1,335
10 Pawtucket	84,133,042	72,958	1,153
11 Jamestown	6,418,360	5,622	1,142
12 Coventry	37,848,437	33,668	1,124
13 North Providence	34,831,144	32,411	1,075
14 Newport	25,876,026	26,475	977
15 Portsmouth	16,744,653	17,149	976
16 Scituate	10,015,723	10,324	970
17 Central Falls	17,419,987	18,928	920
18 North Smithfield	9,273,072	10,618	873
19 Middletown	13,910,929	17,334	803
20 Narragansett	13,073,919	16,361	799
21 Woonsocket	34,395,790	43,224	796
22 Warwick	67,642,623	85,808	788
23 Westerly	18,016,161	22,966	784
24 West Warwick	21,265,810	29,581	719
25 Glocester	6,780,000	9,948	682
26 Cranston	53,557,304	79,269	676
27 Warren	7,394,700	11,360	651
28 Little Compton	2,290,000	3,593	637
29 Bristol	12,776,851	22,469	569
30 East Providence	27,044,584	48,688	555
31 Johnston	15,335,406	28,195	544
32 East Greenwich	5,907,071	12,948	456
33 Smithfield	8,383,947	20,613	407
34 Charlestown	1,660,970	7,859	211
35 Richmond	1,285,028	7,222	178
36 Hopkinton	995,199	7,836	127
37 Tiverton	1,509,459	15,260	99
38 West Greenwich	306,440	5,085	60
39 Foster	160,000	4,274	37
Totals	1,054,223,213	1,048,319	1,006

1 Source: Audited financial statements of the 39 cities and towns.

2 Source: R.I. Division of Statewide Planning.

Note: Total long-term debt is comprised of G.O. Bonds, G.O. Loans & Notes and Capital Leases.

**Ranking of the Cities and Towns by Dollar Change in Debt Per Capita  
Change from 1997 to 2002**

	2		1		2		Rank on 1997 - 2002
City or Town	1997 Population	Debt Per Capita	City or Town	2002 Total G.O. Debt & Capital Leases	2000 Population	Debt Per Capita	Dollar Change
1 North Kingstown	25,875	524	North Kingstown	54,636,908	26,326	2,075	1552
2 Coventry	32,220	184	Coventry	37,848,437	33,668	1,124	940
3 New Shoreham	950	4,649	New Shoreham	5,445,258	1,010	5,391	742
4 Newport	24,372	325	Newport	25,876,026	26,475	977	653
5 Middletown	19,194	311	Middletown	13,910,929	17,334	803	492
6 Woonsocket	41,236	366	Woonsocket	34,395,790	43,224	796	429
7 Cumberland	29,239	920	Cumberland	42,500,307	31,840	1,335	415
8 Portsmouth	16,769	611	Portsmouth	16,744,653	17,149	976	366
9 North Providence	30,997	719	North Providence	34,831,144	32,411	1,075	356
10 Warren	11,374	319	Warren	7,394,700	11,360	651	332
11 Johnston	26,511	274	Johnston	15,335,406	28,195	544	270
12 North Smithfield	10,597	618	North Smithfield	9,273,072	10,618	873	256
13 East Providence	48,034	309	East Providence	27,044,584	48,688	555	246
14 Barrington	15,759	1,279	Barrington	25,535,593	16,819	1,518	240
15 Little Compton	3,347	467	Little Compton	2,290,000	3,593	637	171
16 Bristol	21,842	411	Bristol	12,776,851	22,469	569	158
17 Gloucester	9,256	531	Gloucester	6,780,000	9,948	682	151
18 Cranston	73,920	539	Cranston	53,557,304	79,269	676	137
Average:							
19 West Warwick	28,848	602	West Warwick	21,265,810	29,581	719	121
20 Providence	151,551	1,352	Providence	253,804,000	173,618	1,462	110
21 Central Falls	16,461	824	Central Falls	17,419,987	18,928	920	96
22 Tiverton	14,230	20	Tiverton	1,509,459	15,260	99	79
23 South Kingstown	26,272	1,376	South Kingstown	40,620,000	27,921	1,455	78
24 Scituate	10,031	907	Scituate	10,015,723	10,324	970	63
25 West Greenwich	4,232	27	West Greenwich	306,440	5,085	60	34
26 Burnillville	16,066	2,067	Burnillville	33,168,512	15,796	2,100	33
27 Warwick	84,013	765	Warwick	67,642,623	85,808	788	23
28 Richmond	6,605	244	Richmond	1,285,028	7,222	178	(66)
29 Foster	4,403	134	Foster	160,000	4,274	37	(97)
30 Charlestown	7,066	360	Charlestown	1,660,970	7,859	211	(149)
31 Hopkinton	7,656	286	Hopkinton	995,199	7,836	127	(159)
32 Westerly	22,903	987	Westerly	18,016,161	22,966	784	(203)
33 Smithfield	18,969	684	Smithfield	8,383,947	20,613	407	(278)
34 Narragansett	15,788	1,092	Narragansett	13,073,919	16,361	799	(293)
35 Pawtucket	68,474	1,507	Pawtucket	84,133,042	72,958	1,153	(353)
36 East Greenwich	12,185	857	East Greenwich	5,907,071	12,948	456	(401)
37 Exeter	6,128	2,436	Exeter	11,940,000	6,045	1,975	(460)
38 Jamestown	5,050	1,663	Jamestown	6,418,360	5,622	1,142	(521)
39 Lincoln	18,840	2,295	Lincoln	30,320,000	20,898	1,451	(844)
							4,715
Totals	987,263	850	Totals	1,054,223,213	1,048,319	1,006	156
Average dollar change:							
( 4,715 / 39 )							121

1 Source: Audited financial statements of the 39 cities and towns.

2 Source: U.S. Census Bureau, Washington, DC and the R.I. Division of Statewide Planning.

Note: Total long-term debt is comprised of general obligation bonds, general obligation loans & notes and capital leases.

**Ranking of the Cities and Towns by Debt as a Percentage of Adjusted Gross Income for 2001  
Municipal Long Term Debt - Fiscal Year 2002**

City or Town	1 Count	1 2001 Adjusted Gross Income	2 2002 Total G.O. Debt & Capital Leases	Fiscal Year 2002 Debt as a % of 2001 Adjusted Gross Income
1 New Shoreham	570	24,909,882	5,445,258	21.86%
2 Central Falls	6,592	134,397,317	17,419,987	12.96%
3 Burrillville	6,934	306,999,848	33,168,512	10.80%
4 Providence	69,206	2,559,470,818	253,804,000	9.92%
5 Exeter	2,561	138,952,744	11,940,000	8.59%
6 Pawtucket	31,589	1,010,729,591	84,133,042	8.32%
7 North Kingstown	12,889	829,007,630	54,636,908	6.59%
8 Woonsocket	17,276	524,441,604	34,395,790	6.56%
9 South Kingstown	11,862	647,605,965	40,620,000	6.27%
10 North Providence	13,990	557,588,347	34,831,144	6.25%
11 Coventry	15,648	703,402,560	37,848,437	5.38%
12 Lincoln	9,813	569,793,716	30,320,000	5.32%
13 Cumberland	14,748	802,746,682	42,500,307	5.29%
14 Newport	10,522	489,256,270	25,876,026	5.29%
			Average:	4.71%
15 West Warwick	13,661	499,841,329	21,265,810	4.25%
16 Middletown	7,181	355,154,609	13,910,929	3.92%
17 Glocester	3,589	176,415,687	6,780,000	3.84%
18 Warwick	40,443	1,787,781,458	67,642,623	3.78%
19 North Smithfield	4,891	250,984,164	9,273,072	3.69%
20 Portsmouth	7,911	453,590,348	16,744,653	3.69%
21 Narragansett	6,225	361,660,398	13,073,919	3.61%
22 Westerly	11,014	499,748,172	18,016,161	3.61%
23 Cranston	35,695	1,588,812,463	53,557,304	3.37%
24 Barrington	7,708	759,977,290	25,535,593	3.36%
25 Warren	5,121	221,239,663	7,394,700	3.34%
26 Jamestown	2,781	198,787,783	6,418,360	3.23%
27 East Providence	22,518	848,080,601	27,044,584	3.19%
28 Scituate	5,752	319,923,020	10,015,723	3.13%
29 Bristol	9,544	447,488,279	12,776,851	2.86%
30 Johnston	13,340	553,145,482	15,335,406	2.77%
31 Little Compton	1,693	100,407,292	2,290,000	2.28%
32 Smithfield	8,833	454,387,259	8,383,947	1.85%
33 Richmond	1,958	91,909,218	1,285,028	1.40%
34 Charlestown	3,914	194,458,602	1,660,970	0.85%
35 East Greenwich	7,390	752,664,548	5,907,071	0.78%
36 Hopkinton	3,482	160,149,761	995,199	0.62%
37 Tiverton	6,960	339,905,015	1,509,459	0.44%
38 West Greenwich	2,260	128,419,668	306,440	0.24%
39 Foster	2,147	110,695,451	160,000	0.14%
				<u>183.68%</u>
Unknown	20,303	1,496,352,515		
Non Resident	75,704	14,437,947,287		
Error/Register	1,317	1,048,964,891		
Totals	557,535	37,938,195,227	1,054,223,213	2.78%
			Average:	4.71%
			( 183.68 % / 39 )	

1 Source: R. I. Division of Taxation.

2 Source: Audited financial statements of the 39 cities and towns.

Note: Total long-term debt is comprised of general obligation bonds, general obligation loans & notes and capital leases.

**Ranking of the Cities and Towns by Debt as a Percent of Equalized Weighted Assessed Valuations**  
**Average of 1998 - 2000**  
**Municipal Long Term Debt - Fiscal Year 2002**

City or Town	1	2	2	2	2	2		Fiscal Year 2002 Debt as a % of Equalized Weighted Assessed Valuations
	Equalized Weighted Assessed Valuations	General Fund Revenue	Total City or Town Revenue	G.O. Bonds Payable	G.O. Loans & Notes Payable	Capital Leases Payable	Total G.O. Debt & Capital Leases	Average of 1998 - 2000
	Average of 1998 - 2000							
1 Central Falls	153,415,952	14,490,384	17,282,572	17,080,000	0	339,987	17,419,987	11.35%
2 Providence	3,715,509,086	307,804,000	553,425,000	246,040,000	7,764,000	0	253,804,000	6.83%
3 Pawtucket	1,734,079,912	86,801,633	168,239,771	64,402,705	16,854,229	2,876,108	84,133,042	4.85%
4 Burrillville	829,489,113	25,382,862	40,234,840	33,168,512	0	0	33,168,512	4.00%
5 Woonsocket	915,486,806	49,589,217	103,542,847	34,395,790	0	0	34,395,790	3.76%
6 Exeter	399,884,160	8,461,035	31,091,895	11,940,000	0	0	11,940,000	2.99%
7 North Providence	1,329,998,303	58,951,289	62,897,763	26,795,568	8,000,000	35,576	34,831,144	2.62%
8 North Kingstown	2,126,368,584	53,584,522	70,977,593	54,532,424	0	104,484	54,636,908	2.57%
9 Coventry	1,716,888,918	16,175,233	69,804,414	29,700,000	8,000,000	148,437	37,848,437	2.20%
10 Cumberland	1,954,132,913	43,398,137	60,676,047	40,901,892	1,598,415	0	42,500,307	2.17%
11 West Warwick	1,053,190,322	46,781,418	69,014,031	20,919,200	0	346,610	21,265,810	2.02%
12 South Kingstown	2,044,044,388	50,435,482	66,988,436	40,620,000	0	0	40,620,000	1.99%
13 Lincoln	1,533,572,125	45,837,448	54,484,851	30,320,000	0	0	30,320,000	1.98%
Average:								1.80%
14 Cranston	3,841,778,272	123,657,428	183,489,386	46,098,154	4,890,000	2,569,150	53,557,304	1.39%
15 Newport	1,888,908,631	58,502,210	79,728,213	24,998,431	510,000	367,595	25,876,026	1.37%
16 Warwick	5,215,287,712	177,012,778	228,309,453	63,173,623	0	4,469,000	67,642,623	1.30%
17 Barrington	1,970,720,608	43,487,214	45,994,327	25,160,840	104,753	270,000	25,535,593	1.30%
18 Warren	587,968,942	16,705,624	17,213,423	7,394,700	0	0	7,394,700	1.26%
19 East Providence	2,222,461,434	70,149,189	104,691,861	20,225,000	2,255,000	4,564,584	27,044,584	1.22%
20 Middletown	1,157,590,296	29,974,612	45,112,684	13,195,000	0	715,929	13,910,929	1.20%
21 North Smithfield	793,779,956	20,623,365	26,307,744	7,142,088	120,000	2,010,984	9,273,072	1.17%
22 Gloucester	595,303,908	16,219,035	20,394,620	6,780,000	0	0	6,780,000	1.14%
23 Bristol	1,156,775,515	28,360,318	60,835,812	8,298,103	4,478,748	0	12,776,851	1.10%
24 Portsmouth	1,539,942,171	33,749,446	41,864,675	13,180,000	3,376,572	188,081	16,744,653	1.09%
25 Johnston	1,500,620,049	68,160,790	72,022,953	12,580,000	0	2,755,406	15,335,406	1.02%
26 Scituate	985,631,506	17,435,421	22,586,423	9,553,723	342,000	120,000	10,015,723	1.02%
27 New Shoreham	540,101,792	6,938,671	7,191,471	5,433,087	0	12,171	5,445,258	1.01%
28 Westerly	2,111,394,126	49,495,183	55,219,129	16,891,025	962,500	162,636	18,016,161	0.85%
29 Narragansett	1,778,478,279	35,295,872	40,241,549	12,423,967	510,000	139,952	13,073,919	0.74%
30 Smithfield	1,375,284,531	40,383,891	42,606,976	8,268,703	0	115,244	8,383,947	0.61%
31 Jamestown	1,316,320,835	13,829,658	15,142,187	6,418,360	0	0	6,418,360	0.49%
32 East Greenwich	1,616,253,120	33,934,208	35,978,648	5,790,000	0	117,071	5,907,071	0.37%
33 Little Compton	715,042,194	6,808,077	7,997,233	2,290,000	0	0	2,290,000	0.32%
34 Richmond	435,551,804	14,453,306	15,365,941	1,285,028	0	0	1,285,028	0.30%
35 Hopkinton	432,132,774	16,778,336	17,151,902	0	881,059	114,140	995,199	0.23%
36 Charlestown	847,051,059	17,143,414	17,777,196	1,490,000	0	170,970	1,660,970	0.20%
37 Tiverton	974,132,808	21,932,898	29,191,643	105,000	569,981	834,478	1,509,459	0.15%
38 West Greenwich	434,081,613	9,331,811	9,644,849	0	14,180	292,260	306,440	0.07%
39 Foster	318,112,474	7,791,311	9,567,409	160,000	0	0	160,000	0.05%
Average:								70.28%
Totals	55,856,766,990	1,785,846,726	2,620,287,767	969,150,923	61,231,437	23,840,853	1,054,223,213	1.89%
Average:								1.80%
( 70.28% / 39 )								

Sources:

- 1 Department of Administration, Office of Municipal Affairs
- 2 Audited financial statements of the 39 cities and towns.

## **Appendix B**

**Rhode Island Municipal Long Term Debt Analysis**  
Fiscal 2002

	1	2	3	4	5	6	7	8	9	10	11
City or Town	General Fund Revenue	Total City or Town Revenue	G.O. Bonds Payable	G.O. Loans & Notes Payable	Capital Leases Payable	Total Long-Term Debt	Enterprise Fund Obligations	Other Debt	Absences, Vacation & Deferred Compensation	Unfunded Claims, Judgments & Accrued Pension Liability	Total of all Categories
1 Barrington	43,487,214	45,994,327	25,160,840	104,753	270,000	25,535,583	0	0	409,228	0	25,944,811
2 Bristol	20,360,316	60,835,812	8,298,103	4,478,748	0	12,776,851	14,668,897	2,367,652	1,248,594	0	31,061,994
3 Burrillville	25,382,862	40,234,840	33,168,512	0	0	33,168,512	78,219	570,000	1,136,368	0	34,953,099
4 Central Falls	14,490,364	17,282,572	17,080,000	0	339,987	17,419,987	0	0	1,631,549	33,578,656	52,630,192
5 Charlestown	17,143,414	17,727,196	1,490,000	0	170,970	1,660,970	4,682	1,400,000	512,912	0	3,578,574
6 Coventry	123,657,428	69,804,414	29,700,000	8,000,000	148,437	37,848,437	0	0	3,392,325	0	41,240,762
7 Cranston	43,398,137	183,489,386	46,098,154	4,890,000	2,569,150	55,557,304	4,466,657	0	7,147,198	100,250,000	165,421,159
8 Cumberland	33,894,208	35,978,648	40,901,892	1,988,415	0	42,900,307	4,637,216	0	947,372	1,176,982	49,261,877
9 East Greenwich	70,149,169	104,691,861	20,225,000	2,255,000	4,564,584	27,044,584	8,052,632	0	466,047	0	14,425,750
10 East Providence	8,461,035	31,091,895	11,940,000	0	0	11,940,000	0	1,100,000	324,366	66,667	30,358,637
11 Exeter	7,791,311	9,567,409	160,000	0	0	160,000	0	0	339,173	0	13,379,173
12 Foster	16,219,035	20,394,620	6,780,000	0	0	6,780,000	0	0	137,388	0	297,388
13 Gloucester	16,778,388	17,151,902	0	881,059	0	881,059	86,025	0	325,903	0	7,105,903
14 Hopkinton	13,829,858	15,142,187	6,418,360	0	114,140	995,199	0	0	112,358	0	1,193,582
15 Johnston	88,160,790	72,022,953	12,580,000	0	2,755,406	15,335,406	931,007	88,000	558,659	38,244	8,032,270
16 Lincoln	45,837,448	54,484,851	30,320,000	0	0	30,320,000	10,904	0	6,044,877	232,786	21,623,973
17 Little Compton	6,808,077	7,997,233	2,990,000	0	0	2,990,000	1,612,500	0	1,447,294	0	33,379,794
18 Middletown	29,974,612	45,112,684	13,195,000	0	715,929	13,910,929	2,536,162	0	2,494,727	1,667,000	20,608,818
19 Narragansett	35,295,872	40,241,549	12,423,967	510,000	139,952	13,073,919	12,121,582	0	3,519,386	1,814,916	30,529,803
20 Newport	58,502,210	76,728,213	24,998,431	510,000	367,585	5,445,258	1,010,528	0	102,023	0	6,557,809
21 North Kingstown	53,504,522	70,977,593	54,532,424	0	104,484	54,636,908	22,065,703	0	6,403,786	7,873,767	57,673,722
22 North Providence	58,951,289	62,897,763	26,795,968	8,000,000	0	35,795,968	1,159,453	0	1,877,361	0	37,673,722
23 North Smithfield	20,623,365	26,307,744	7,142,088	120,000	2,010,984	34,831,144	9,051,600	0	10,641,902	3,064,656	48,537,712
24 Pawtucket	86,801,633	168,239,771	64,402,705	16,854,229	2,876,108	84,133,042	18,602,212	0	5,252,161	7,589,338	19,006,076
25 Portsmouth	307,804,000	563,425,000	246,040,000	7,784,000	188,081	16,744,553	0	0	1,993,971	0	115,576,753
26 Providence	14,453,306	15,365,941	1,285,028	0	0	253,804,000	27,129,000	143,534,000	17,487,000	91,167,000	533,121,000
27 Richmond	17,435,421	22,586,423	9,553,723	342,000	120,000	10,015,723	0	0	108,202	0	1,393,230
28 Schuette	40,383,891	42,606,976	8,268,703	0	115,244	8,383,947	810,313	0	2,528,152	1,720,086	11,930,723
29 South Kingstown	50,455,482	66,988,436	40,620,000	0	0	40,620,000	707,743	0	3,176,725	4,175,936	48,690,404
30 Tiverton	21,932,898	28,191,643	105,000	569,981	894,478	1,509,459	1,840,000	2,860,617	522,304	0	6,732,360
31 Warren	16,705,624	17,213,423	7,394,700	0	0	7,394,700	16,346,128	0	588,999	155,000	8,138,699
32 West Greenwich	177,012,778	228,309,453	63,173,623	0	4,469,000	67,642,623	0	0	7,269,647	415,229	91,593,627
33 West Warwick	9,331,811	9,644,849	0	14,180	292,260	306,440	0	0	120,669	0	427,109
34 Westfield	46,761,418	69,014,031	20,919,200	0	346,610	21,265,810	7,312,559	0	3,437,663	12,966,863	44,982,895
35 Westerly	49,495,183	55,219,129	18,891,029	962,500	162,636	18,016,161	5,729,521	163,126	986,360	1,928,135	26,823,303
36 Woonsocket	49,589,217	103,542,647	34,395,790	0	0	34,395,790	29,069,176	0	8,774,749	81,203,910	153,443,625
Totals	1,785,846,726	2,620,287,767	969,150,923	61,231,437	23,840,853	1,054,223,213	190,040,429	152,083,395	107,183,536	351,974,692	1,855,505,265

**Notes:**  
1 "General Fund" classified as general governmental revenue.  
2 Memorandum only, does not include transfers.  
3 General obligation bonds payable are secured by the full faith and credit of each city or town.  
4 General obligation bonds & notes payable are secured by the full faith and credit of each city or town.  
5 Capital leases are obligations subject to annual appropriation that are considered by most analysis as debt.  
6 Total long-term debt consisting of general obligation bonds, notes, loans and capital leases.  
7 Enterprise fund obligations.  
8 Includes accrued liability for landfill closure, revenue bonds payable, special assessment debt and contingent liabilities.  
9 Absences, vacation and deferred compensation.  
10 Unfunded claims, judgments and accrued pension liability. (Does not include actuarial unfunded pension liability.)  
11 Total of all classifications of debt, items 3 through 5 and items 7 through 10.

Rhode Island Municipal Long Term Debt Analysis  
Fiscal 1997

	1	2	3	4	5	6	7	8	9	10	11
	General Fund Revenue	Total City or Town Revenue	G.O. Bonds Payable	G.O. Loans & Notes Payable	Capital Leases Payable	Total Long-Term Debt	Enterprise Fund Obligations	Other Debt	Abseces, Vacation & Deferred Compensation	Unfunded Claims, Judgments & Accrued Pension Liability	Total of all Categories
1 Barrington	31,318,658	33,442,506	18,840,000	126,396	183,468	20,149,864	0	0	234,729	0	20,384,593
2 Bristol	21,691,666	46,916,444	8,845,750	0	121,580	8,967,330	21,505,245	1,348,273	1,053,593	0	32,676,441
3 Burnsville	19,271,877	30,674,428	33,200,630	0	0	33,200,630	253,931	0	1,103,506	100,000	34,658,067
4 Central Falls	12,134,256	13,644,333	13,565,000	0	0	13,565,000	1,581,185	44,078	1,739,128	32,121,187	47,425,315
5 Charlestown	12,115,419	12,254,342	2,390,000	10,883	144,054	2,544,937	27,481,990	167,000	299,827	60,000	4,930,027
6 Coventry	34,099,060	53,079,612	5,775,000	165,334	0	5,940,334	13,644,090	0	4,113,119	422,116	38,124,559
7 Cranston	110,995,015	144,963,702	38,445,910	0	1,372,097	39,818,007	26,895,009	0	1,036,000	1,300,000	57,659,443
8 Cumberland	28,643,374	42,694,666	23,385,000	4,510,909	0	28,895,909	16,666	0	283,745	0	35,206,909
9 East Greenwich	22,420,916	25,238,790	10,355,000	0	91,022	10,446,022	233,289	0	2,275,893	0	10,746,433
10 East Providence	59,447,562	84,679,570	10,870,000	3,270,000	8,795	14,860,000	0	0	50,757	0	17,969,182
11 Exeter	7,215,033	24,815,718	14,916,200	0	0	14,924,995	0	0	174,764	0	14,975,752
12 Foster	7,172,474	7,530,801	380,000	0	210,000	590,000	0	0	172,169	0	764,764
13 Gloucester	12,448,845	22,270,648	4,915,000	0	0	4,915,000	0	0	0	0	5,087,159
14 Hopkinton	12,766,565	12,926,060	2,187,947	0	0	2,187,947	215,554	0	0	0	2,403,501
15 Jamastown	10,168,904	16,153,978	8,344,147	0	51,500	8,395,647	775,035	0	184,553	0	9,356,035
16 Johnston	37,504,318	47,255,762	6,540,000	0	728,768	7,268,768	0	0	3,913,055	711,854	11,893,677
17 Lincoln	29,883,058	37,077,811	43,240,000	0	0	43,240,000	2,320,000	0	1,167,674	0	46,727,674
18 Little Compton	5,645,097	6,558,400	1,562,040	0	0	1,562,040	0	0	0	0	1,562,040
19 Middletown	21,765,896	34,728,923	5,885,000	79,716	0	5,964,716	385,239	0	1,422,528	0	7,772,483
20 Narragansett	27,851,792	30,793,415	16,506,489	310,000	418,660	17,235,149	8,676,196	0	4,926,174	5,373,067	36,210,586
21 New Shoreham	4,874,012	4,997,611	4,416,670	0	0	4,416,670	447,005	0	58,359	0	4,922,034
22 Newport	47,436,529	49,862,520	7,643,984	3,075,000	270,000	13,549,480	26,501,015	283,252	5,230,804	0	47,662,915
23 North Kingstown	36,933,557	49,121,341	21,741,687	0	537,057	22,278,744	953,222	0	3,157,390	0	17,660,092
24 North Providence	46,972,411	49,121,341	21,741,687	0	537,057	22,278,744	953,222	0	3,157,390	0	17,660,092
25 North Smithfield	16,587,161	17,987,328	5,071,898	0	0	5,071,898	9,460,276	0	6,415,586	1,221,627	28,915,957
26 Pawtucket	101,668,698	115,829,651	80,511,096	0	22,656,670	103,167,766	21,196,212	0	400,435	210,000	16,616,692
27 Portsmouth	24,430,806	30,700,264	8,660,300	0	1,361,672	10,241,972	0	0	5,444,987	1,771,460	131,580,425
28 Providence	229,910,000	394,377,000	178,970,000	0	25,693,000	204,663,000	46,279,000	81,490,000	16,738,000	24,445,000	373,815,000
29 Richmond	11,448,737	12,009,497	1,422,711	189,489	0	1,612,200	0	0	91,507	0	1,703,707
30 Scituate	13,310,501	17,450,939	8,435,000	0	660,000	9,095,000	0	0	156,791	1,963,108	11,214,899
31 Smithfield	25,863,488	31,705,608	12,982,872	0	0	12,982,872	1,705,754	0	2,094,486	0	16,183,112
32 South Kingstown	34,913,264	46,421,558	36,060,000	0	102,330	36,162,330	1,279,954	0	2,289,724	0	39,732,008
33 Tiverton	17,316,854	23,106,731	280,000	0	0	280,000	4,010,438	1,954,934	631,226	0	6,876,598
34 Warren	12,373,913	12,797,142	1,780,000	1,704,000	132,773	3,626,773	4,953	0	377,831	800,000	4,809,557
35 Warwick	140,425,779	181,420,316	60,726,960	0	3,650,634	64,277,594	21,809,473	0	5,456,607	0	91,543,674
36 West Greenwich	6,617,398	6,720,743	27,438	76,000	9,822	112,980	0	0	47,150	519,900	680,070
37 West Warwick	49,440,495	72,663,482	17,168,882	0	188,340	17,357,232	16,050,339	0	3,390,947	961,900	37,760,418
38 Westerly	37,499,480	41,398,178	22,338,404	0	272,525	22,610,929	10,484,004	206,000	590,400	1,781,503	29,337,342
39 Woonsocket	42,011,874	76,634,896	14,967,996	37,471	101,341	15,106,808	0	0	1,039,629	3,395,000	30,025,441
Totals	1,424,594,662	1,974,617,347	764,030,021	13,555,198	61,289,371	838,874,590	246,794,375	85,503,537	81,762,409	84,841,562	1,337,776,493

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10 Unfunded claims, judgments and accrued pension liability. (Does not include actuarial unfunded pension liability.)  
11 Total of all classifications of debt, items 3 through 5 and items 7 through 10.

**Rhode Island Municipal Long Term Debt Analysis**  
**Absences, Vacation & Deferred Compensation and Unfunded Claims, Judgments**  
**& Accrued Pension Liability as a Percentage of Total City or Town Debt**

2002

City or Town	Absences, Vacation & Deferred Compensation	Unfunded Claims, Judgments & Accrued Pension Liability	Total	Total City or Town Debt	Percentage of Total Debt
1 Central Falls	1,631,549	33,578,656	35,210,205	52,630,192	66.90%
2 Cranston	7,147,198	100,250,000	107,397,198	165,421,159	64.92%
3 Woonsocket	8,774,749	81,203,910	89,978,659	153,443,625	58.64%
4 Foster	137,388	0	137,388	297,388	46.20%
5 West Warwick	3,437,663	12,966,863	16,404,526	44,982,895	36.47%
6 Johnston	6,044,877	232,786	6,277,663	21,623,973	29.03%
7 West Greenwich	120,669	0	120,669	427,109	28.25%
8 North Providence	10,641,902	3,064,666	13,706,568	48,537,712	28.24%
9 Smithfield	2,528,152	798,311	3,326,463	12,520,723	26.57%
10 Newport	6,403,786	7,873,767	14,277,553	62,219,282	22.95%
11 Providence	17,487,000	91,167,000	108,654,000	533,121,000	20.38%
12 Middletown	2,494,727	1,667,000	4,161,727	20,608,818	20.19%
13 Narragansett	3,519,386	1,814,916	5,334,302	30,529,803	17.47%
14 Scituate	194,914	1,720,086	1,915,000	11,930,723	16.05%
15 South Kingstown	3,176,725	4,175,936	7,352,661	48,680,404	15.10%
16 Charlestown	512,912	0	512,912	3,578,574	14.33%
17 Pawtucket	5,252,161	7,589,338	12,841,499	115,576,753	11.11%
18 East Providence	3,247,386	66,667	3,314,053	30,358,637	10.92%
19 Westerly	986,360	1,928,135	2,914,495	26,823,303	10.87%
20 Portsmouth	1,983,971	0	1,983,971	18,728,624	10.59%
21 Hopkinton	112,358	0	112,358	1,193,582	9.41%
22 Warren	588,999	155,000	743,999	8,138,699	9.14%
23 Warwick	7,289,647	415,229	7,704,876	91,693,627	8.40%
24 Coventry	3,392,325	0	3,392,325	41,240,762	8.23%
25 Richmond	108,202	0	108,202	1,393,230	7.77%
26 Tiverton	522,304	0	522,304	6,732,380	7.76%
27 Jamestown	556,659	38,244	594,903	8,032,270	7.41%
28 Glocester	325,903	0	325,903	7,105,903	4.59%
29 Lincoln	1,447,294	0	1,447,294	33,379,794	4.34%
30 Cumberland	947,372	1,176,982	2,124,354	49,261,877	4.31%
31 Bristol	1,248,594	0	1,248,594	31,061,994	4.02%
32 North Smithfield	590,204	91,200	681,404	19,006,076	3.59%
33 North Kingstown	1,877,361	0	1,877,361	57,673,722	3.26%
34 Burrillville	1,136,368	0	1,136,368	34,953,099	3.25%
35 East Greenwich	466,047	0	466,047	14,425,750	3.23%
36 Exeter	339,173	0	339,173	13,379,173	2.54%
37 Barrington	409,228	0	409,228	25,944,821	1.58%
38 New Shoreham	102,023	0	102,023	6,557,809	1.56%
39 Little Compton	0	0	0	2,290,000	0.00%
Totals	107,183,536	351,974,692	459,158,228	1,855,505,265	24.75%

**Rhode Island Municipal Long Term Debt Analysis**  
**Growth of "Absences, Vacation & Deferred Compensation" and "Unfunded Claims, Judgments & Accrued Pension Liability"**

City or Town	1997	1998	1999	2000	2001	2002	1997	1998	1999	2000	2001	2002
	Absences, Vacation & Deferred Compensation	Unfunded Claims, Judgments & Accrued Pension Liability										
1 Barrington	234,729	272,134	287,042	279,930	298,532	409,228	0	0	0	0	0	0
2 Bristol	855,593	790,547	1,021,923	1,118,205	1,196,248	1,248,594	0	0	0	0	0	0
3 Burrillville	1,103,506	1,097,207	1,069,695	1,033,348	1,033,348	1,136,368	100,000	0	0	0	0	0
4 Central Falls	1,739,128	1,735,804	1,897,113	1,564,638	1,396,623	1,631,549	32,121,187	32,281,187	31,048,049	32,244,181	31,811,810	33,578,656
5 Charlestown	299,827	303,614	397,413	512,654	483,962	512,912	60,000	30,000	0	0	0	0
6 Coventry	4,113,119	3,491,540	4,037,257	4,229,933	4,489,998	3,392,325	422,116	0	0	0	0	0
7 Cranston	4,197,346	3,895,000	3,959,000	4,778,000	4,792,411	7,147,198	1,300,000	72,800,000	80,569,000	87,984,000	91,700,000	100,250,000
8 Cumberland	1,036,000	1,351,326	1,271,933	904,479	1,448,709	947,372	0	1,017,745	1,250,000	593,058	75,000	1,176,982
9 East Greenwich	283,745	282,218	552,597	432,111	556,945	466,047	0	0	0	0	0	0
10 East Providence	2,275,893	2,443,289	2,697,404	2,925,531	3,045,664	3,247,386	0	0	0	200,000	133,333	66,667
11 Exeter	50,757	54,995	68,410	80,039	75,983	339,173	0	0	0	0	0	0
12 Foster	174,764	195,605	196,604	165,953	199,668	137,368	0	0	0	0	0	0
13 Gloucester	172,159	113,977	164,992	262,929	260,174	325,903	0	0	0	0	0	0
14 Hopkinton	0	0	0	0	0	112,358	0	0	0	0	0	0
15 Jamestown	184,553	333,905	313,957	329,527	571,826	556,659	0	0	(271,915)	(271,915)	(231,402)	38,244
16 Johnston	3,913,055	4,238,761	3,954,110	4,903,064	5,464,509	6,044,877	711,854	3,500,000	3,500,000	2,980,830	290,000	232,786
17 Lincoln	1,167,674	1,186,257	1,453,741	1,331,340	1,445,164	1,447,294	0	0	0	0	0	0
18 Little Compton	0	0	0	0	0	0	0	0	0	0	0	0
19 Middletown	1,422,528	1,519,645	1,594,074	1,567,526	2,101,021	2,494,727	0	4,215,255	6,270,711	1,531,462	1,770,550	1,667,000
20 Narragansett	4,926,174	4,820,260	5,200,479	6,017,858	6,540,736	3,519,386	5,373,067	5,373,067	1,019,260	1,814,916	1,814,916	1,814,916
21 New Shoreham	58,359	65,979	75,313	91,981	94,242	102,023	0	0	0	0	0	0
22 Newport	5,230,804	5,162,247	6,107,098	6,858,901	6,684,895	6,403,786	7,683,860	8,085,503	8,042,643	7,703,102	7,735,673	7,873,767
23 North Kingstown	3,157,390	3,144,573	3,330,425	3,453,657	3,453,657	1,877,361	1,221,627	1,580,482	1,640,673	2,464,890	2,624,795	3,064,666
24 North Providence	6,415,586	6,699,519	7,160,818	8,222,730	9,102,030	10,641,902	210,000	140,000	333,184	213,600	187,400	91,200
25 North Smithfield	400,435	450,903	505,929	666,832	589,127	590,204	1,771,460	1,468,079	1,142,282	816,485	464,654	7,589,338
26 Pawtucket	5,444,987	4,955,617	7,434,621	6,535,257	5,925,877	5,252,161	0	890,000	90,000	250,734	287,500	0
27 Portsmouth	1,560,146	1,560,146	1,810,906	1,827,687	1,911,599	1,983,971	24,445,000	27,558,000	49,905,000	67,544,000	80,319,000	91,167,000
28 Providence	16,738,000	18,205,000	22,910,000	23,832,000	14,722,000	17,487,000	0	0	0	0	0	0
29 Richmond	91,507	125,887	140,234	126,575	126,299	108,202	1,963,108	1,109,430	1,271,836	1,450,127	1,570,279	1,720,086
30 Scituate	156,791	164,773	168,230	168,516	178,600	194,914	0	0	0	881,468	806,548	798,311
31 Smithfield	2,094,486	2,339,511	2,466,645	2,554,991	2,747,491	2,528,152	0	0	0	0	0	0
32 South Kingstown	2,289,724	2,350,803	2,459,179	2,719,366	3,053,188	3,176,725	0	0	0	0	111,000	4,175,936
33 Tiverton	631,226	620,569	736,317	450,349	427,927	522,304	800,000	0	0	0	0	0
34 Warren	47,150	402,615	384,361	527,425	588,999	588,999	0	0	0	0	0	0
35 Warwick	5,456,607	5,906,324	6,252,776	6,524,733	6,647,278	7,289,647	0	68,136	225,753	389,250	512,171	415,229
36 West Greenwich	47,150	55,709	76,116	85,308	78,592	120,669	519,900	0	0	0	215,000	155,000
37 West Warwick	3,390,947	3,734,571	3,310,074	3,099,547	3,919,304	3,437,663	961,900	1,641,240	1,435,592	1,629,302	5,562,391	12,966,863
38 Westerly	590,400	653,259	653,697	832,013	898,542	986,360	1,781,503	1,828,715	1,941,000	1,907,487	1,819,534	1,928,135
39 Woonsocket	1,039,629	1,263,178	1,289,025	1,376,411	8,704,019	8,774,749	3,395,000	0	0	0	0	81,203,910
Totals	81,762,409	85,987,267	97,406,349	102,272,517	103,408,764	107,183,536	84,841,582	163,586,839	189,433,068	212,326,977	229,560,152	351,974,692
Percent Change	-	5.17%	13.28%	5.00%	1.11%	3.55%	-	92.81%	15.80%	12.09%	8.13%	53.31%

Rhode Island Municipal Long Term Debt Analysis  
Growth of "Other Debt" and "Enterprise Debt"

City or Town	1997		1998		1999		2000		2001		2002		1997		1998		1999		2000		2001		2002	
	Other Debt	Enterprise Debt	Other Debt	Enterprise Debt	Other Debt	Enterprise Debt	Other Debt	Enterprise Debt	Other Debt	Enterprise Debt	Other Debt	Enterprise Debt	Other Debt	Enterprise Fund Obligations										
1 Barrington	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2 Bristol	1,348,273	356,142	0	0	28,038	0	32,613	0	2,568,144	0	2,367,652	0	17,294,250	0	16,208,500	0	15,059,675	0	13,849,275	0	12,732,675	0	14,668,897	0
3 Burnsville	0	0	0	0	0	0	0	0	0	0	570,000	0	0	0	0	0	0	0	0	0	0	0	78,219	0
4 Central Falls	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5 Charlestown	44,078	30,157	30,157	0	19,336	0	12,760	0	1,456,184	0	1,400,000	0	0	0	0	0	0	0	0	0	0	0	0	4,692
6 Coventry	167,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7 Cranston	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8 Cumberland	0	0	0	0	0	0	0	0	0	0	0	0	13,644,090	7,167,000	5,690,000	9,100,000	5,495,869	7,388,000	5,165,260	8,500,000	5,948,556	4,845,880	4,637,216	4,466,657
9 East Greenwich	0	0	0	0	0	0	0	0	0	0	0	0	5,975,000	5,690,000	0	0	0	8,500,000	0	0	0	0	0	8,052,632
10 East Providence	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11 Exeter	0	0	0	0	0	0	800,000	1,100,000	1,025,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Foster	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Gloucester	0	40,000	40,000	0	36,000	0	32,000	28,000	28,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Hopkinton	0	0	0	0	0	0	0	0	0	0	0	0	215,554	208,064	699,430	679,644	90,078	659,138	88,044	88,044	636,865	931,007	10,904	86,025
15 Jamesstown	0	128,000	128,000	0	120,000	0	104,000	88,000	96,000	0	0	0	718,937	699,430	0	0	0	0	0	0	0	0	0	0
16 Johnston	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 Lincoln	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 Little Compton	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19 Middletown	0	0	0	0	0	0	0	0	0	0	0	0	370,000	265,000	0	0	0	80,000	610,969	610,969	610,969	2,536,162	0	0
20 Narragansett	0	0	0	0	0	0	0	0	0	0	0	0	7,743,861	10,753,583	12,817,705	13,550,037	12,698,103	12,698,103	12,698,103	12,698,103	12,698,103	12,698,103	12,698,103	12,121,582
21 New Shoreham	0	44,800	44,800	0	0	0	0	0	0	0	0	441,760	26,501,015	23,871,529	21,284,497	18,740,957	16,366,969	16,366,969	16,366,969	16,366,969	16,366,969	16,366,969	16,366,969	1,010,528
22 Newport	293,252	284,642	284,642	0	276,124	0	200,000	0	0	0	0	900,000	830,907	757,841	680,574	1,152,248	1,152,248	1,152,248	1,152,248	1,152,248	1,152,248	1,152,248	1,152,248	22,065,703
23 North Kingstown	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24 North Providence	0	0	0	0	0	0	0	0	0	0	0	8,840,276	8,960,719	8,553,562	8,937,122	9,512,635	20,059,723	20,059,723	20,059,723	20,059,723	20,059,723	20,059,723	20,059,723	9,051,600
25 North Smithfield	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26 Pawtucket	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27 Portsmouth	0	0	0	0	0	0	0	0	0	0	0	0	34,378,000	33,507,000	30,110,000	31,814,000	33,249,000	33,249,000	33,249,000	33,249,000	33,249,000	33,249,000	33,249,000	27,129,000
28 Providence	81,490,000	95,334,000	95,334,000	146,853,000	141,811,000	143,534,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29 Richmond	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 Scituate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31 Smithfield	0	0	0	0	0	0	0	0	0	0	0	0	1,105,754	426,025	475,701	459,954	349,481	349,481	349,481	349,481	349,481	349,481	349,481	810,313
32 South Kingstown	0	0	0	0	0	0	0	0	0	0	0	1,279,954	872,370	723,129	671,925	43,598,574	43,598,574	43,598,574	43,598,574	43,598,574	43,598,574	43,598,574	43,598,574	707,743
33 Tiverton	1,954,934	2,099,230	2,099,230	2,434,229	2,632,601	2,860,617	0	0	0	0	0	3,390,000	3,080,000	2,770,000	2,460,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	1,940,000
34 Warren	0	555,000	555,000	155,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35 Warwick	0	0	0	0	0	0	0	0	0	0	0	1,678,041	20,067,233	17,749,582	15,609,545	15,949,890	15,949,890	15,949,890	15,949,890	15,949,890	15,949,890	15,949,890	15,949,890	16,346,128
36 West Greenwich	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37 West Warwick	0	0	0	0	0	0	0	0	0	0	0	15,749,544	14,212,056	12,730,684	10,856,536	9,086,808	9,086,808	9,086,808	9,086,808	9,086,808	9,086,808	9,086,808	9,086,808	7,312,559
38 Westerly	206,000	235,876	235,876	190,126	176,626	163,126	0	0	0	0	0	3,526,596	3,120,450	2,684,625	2,250,950	1,899,425	1,899,425	1,899,425	1,899,425	1,899,425	1,899,425	1,899,425	1,899,425	5,729,521
39 Woonsocket	0	0	0	0	0	0	0	0	0	0	0	10,484,004	9,726,418	9,138,003	8,341,339	8,207,745	8,207,745	8,207,745	8,207,745	8,207,745	8,207,745	8,207,745	8,207,745	29,069,176
Totals	85,503,537	99,107,847	99,107,847	153,470,811	149,793,555	152,083,395	0	0	154,236,636	150,313,763	171,796,009	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	150,903,672	190,040,429
Percentage Change	-	15.91%	15.91%	59.98%	-2.40%	1.53%	-	-	3.94%	3.94%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-5.87%	-8.72%

Note: Increase in "Other Debt" may be related to change in accounting convention.

## **Appendix C**



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS

Department of Administration  
MUNICIPAL AFFAIRS  
One Capitol Hill  
Providence, RI 02908 - 5873

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**ADJUSTED EQUALIZED WEIGHTED ASSESSED VALUATION**

**Goal of Adjusted Equalized Weighted Assessed Valuation**

The purpose of performing this procedure is to determine, as of the third preceding calendar year, the true market value of all taxable property for each of the state's thirty-nine cities and towns.

**Methodology**

Each city and town on a yearly basis certifies to the Department of Administration-Municipal Affairs their assessed values of all taxable property in the city or town.

As of August 1<sup>st</sup> of each year the Department of Administration must submit to the Commissioner of Education, the equalized weighted assessed valuation as of the third preceding calendar year. For example on August 1, 2003 we must submit the full market value calculations as of December 31, 2000.

**Step 1**

Each city and town submits to the Department of Administration-Municipal Affairs their Assessor's Statement of Assessed Values and Tax Levy, certified by the local assessor.

**Step 2**

The Certification is reviewed and an analysis of the total assessed value is undertaken. The total assessed value of the city and/or town is broken down by type and/or class of property.

From this analysis, a classification of the tax roll is produced, which breaks down the total assessed value by class, parcel count within the class and the percent of the total tax roll that the class represents.

**Step 3**

For the study we analyze only those classes of property within each city or town which comprise 80% or more of that city or towns assessed value. We begin with the class with the largest percentage and proceed until we reach the 80%

total.

**Step 4**

For those classes of properties which when combined total 80% or more of the city or town's total assessed value, we examine all sales for a three year period and also perform random appraisals of properties where there are few sales.

For example, the study due on August 1, 2003 will be based on the December 31, 2000 full value. The calculation requires a three year multiple regression analysis and hence will utilize appraisals and sales data for the calendar years of 1998, 1999, 2000.

It must be clearly understood that this calculation is adjusted by the median family income adjustment factor as determined by the latest U.S. decennial census.

## **Appendix D**

*Standard & Poor's*

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**PUBLIC FINANCE**

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February 9, 1999

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## Commentary

### Benchmark General Obligation Ratios

Standard & Poor's representative ranges for key ratios of GO debt issuers provide an indication of what constitutes a high or low ratio for some key factors Standard & Poor's uses in the credit rating process.

The ratios represent benchmarks that Standard & Poor's analysts usually consider high, low, or moderate, regardless of rating category or point in the national economic cycle. These ratios differ from typical median analysis. Median analysis usually examines a pool of bond issuers by rating category. However, medians will drift over the economic cycle and do not indicate the normal range of dispersion for individual ratios. For example, highly rated credits may have widely varying debt ratios, while overall medians by rating category may show only small variations.

In contrast, the key ratios help separate the significance of ratio variations for each independent ratio.

A related criteria element is the weighting of one ratio against another in the rating process. The relative weight of individual criteria elements is discussed in detail in Standard & Poor's *Public Finance Criteria*. Standard & Poor's examines four main factors when evaluating GO credits in the following order:

- Economic factors,
- Administrative factors,
- Financial factors, and
- Debt factors.

Variation in any of these factors can influence a bond rating. However, the heavier weighting on economic factors reflects that a wealthy and diverse economic base can afford higher debt burdens, or recover from financial problems more easily through a modest tax hike, than a poor economic base that might have more limited and less forgiving governmental options.

A note of caution. Ratios do not tell the whole story; they are only a portion of what Standard & Poor's uses in its analysis. Economic, administrative, structural, or subjective factors may outweigh any of these ratios when a rating is assigned. Numbers alone can not determine an entity's willingness to meet its financial obligations; numbers alone can not reveal a history of late budgets or the operating restraints presented by the state/local framework. Not all of the key ratios are weighted equally, nor do they represent a complete set of the ratios Standard & Poor's uses in its analysis, which incorporates information from many internal and external databases. In addition, a municipal entity's trends in any of these ratios may be more important than the historical ratios. A rating, after all, is prospective in nature.

*Standard & Poor's*  


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**PUBLIC FINANCE**  


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**Typical Ranges for Tax-Backed GO Ratings**

The ratios below represent benchmarks that Standard & Poor's analysts usually consider high, low, or moderate, regardless of rating category or point in the national economic cycle.

**Economic**

*Income levels as a percent of the national average.* These include both per capita and median household figures. Analysts may also compare income levels against local cost of living indexes.

Very low	75%
Low	85%
Average	100%
High	120%
Very High	140%

*Market value per capita.* These may vary greatly by state depending on assessment practices, homeowners' exemptions, cost of living, etc.

Low	\$20,000
Moderate	\$40,000
High	\$60,000

*Taxpayer concentration.* Percent of assessed value in the top 10 taxpayers.

Diverse	15%
Moderately Concentrated	25%
Concentrated	40%

**Financial**

*Ending general fund balances as a percent of operating revenues.* These are only guidelines. What is considered high and low depends on peak cash-flow needs during the year, as well as whether the fiscal year ends in a historically cash poor or cash rich month.

*Total general fund balances.*

Strong	15%, plus no cash flow borrowing over the fiscal year
Adequate	5%-15%
Low	0%-5%

*Unreserved general fund balances.*

Strong	8%
Adequate	2%-8%
Low	2%

*Property tax burdens.* Expressed as a percent of overlapping tax as a percent of market value.

Low	1.0% of market value
Moderate	1.5%-2.0% of market value
Moderately high	2.0%-2.5% of market value
Very high	2.5% of market value

**Debt**

*Debt to market value.* Not including pension funding debt.

Low debt burden	3%
Moderate debt burden	3%-6%
High debt burden	6%

*Combined general fund/debt service fund debt service to operating expenditures "Carrying Charge."* Not including pension funding debt.

Low	5%
Moderate carrying charge	10%
High carrying charge	15%

\*Carrying charges for special service districts may not be a relevant statistic; collecting a debt service levy may be their only operation.

*Overall debt per capita.*

Low	\$1,000
Moderate	\$1,000-\$2,500
High	\$2,500

*Debt to income.* S&P index.

Low	0%-3%
Moderate	3%-6%
High	6%

*Appropriate debt amortization over 10 years.*

25% over 5 years
50% over 10 years

Tax Supported  
Special Report

**Local Government General  
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**■ Summary**

These updated guidelines articulate changes to the approach that Fitch IBCA uses for rating local government tax-supported debt. Fitch IBCA's municipal default study, published in September 1999, indicated that tax-supported debt was one of the safest sectors in public finance. Earlier this year, Fitch IBCA discussed how the overall credit environment has improved for local government finance (see *Fitch IBCA Research on "Credit Ratings in the 21st Century,"* dated March 16, 2000, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)). The guidelines presented here consider the positive macro changes that were noted for general obligation (GO) debt and provide a framework that supports an expected rating range of 'A-' to 'AAA' and an average rating between 'A+' and 'AA-'. Most GO ratings had ranged from 'BBB-' to 'AA', with an average rating of 'A'.

All of Fitch IBCA's public finance ratings factor in a government's ability to pay its debt in an environment of competing service needs and expenditure requirements (except for true securitizations that remove assets or cash flow from the unit's management, budget process, and mandated spending requirements). The trend line of higher ratings that results from Fitch IBCA's analysis does not relax that standard; rather, the guidelines will better reflect the fact that not all local governments are faced with the same scope of spending demands and revenue restraints. Smaller towns and cities may not have the breadth and depth of diversity in their economy compared with larger cities and counties; however, their service demands are also likely to be less pressing, with little or no exposure to things like social service costs or mass transit subsidies.

Default experience and case studies do not indicate a strong correlation between an issuer's size and default frequency. However, traditional analysis tends to reward size because of the depth of the economy and diversity of revenues that accompany larger governments. The 1975 default of New York City and the bankruptcy of Orange County, CA in 1994 are the best evidence that size does not decrease default risk; indeed, the service demands on large cities and counties suggest that fiscal pressures increase with size. These guidelines try to take a more balanced view toward issuer size and credit risk.

Furthermore, while traditional credit analysis assumed that higher income levels translated into a stronger ability to pay, Fitch IBCA's default study provided no strong evidence that units with lower than average income levels had higher rates of default. Therefore, stable economies with lower than average incomes that are matched by lower costs of living will be viewed more positively than they had been viewed in the past. However, areas with significant pockets of poverty will continue to see downward rating pressure.

May 23, 2000

Finally, while management has always been considered in rating government credit, Fitch IBCA's analysis of historical municipal bond performance leads it to conclude that management practices are even more important to predicting favorable credit performance than had been appreciated (see *Fitch IBCA Research on "Impact of Management Practices on Municipal Credit,"* dated May 5, 2000, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)). Best management practices and policies can add stability to weak credits, maximizing their credit rating potential. Conversely, weak financial management can negatively affect even the strongest economies and local government structures. In the extreme, poor management can cause bankruptcy or missed debt service payments. Therefore, in its future rating assignments, Fitch IBCA will place greater and more specific weight on management practices, both good and bad, employed by issuers in running their financial operations.

Rating agencies have often been critiqued as moving too slowly, upgrading credits after the issuer has peaked cyclically and downgrading after fiscal stress has arrived and corrective measures are being taken. Fitch IBCA believes that implementing its new guidelines, particularly regarding management practices, should result in more responsive ratings on the upside and downside.

## ■ Rating Ranges

The rating spectrum for most tax-backed ratings has usually ranged from 'BBB-' to 'AA', with the peak of the bell curve around 'A', relatively few 'AAA' ratings, and a very small representation of ratings below investment grade ('BBB-'). As a result of its default study analysis, Fitch IBCA feels that the vast majority of tax-backed ratings should be in the 'A-' to 'AAA' range, with a large proportion of ratings in the 'A' and 'AA' categories and somewhat larger proportions in the 'AAA' rating category than has been past practice. Fitch IBCA believes that this curve is more representative of the true level of risk that exists in the predominantly safe sector of tax-backed public finance debt. Some issuers will still fall into the 'BBB' category, but Fitch IBCA views these as outliers, usually representing issuers that are undergoing some form of fiscal and/or economic stress, but still with adequate resources to meet service demands and debt payments. Ratings below 'BBB-' will also occur but are expected to be rare exceptions where ability to make uninterrupted debt service payment is in doubt.

## ■ Overview

To reach a GO rating, Fitch IBCA evaluates four major sectors in determining the creditworthiness of the municipal entity:

- Debt.
- Financial performance.
- Management, administrative, and legal factors.
- Local tax base and economy.

The process involves analyzing trends in these areas, identifying areas of future financial obligation or exposure, and assigning a bond rating based on the conclusions. The four elements are interactive. For instance, while an entity may have a vibrant and wealthy economy, weak fiscal management or stringent tax rate limits may offset this potentially strong ability to meet obligations. In turn, a weak economy may be offset by other strengths. As previously noted, strong management factors can temper weak economic or debt factors with a beneficial effect on credit ratings.

## ■ Debt Factors

Credit analysis begins with a review of debt structure, including amortization and key debt ratios. The types and proportions of debt utilized (i.e. GO, lease, and special tax) and the payment structure are noted. Analysis of debt burden focuses on overall ratios that include the debt of overlapping and underlying units. While direct debt ratios indicate the burden on the entity of its own capital costs, overall ratios best measure the debt that must be serviced by the community's tax base, and are a partial indicator of the total local tax burden that is levied by all the overlapping governments serving the taxpayer. However, the issuer's direct debt burden is a crucial part of measuring debt load. Default experience shows that mismanagement of an issuer's direct debt has more negative consequences and potential for default than the higher debt that results from issuance by coterminous or overlapping governments.

## Ratio Analysis

Various ratios are used to measure the burden of debt on a community. These measures are direct tax-supported debt per capita and as a percentage of market value of taxable property, as well as overall tax-supported debt per capita and as a percentage of market value. Direct debt ratios look solely at the entity's debt, while overall ratios include the debt of overlapping or underlying units, as these ratios best reflect the overall burden borne by a community.

Overall debt per capita is an initial indicator of total debt burden. Its main value is to serve as a proxy or indicator of the total local tax burden that residents and businesses must bear to repay debt by all coterminous and overlapping local governments. It does not account for variations in the residential and commercial/industrial composition and mix of the tax base and, by extension, who pays the debt; nor does it

measure ability to pay (i.e. the wealth of the tax base). More indicative of local debt burden is overall debt as a percentage of market value of the property tax base. While there are differences in the mix of funding sources for municipal governments, in aggregate, property taxes continue to be a local government's major revenue resource. Also, while there are differences in the frequency with which property values are updated, debt as a percentage of market value remains a key indicator of comparability.

The problem with considering only overall debt ratios is that they are difficult to compare uniformly with those of other units because of varied tax structures from state to state and region to region. When viewing overall debt ratios, they are usually significant only when debt is very high or very low in the spectrum. In general, Fitch IBCA places more focus on direct debt ratios, since these costs are totally under control of the issuer and can be managed by the unit's elected and appointed officials.

Tax-supported debt includes all obligations of an entity paid from tax sources, including GO bonds, special tax bonds (such as sales and excise tax bonds), lease-secured obligations, and capital leases (see *Fitch IBCA Research on "Municipal Lease Ratings Guidelines,"* dated Feb. 10, 1998, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)).

Self-support credit is given for tax-supported debt if debt service has been paid from an enterprise-type operation that levies user charges. Such debt generally is deducted in the calculation of net tax-supported debt if the user charge-supported system has been paying all its expenditures, including debt service, from nontax sources for a significant period, in most cases about three years. The main value of adjusting debt for self support is to provide valid debt load comparisons between places that provide some services as a municipal function those places that have the same services provided by the private sector. The major areas where Fitch IBCA considers self support are water, sewer, electric, natural gas, airport, port, and solid waste enterprises. Bonds that are payable from dedicated taxes and non-user fees (such as fixed assessments, sales and income taxes, and utility and franchise fee taxes) are not considered self-supporting merely by the existence of a dedicated tax. These debts are normally added to the issuer's debt burdens as tax-supported debt for the calculation of both direct and overall debt burdens.

The average range of total debt as a percentage of market value or personal income is 2%–5%. Below 2% is low. Above 6%, the ratio trends toward high, with 10% a level above which affordability questions are

raised. At both extremes, distinctions are made depending on where the community is in its life cycle. For example, a growing community may have a high debt burden because it is expanding its infrastructure to meet existing and reasonably anticipated needs, resulting from population gains and economic development. In this instance, special attention will be paid to the rate of growth, the degree to which infrastructure development is matched to actual and reasonably expected demands, and the degree to which the capital plan can be scaled back if development slows or fails to materialize. In contrast, a mature community may have a high debt burden because of a shrinking tax base. Here, particular consideration is given to historical and projected tax base valuation trends, the reported condition of the infrastructure, and the need to replace and rehabilitate it. For a community with a stable or declining tax base, additional spending needs can be burdensome. Again in contrast, a community may have a lower debt burden because limited tax dollars are not directed to infrastructure funding. Accordingly, the reasons for low debt burden will be reviewed, including such factors as deferred maintenance and pay-as-you-go capital funding.

Nationwide, most local tax-supported debt is GO and payable from either limited or unlimited property taxes, although in some areas, such as California and Kentucky, lease debt dominates. Where the debt service is to be paid from a limited tax, Fitch IBCA considers how much margin remains within the limitation, what other expenditures the tax supports, and the entity's overall financial flexibility. Generally, where significant additional margin exists or where the entity has demonstrated a historical financial flexibility to operate within the limitation, Fitch IBCA does not automatically distinguish between the rating of the GO debt backed by limited and unlimited tax pledges. Rather, each instance is analyzed to determine available margin, resistance to tax rate increases, and other factors.

### Assessing Future Debt Needs

The use of a capital improvement plan (CIP) is an important component to help measure future debt and is reviewed in the context of potential impact on debt ratios. Generally, the condition of the infrastructure (as ascertained through discussion with the issuer and review of supporting documentation and, in certain circumstances, as observed through visual inspection by the analyst) and whether the CIP addresses known or anticipated needs is considered. New accounting requirements of the Governmental Accounting Standards Board are likely to spawn new ratios and analytic tools in this sector. Although not treated as fixed-debt obligations, other long-term obligations

are considered, including the magnitude of unfunded pension obligations and the trend of the funding ratio.

Debt factors are considered within the context of the entity's infrastructure needs and capital plans. Debt levels may be currently low; however, future capital projects may significantly increase debt ratios. In turn, debt levels may be low due to statutory debt limits or onerous voter approval requirements, piecemeal infrastructure funding, or severe underfunding that could ultimately inhibit economic development.

Accordingly, the entity's CIP is analyzed. The existence of a formal multiyear CIP is viewed favorably. Generally, the condition of the infrastructure and whether or not the CIP in some way addresses known or anticipated needs (e.g. school building construction or court-ordered detention facilities) is considered in the context of potential impact on the debt ratios. Also considered is the degree to which the CIP addresses regulatory compliance needs, such as water and wastewater treatment facilities, and whether or not these are to be funded with tax-supported debt. The reliability of funding sources in the CIP is considered, including overreliance on uncertain items, such as developer fees. In those states where GO is a prominent means of issuing debt, the use of leases or special tax obligations is closely scrutinized, as debt service on the latter usurps tax resources supporting the GO security. In the case of lease debt, particular attention is paid to those jurisdictions in which the use of this vehicle is either novel or in response to actual or anticipated voter defeat of proposed GO debt.

The trend in debt in relation to resources is analyzed. Sustained growth in debt (i.e. well beyond tax base growth) may ultimately overburden a tax base and reduce economic viability. Similarly, rapid growth in an entity's debt service obligation may strain budget and tax resources and reduce flexibility. Conversely, debt reduction generates tax and economic capacity to the extent that infrastructure necessary for economic growth is not underfunded. The mix of fixed- and variable-rate debt is reviewed (see *Fitch IBCA Research on "Guidelines for Rating Fully Credit-Supported Debt,"* dated April 2, 1998, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)).

### Short-Term Debt Considerations

The amount and nature of short-term debt is evaluated. Seasonal cash flow borrowing is reviewed as to timing and amount, the latter relative to prior years' borrowing needs and percentage of the current year's cash flow. Trends in seasonal borrowing, relative to normal budgetary growth rates, are important; a trend where the growth of short-term

debt exceeds annual spending growth may be an early sign of future fiscal stress. Short-term capital financing (bond anticipation notes and commercial paper, among others) is evaluated as to the amount relative to long-term debt, the plan to permanently finance the short-term debt, and historical market access. Of concern is the entity's ability to take out short-term debt in the event market access is denied (see *Fitch IBCA Research on "Rating Short-Term Debt,"* dated May 1, 1995, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)).

### Key Debt Considerations

Finally, two other ratios will have a significant effect on Fitch IBCA's debt analysis: the rate that existing debt is amortized and the ratio of tax-supported debt service to overall expenditures for normal governmental operations.

Final debt maturity should not be longer than the useful life of the asset or project being financed. However, the rate of amortization is considered in making credit distinctions. Fitch IBCA considers a schedule that retires 25% of principal in five years and 50% in 10 years to be an adequate rate of amortization. However, a more rapid amortization schedule of 35% or more in five years and 65% or more in 10 years may be viewed favorably and contribute to a higher rating. Stretching out and back-loading debt principal retirement may reduce the issuer's financial flexibility in future years because debt keeps growing. Accordingly, the structure of any refunding bond is analyzed to determine the effect on the issuer's overall amortization and payment structure, and may be viewed negatively if current debt obligations are pushed to the future to achieve short-term budget relief.

The other key ratio used by Fitch IBCA is the percentage of debt service to traditional general government tax-supported expenditures. The funds analyzed will sometimes vary. The general and debt service funds usually comprise those analyzed by Fitch IBCA analysts for this ratio; in some cases, certain special revenue funds that are tax supported and provide some of that unit's traditional service expenditures may also be added in.

The level of debt service as a percentage of budget affects overall financial flexibility. All things being equal, limited and single-purpose governments, such as park and library districts, have higher debt service levels proportionate to their budgets than governments with a broader array of purposes, thereby making absolute comparisons difficult. Municipalities that also finance schools tend to have a higher debt service level. Nevertheless, debt service above 10% of expenditures or revenues for cities and

counties constitutes a level at which budgetary competition is a significant consideration. For single-purpose units, such as school districts and special purpose governments, a ratio as high as 15% can still be considered in the average range. Concern over a high debt service level may be mitigated to the extent that amortization is faster than average and the debt service structure is declining as opposed to backloaded or level.

### **Best Practices in Debt Management**

A history of significant pay-as-you-go capital funding is viewed positively; it reduces debt levels and constitutes a point of budgetary flexibility. Also, in growing communities, the pace and manner in which growth-related infrastructure is funded is analyzed. While underfunding infrastructure can inhibit development, as previously mentioned, debt funding infrastructure too far in advance of tax base growth causes otherwise higher debt ratios and intensifies financial pressures if development slows. Accordingly, the CIP is analyzed for its flexibility and ability to be scaled down in the event projected growth slows or fails to occur.

In recent years, more municipalities have implemented debt affordability policy guidelines establishing debt issuance limitations within existing legal limits. Such guidelines should be incorporated, or at least considered, in developing a CIP. Principal indicators that have been used to limit debt or guide issuance include debt service as a percentage of operating revenues or expenditures and direct debt as a percentage of the property tax base or personal income base. Where such guidelines are adhered to over time and broadly used in the budget, planning, and general decision-making processes, they are viewed favorably as one of the best practices an issuer can employ to strengthen its credit position.

### **■ Finances**

Financial performance reflects, in some manner, the entity's debt, economic trends, and management quality. Analysis of finances focuses on consistency of operating results over time and fund balance levels relative to expenditures or revenues. Historical operating results are reviewed for the matching of recurring expenditures with recurring revenues, the generating of operating surpluses, and the minimal use of one-shots (revenue that is unlikely to be realized year after year) to fund recurring expenditures. Also reviewed is the judicious use of fund balance, such as use of one-time expenditures and emergency situations, and its use in any large amount for ongoing operations. Attention is paid to expenditure growth rates and the community's ability to control spending. An area of particular concern is how much of a unit's

annual spending is tied up in fixed charges for debt service and pension funding. Financial flexibility can be affected by many factors, including whether expenditures are nondiscretionary or within the entity's control. Attention is similarly paid to the breadth of services (whether mandated or otherwise) traditionally delivered by the government. Revenue mix and volatility are considered, as are limitations (both legal and practical) on the ability to raise taxes and other revenues. Balance sheet analysis focuses on liquidity and fund balance levels and their trends.

### **Revenue Analysis**

Revenue sources are reviewed for volatility and diversity. Property tax revenues tend to be the most predictable and stable revenue source. However, property taxes are not as responsive to inflationary growth (unless the unit does annual revaluations) and may or may not be affected directly by income growth or rising retail activity. Diversifying revenues can reduce the burden on the property tax base and, while more volatile, the less predictable sales and excise taxes and payroll taxes often are able to access broader and deeper economic wealth. For instance, through a payroll tax, an older, poorer center city can tap into the tax base residing outside the city but working within its borders. However, this has to be balanced against not creating a large enough tax burden to discourage business from locating or remaining in the center city. Also noted is the degree to which operations depend on transfers in from uncertain sources, such as government grants or community enterprises that are vulnerable to potential market forces (e.g. municipal electric utilities).

Revenue analysis also must take into account revenues distributed to local governments by states. These revenues may be allocated as part of the state budget process, which is true for most state aid, to fund primary and secondary education. These revenues may also be in the form of state-shared revenue, where the state is the levy and collection authority for certain taxes, but which is distributed to local governments by formulas based on population or a statutory divisional calculation. These revenues are like double-edged swords — they can increase a unit's resources for spending but are less under that unit's control to raise or lower as needs might dictate. Traditionally, state revenue has been a source of concern for analysts because of an issuer's inability to control future allocations.

However, in the area of school district GO analysis, Fitch IBCA notes that state aid for education has generally increased in nearly every year, for most states, because of constitutional requirements to provide for adequate and equal access to education. This has resulted in many school districts that are no

longer property tax dependent now seeing state aid as their major revenue source to pay for expenses and the costs of debt.

The 1999 Fitch IBCA default study indicated that school debt has the lowest default experience of any class in public finance except state GO debt. Fitch IBCA believes that this phenomenon is due, in large part, to the greater state assumption of education costs and the increased state oversight and control over school district finances. In Fitch IBCA's assessment of school district debt, it will accord more weight to state funding as a positive factor for rating school district debt. This is likely to lead to higher ratings for many poor, rural, or agricultural school districts that receive a great majority of their funding from state aid.

Where key revenues are potentially volatile, conservative revenue forecasting and budgeting is particularly critical, as is the monitoring of these revenues and the taking of timely corrective actions when problems emerge. Management's financial capabilities are determined with particular emphasis on accuracy of revenue forecasting, ongoing budget monitoring, and ability to take midyear corrective measures, as revenues or expenditures perform differently than budget projections. The ability to make successful midyear adjustments is a special concern for recession-sensitive operations with economically sensitive revenues and mandated functions, such as those of many counties.

Limitations on tax and revenue raising are examined. Where the tax is limited, consideration is given to how much margin remains, as well as to how the entity has historically operated within the limit. Alternate revenue resources, if any, are reviewed, as is the entity's willingness to consider other revenue enhancements. In recent years, numerous property tax limits have been instituted through state statute or referendum. In the instance of property tax levy increase limits, allowance is often given for limited inflation growth and new construction, and debt service may or may not be excluded. Consideration is given to the entity's overall financial flexibility in determining the rating impact of such measures. The economic capacity to raise taxes is analyzed. Even where legal tax-raising capacity exists, the current anti-tax environment has generally made tax raising politically difficult. Significant attention is given to competitive tax levels and the government's general taxpayer/constituent climate. In a practical sense, even unlimited rate obligations have some natural tax rate ceiling. Consideration is also given to the nature of expenditure limits, particularly where debt service is included in the base. Also analyzed is the entity's ability to meet its ongoing needs within the limit's constraints.

## **Expenditure Analysis**

Particular attention is focused on the actual expenditure growth rates and the community's ability to manage such growth. The latter entails the nature of expenditure increases. For example, discretionary service enhancements (e.g. parks, recreation, or capital outlay) are well within the entity's control. In contrast, fixed costs, such as debt service and current pension benefits, and certain mandated costs, such as indigent health care, social services, and, often, detention (county) and judicial cost, are more difficult to alter. Growth in labor costs, both salaries and benefits, are analyzed within the context of growth rates locked in as a result of multiyear settlements. Major spending items are reviewed, including transfers out to subsidize enterprises such as wastewater and solid waste facilities or public hospitals.

## **Balance Sheet Analysis**

Balance sheet analysis focuses on liquidity and fund balance levels, as well as their trends. Current position (cash and investments less current liabilities and encumbrances) is reviewed, and the quality and trend of accounts receivable and interfund payables is analyzed. The issuer's liquidity needs during the course of its fiscal year are also reviewed and considered; liquidity on the last day of the fiscal year is relatively meaningless if the issuer's cash flow requires large outflows and seasonal borrowing in the first two-to-three months of the following fiscal year. Because fund balance designations are discretionary and will vary among entities, unreserved fund balance is utilized for national comparative purposes.

Generally, as a cushion against potential revenue and expenditure volatility, an unreserved fund balance equal to 5% of expenditures and transfers or current revenues and transfers is regarded as a sound level. Issuers that can consistently maintain unreserved fund balances of 10% or more are viewed more favorably. However, this level may vary; for example, regarding to the timing of the locality's tax collection calendar. An entity with a July 1 fiscal year whose first tax revenues arrive Dec. 1 may have and require a substantially higher fund balance, particularly if the government chooses to self-fund its liquidity needs rather than issue short-term tax anticipation notes. An entity's current position is analyzed in conjunction with knowledge of its cash flow, including when taxes are received, how disbursements are timed, and how liquid are the receivables. The trend in cash, investments, and receivables (particularly payables due to and receivables due from other funds and related entities) is examined to determine if the general fund is being either drained or artificially supported by other funds.

## ■ Management, Administrative, and Legal Factors

### Management

In Fitch IBCA's analysis of management practices, premiums will be accorded to those issuers that have, over time, implemented sound fiscal processes and policies for budgetary and financial operations. This section of the guidelines will go into greater detail, but some of the more notable best practices that could lead to higher ratings are the maintenance of "rainy day" budget reserves; the formal use of multiyear financial forecasting for operating funds; and debt affordability policies that balance the issuer's capital spending needs with a review of costs to the taxpayer and effect on financial operations. The evaluation of management is an integral part of the analysis, as management affects debt, finances, and the economy. Effective budgetary monitoring, capital planning, and sound financial reporting are indicators of management quality, and are thoroughly analyzed in Fitch IBCA's management structure and practice analysis. Planning and recognition of forward challenges, such as through multiyear revenue and expenditure forecasts and debt affordability guidelines, as well as advance identification of possible solutions, are beneficial for higher ratings (for a more detailed discussion on management practices, see Fitch IBCA Research on "The Impact of Management Practices on Municipal Debt," dated May 4, 2000, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)).

### Administrative and Legal Factors

Some of the notable administrative and legal considerations include investment policy, contingent liabilities, pension funding, and property assessment policy. Tax, revenue, or spending limitations can also affect ratings. Further considerations may include the tenor of the taxpayer and labor environments. Also considered is the governmental structure and the relationship between the entity and various stakeholder groups. While difficult to assess and subject to change, political factors can affect an entity's ability to act effectively and efficiently.

The analysis of this sector begins with the type of government unit, and the elected/appointed management structure. School districts are generally single-purpose governments, although the single service of providing education is one of the largest areas of local government spending and usually carries broad taxpayer and voter support. They, along with other special-purpose districts, are perhaps more insulated from the spending pressures associated with public safety, social service costs, governmental health care, mass transit, and others that are normally faced by counties and large cities across the U.S. Likewise, smaller cities, towns,

and boroughs may have responsibility for public safety, but the extent of public safety threats from crime or fire may not be as high. The same may hold true for capital needs and debt burden, although school districts are probably the most capital intensive of the different levels of local government. These factors — the nature of the government and the degree of service responsibilities — are considered in assessing an issuer's willingness and ability to pay its debt.

The form of government stewardship and management can also be a credit factor. The council/manager form of government for cities and towns appears to be the most emulated, followed by the mayor/council and commissioner forms of government. Each form has its strengths and weaknesses and Fitch IBCA expresses no preference for one form of government over another. What is important to Fitch IBCA is the efficiency by which an elected government can make service and spending decisions and the agility of its appointed officials to adjust and react to changing economic and financial conditions. Evidence of cooperation between the executive (e.g. mayor or executive) and legislative (e.g. council, board of commissioners, or alderman) branches of government are needed for a positive credit environment. Inertia and/or impasse here can cause fiscal stress.

The entity's investment practices and portfolio are reviewed for their appropriateness relative to legally allowable investments, including participation in investment pools, the entity's resource capabilities, and cash flow needs. For example, a portfolio with some collateralized mortgage obligation exposure might be considered acceptable for a community with large investable balances (not all needed for current-year operations) and with full-time, trained personnel actively managing the investment portfolio. A similar portfolio might be inappropriate for a community with balances needed to fund current operations or where money management was not contracted out but, instead, was performed by nonspecialized personnel.

The degree to which an entity's pension program is funded and the trend in such funding are reviewed. Absent overfunding, annual pension contributions paid into the fund should be at least equal to or greater than benefits paid out, such that the plan funding level is maintained or improved. Underfunding, absent a reasonable and consistently followed plan to improve the funding levels, could have negative rating implications. An inadequately funded plan (as well as a pay-as-you-go plan) can result in substantial budgetary pressures in the long term.

Reassessment policies and practices are considered, including at what governmental level the assessments are made and whether the assessing entity maintains current values through periodic reassessments and revaluations. Long periods between revaluations can be disruptive to taxpayers and governments, causing dramatic shifts in tax obligations among residential and other classes of taxpayers. Also, current assessments result in more accurate quantification of market value used in rendering debt ratios. In a deflationary real estate environment (as was the case for many communities in the 1989–1992 recession), failure to revalue can mask significant declines in assessed and market valuations of property, which could lead to revenue shortfalls and tax rate sticker shock to compensate for assessed value declines.

The tax collection structure is also considered in the credit rating process. For example, in Michigan, a town's tax collections are generally 100% guaranteed by counties, which bear the risk and burden of delinquencies. The analysis of that town's property tax forecast is made simple by the county guarantee of full collection. However, in New Jersey, the same size town is responsible for all tax collection deficiencies; in effect, the town guarantees the full tax levies of all other units of local government, such as the county and school districts. Therefore, errors in forecasting tax collections for a New Jersey town can have an adverse effect on meeting its budget.

Other administrative and legal considerations can include labor and taxpayer environments. A positive labor environment (i.e. one that is free of strife) can facilitate and sometimes broaden potential solutions to financial challenges. A difficult labor environment can limit budgetary options. Circumstances influencing arbitrated labor settlements are considered. In this regard, review is made of recent employee compensation awards (both salary and benefits) and whether they were voluntary, negotiated, or imposed through arbitration.

A negative taxpayer environment could include voter initiatives or legislative attempts to limit the government's legal ability to raise revenues. Requirements to lower tax rates without providing offsetting revenue to pay for continuing services may make it more difficult for an entity to balance its budget and potentially put pressure on its ability to meet its obligations. Most tax-cutting initiatives seek to cap recent increases rather than roll back rates; similarly, some initiatives seek state funding increases to offset proposed tax limits. Fitch IBCA follows such initiative developments closely.

## **Management is Key to Rating Stability**

Rating agencies have always given consideration to financial management practices in assigning bond ratings. Policies that call for contingency operating reserve funds, pay-as-you-go capital spending, and multiyear budgeting have been encouraged.

In analyzing actual financial crises over the past 25 years, it is clear that management has had a significant impact in salvaging, as well as exacerbating, situations. In the 1970s, New York City had more than its share of economic problems, including declining population, employment, and property values. However, the financial crisis was precipitated by cash-basis accounting, poor management decisions, lack of internal controls, overspending, and poor record-keeping. The default by the Washington Public Power Supply System was as much a result of unrealistic projections as it was by a national shift away from nuclear power generation to conservation as a means of addressing energy shortages. Finally, the inappropriately speculative investment strategy and lack of internal controls in Orange County caused the huge investment losses that led the county to seek bankruptcy protection.

On the positive side, fiscal discipline and strong management practices have significantly benefited credits. Baltimore has been faced with chronic economic stagnation, a poor population, and urban flight as much as any center city in the country. However, the city's budgets are consistently balanced and it is rated in the higher end of the 'A' category. Detroit and New York City have also employed management practices that have resulted in enhanced credit quality.

The lessons learned by this are that management practices and policies can add stability to weak credits, maximizing their credit rating potential. Conversely, weak financial management can negatively affect even the strongest economies and local government structures. In the extreme, poor management can cause rating downgrades to below investment grade and, on rare occasions, bankruptcy or missed debt service payments.

## **Best Practices in Financial Management**

In 1997, the National Advisory Council on State & Local Budgeting (NACSLB), created by the Government Finance Officers Association and numerous other government organizations and business leaders, published a report of approximately 60 best practices in budgeting and financial management for state and local government in 1998. Its recommendations form the basis of many of the financial management practices that Fitch IBCA recognizes as superior and considers in the credit rating process.

**Best Practices Having Significant Rating Value for Fitch IBCA Public Finance**

- Fund balance reserve policy and working capital reserves.
- Multiyear financial forecasting.
- Quarterly financial reporting and monitoring.
- Contingency planning policies.
- Policies regarding nonrecurring revenue.
- Depreciation of general fixed assets.
- Debt affordability reviews and policies.
- Pay-as-you-go capital funding policies.
- Rapid debt retirement policies greater than 65% in 10 years.
- Five-year capital improvement plan integrating operating costs.
- Financial reporting award (GFOA, ASBO).
- Budgeting award (GFOA, ASBO).

GFOA – Government Finance Officers Association, ASBO – Association of School Business Officials.

Not all of NACSLB's best practices deal with financial management; many deal with taxpayer communications or assessing programs and services. Fitch IBCA believes that if taxpayers understand the services governments provide, they may be less likely to propose restrictive initiatives or to force dramatic political or management changes through the electoral process. The box above represents those financial management practices in the government sector that Fitch IBCA believes to have the most value in credit analysis (for a more detailed discussion on management practices, see *Fitch IBCA Research on "The Impact of Management Practices on Municipal Debt,"* dated May 4, 2000, available on Fitch IBCA's web site at [www.fitchibca.com](http://www.fitchibca.com)).

**■ Economy and Tax Base**

Economic analysis considers the capacity of the community's economic and tax base to support ongoing operations and repayment of debt. The process begins with a review of why the community exists and what makes it function. The depth and breadth of the employment and tax bases are reviewed, as are historical economic trends and the outlook for ongoing growth. Also reviewed are trends in population, tax base valuation, building permits, personal income, and retail sales. Although growth is usually considered to be a positive factor, demonstrated stability in the typical demographic factors can also be a positive, particularly for smaller communities that do not have a wide range of service demands and spending pressures. Per capita income relative to area, state, and national averages is ascertained. The reasons that a particular community attracts or loses population are considered, including the tax burden and the quality and type of amenities and services offered, such as recreational, cultural, and educational facilities, as well as general infrastructure. Also evaluated is the community's ability to manage

growth-generated demands, including the ability to keep up with rising infrastructure needs.

Historically, the economy has been considered the least controllable of the major credit factors. However, in many instances, local economic development efforts have been effective in promoting new development or redevelopment, increasing economic diversity and adding to area stability.

The evaluation begins with why the community exists and what makes it function. For example, is the entity a self-contained municipality or a suburban community that is a participant in a larger area economy? In all cases, what drives the economy is determined by assessing the area employment base and local taxpayers. The composition of an issuer's employment base is assessed to determine economic structure, historical performance and trends, and prospects for the future.

Undue concentration by either employer or industry sector may be cause for concern. Overdependence on one taxpayer or one industry poses obvious risks. For example, the manufacturing sector tends to be more cyclical than other industries, and concentration substantially above the U.S. average can be a credit concern. The concentration concern may be partially offset by diversity in the sector. Also, manufacturing jobs tend to be higher paying than less cyclical sectors, such as services and trade, and generally create broader economic benefits to a community. Regarding major taxpayers/employers, the nature of their industries and outlooks is evaluated, as is the importance of the local facility to the company's total operations. Property taxpayer concentration of more than 5% for any one taxpayer or 30% for the top 10 taxpayers may require closer scrutiny. Analysis of defaults shows that economic concentration continues to be of significant concern, particularly for small

communities, or those units where developers represent a majority of taxable values.

Measurements of ability to pay are important credit factors. Median household effective buying income and per capita income figures, both absolute and relative to area, state, and national averages, are ascertained. Per capita market value of the property tax base is determined. Both factors are considered, as income reflects residents' ability to pay while per capita market value also accounts for commercial/industrial presence (property wealth) in the tax base. Generally, for a predominantly residential community's tax base to constitute the basis of an above-average GO rating, per capita income levels are at or above average. Alternatively, a strong and diverse commercial/industrial component in the tax base (i.e. about 40% or higher) can bolster an otherwise average residential income base, supporting an above-average GO rating.

Additionally, tax collection history is evaluated for its reflection of the health of the economic base and budgetary implications. A precipitous decline in the current tax collection rate can reflect either a problem with a major taxpayer or a weakness in the economy in general. Also, a chronically weak current tax collection rate (i.e. in the low 90% range) could indicate inattentive fiscal management or poor collection procedures, although it might also relate to the timing of how close tax payments become delinquent in relation to when the fiscal year ends. A consistently high total tax collection rate offsets this timing concern.

Also analyzed are historical economic trends, as well as the outlook for future growth and stability. Data elements reviewed include population, tax base valuation, building permits, employment, and retail sales. Whether infrastructure has kept current with growth is examined, as well as the entity's financial ability to handle continued development or to meet infrastructure needs if the economy slows or stops. Economic development is watched closely in terms of attracting and retaining business without straining community resources (such as through excessive tax abatements or debt issuance) for nonsustainable projects. Many issuers have established formal economic development plans in an attempt to create and retain the resources needed to sustain and expand its economic and financial viability. Measurable results are a key component of a coordinated and effective economic development plan. The reasons that a particular community attracts or loses population or employers are considered, including the tax burden, as well as the quality and type of amenities and services offered, such as its school system and recreational and cultural facilities. Understanding a community's

strengths and weaknesses as they relate to these factors, compared with those of other communities within a metropolitan area, is important to the credit analysis.

Economic trends are never constant and the degree of cyclicity is important, as wide swings in economic performance may stress an entity's overall financial posture. Generally, economies that are not overly concentrated in any single sector tend to be less volatile and pose less long-term risk. However, even within diversified economies, some of the volatile effects of cyclical economies can occur. In the early 1990s, in regions with diversity, such as California and the Northeast, excessive growth spurts — often characterized by overheated construction and real estate sectors — culminated in dramatic economic declines, resulting from underlying changes in the economic base. Therefore, increased analytic attention is paid to the underlying basis of growth and whether its underpinnings appear to be fundamental and sustainable.

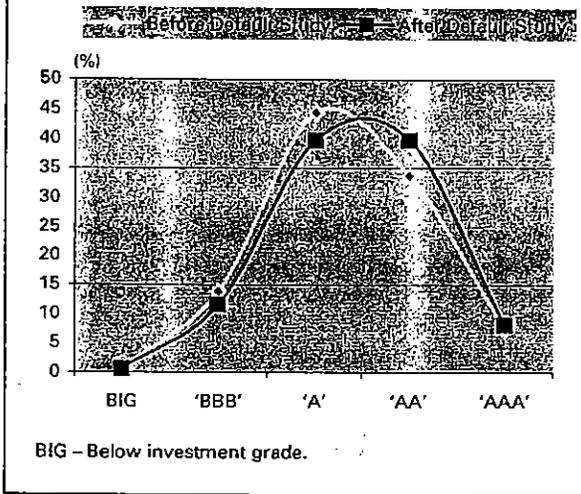
### **New Considerations in Tax Base Analysis**

Finally, traditional economic analysis has generally favored entities with more diversified economies and higher income levels. However, it is important to note that while smaller, less wealthy cities may sometimes lack economic breadth and debt repayment capacity compared with their large counterparts, their operating and capital pressures may also be considerably less demanding. Default experience does not point to a high correlation between an issuer's size or below-average wealth level and default frequency. The 1994 default of Orange County is an example that economic diversity, size, and income does not decrease default risk. As a result, Fitch IBCA has revised its approach to economic analysis, reflecting a more balanced view toward issuer size and wealth and credit risk. While issuers with large pockets of poverty will continue to face operating and capital pressures, stable entities with lower than average wealth levels that are matched by lower costs of living will be viewed more positively than they had been.

Small issuers that have a long period of established tax bases and little or no tax base concentration do not pose unusually large credit risks. Small new communities or infrastructure districts that are incurring debt on the premise that future growth will pay the debt continue to demonstrate above-average risk for default.

Issuers whose tax bases are predominantly bedroom communities, whose residents commute to work in an urban center or surrounding suburbs, are also not necessarily economic risks. Where a community demonstrates strong quality-of-life attributes and affluence, the neighborhood may actually benefit by not being tied to any particular local economy or

**Rating Distribution Before and After Default Study**



urban center. These residents may be able to work in a number of locations in the regional economy. Fitch IBCA has raised ratings on a number of these communities to 'AAA', where the regional and local economies were strong, debt manageable, finances sound, and management best practices were evident.

In the past, high-income suburban communities would not be considered for the highest rating categories because of the lack of a commercial/industrial tax base within the communities' borders.

**Results of Fitch IBCA's Review of Outstanding Ratings**

Fitch IBCA has reviewed each of its outstanding tax-backed ratings in light of its default study. In the tax-backed area, the results of rating change decisions

driven by the default study are shown in the chart at left. As seen in this chart, overall rating levels have been raised slightly, with the greatest percentage of changes moving from 'BBB' category to the 'A' category; the greatest number of rating changes occurred by upward movement in the 'A' category and movement from the 'A' range to lower 'AA' range. Fitch IBCA believes this spectrum of rating assignments is a more accurate portrayal of the default risk posed in this sector of public finance. These guidelines will help assure that the inherent strength of traditional tax-backed debt is demonstrated in ratings that, for the most part, will fall between 'A-' and 'AAA'. While tax-backed credit ratings in the 'BBB' category will still occur, they will be outliers, distinguished by credit factors that are well below average or are particularly sensitive to changing circumstances in the economy or fiscal environment.

**Conclusion**

After Fitch IBCA's comprehensive review of tax-backed ratings, the average rating changed from slightly below 'A+' to slightly above 'A+'. Despite a significant number of upgrades, Fitch IBCA's view is that there is still room for upward movement of ratings. In the course of its normal rating reviews in connection with bond sales and surveillance, Fitch IBCA believes that many issuers may be able to present a case for upgrades based on the application of and commitment to positive management practices that may not have been identified in its recent review.

Fitch IBCA believes its guideline updates will make its tax-backed ratings more responsive to changes in credit risk, particularly regarding its new guidelines on management practices. As always, Fitch IBCA welcomes readers' opinions.

## **Appendix E**

## RHODE ISLAND MUNICIPAL CREDIT RATINGS

5/15/2003

<u>Municipality</u>	<u>Date</u>	<u>Moody's</u>	<u>Fitch</u>	<u>Standard &amp; Poor's</u>
Barrington	Jul-02	Aa2		
Bristol	Jun-02	A1		A
Bristol-Warren RSD	Sep-99	Baa1		
Burrillville	Sep-02	A1	A+	
Central Falls	Jul-99	Baa3		BBB
Charlestown		A2		
Coventry	Nov-01	A1		
Cranston	Dec-02	Ba1	BB-	B
Cumberland	Feb-03	Baa2		A-
East Greenwich	Sep-01	Aa2		AA
East Providence	May-03	A3		A
Exeter		-----	-----	-----
Exeter-West Greenwich RSD	Jan-98	Baa1		
Foster		-----	-----	-----
Glocester	Apr-02			A+
Hopkinton		-----	-----	-----
Jamestown		A2		
Johnston	Nov-02	Baa3	BBB-	BBB+
Lincoln	Jan-02	Aa3	AA-	
Little Compton		A1		
Middletown	Oct-02	Aa3		
Narragansett	Nov-02	A1		AA-
New Shoreham	Apr-02			A
Newport	Nov-01	Aa3		
North Kingstown	Dec-01	Aa3		A+
North Providence	Jun-01	Baa3		BBB+
North Smithfield	Oct-01	A1		
Pawtucket	Sep-02	Baa1	A-	
Portsmouth	Dec-00	A1		
Providence	Mar-03	Baa1	A-	A
Providence Bldg Auth.	Oct-02	Baa2		BBB+
Providence Redevelopment Agy	Nov-00	Baa2		
Richmond	Jul-98	A2		
Scituate	Apr-03	Aa3		
Smithfield	May-02	A1		AA-
South Kingstown	Sep-02	Aa3		
Tiverton		A2		
Warren	Jan-02	A2		
Warwick	May-02	A1		A+
West Greenwich		-----	-----	-----
West Warwick	May-02	Baa1	BBB	
Westerly	Aug-01	A1		A+
Woonsocket	Jun-02	Baa1	A	
State of Rhode Island	Feb-03	Aa3	AA	AA

Shaded areas indicate recent rating actions

## **Appendix F**

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## Stable Outlook For Rhode Island Cities And Towns

*Approximately \$2.8 Billion in Outstanding Debt Affected*

### Summary Opinion

Moody's credit outlook for Rhode Island cities and towns is primarily stable, reflecting improved reserves, growth in assessed property values, relatively manageable state fiscal pressures, and low state aid dependence. These factors should enable the localities to weather potential modest cuts in state aid due to state-level budgetary pressures.

Over the past five years, these communities have exhibited a trend of economic and financial growth. This growth has resulted in fifteen upgrades compared to only six downgrades since 1997. While we anticipate that the rate of upgrades will decelerate given current fiscal and economic trends, Rhode Island's generally favorable credit trends and reliance on local revenues as the majority of total operating sources provides the basis for generally stable credit quality.

Moody's currently rates 32 cities and towns in Rhode Island with an aggregate \$2.8 billion in outstanding general obligation debt. The median rating for these communities is an A1. Appendix A to this special comment provides key credit information, including fund balance, tax base, debt burden, and other factors supporting our credit ratings.

Rhode Island municipalities' reserve levels have improved, with the median General Fund balance growing to 12% from 8% in 1997. Between 1997 and 2001, General Fund balance as a percentage of General Fund revenues has grown in 24 of the 32 municipalities.

The economy has also grown, thanks to assessed values across the state, which have increased 13% since 1997. Modest property value increases recorded in recent years have served to restore much of the value lost in the early 1990s.

We also believe that state fiscal pressures will remain relatively manageable. Rhode Island faces mounting budgetary pressures related to job loss and a slowing economy. However, the state's \$150 million budgetary gap, equivalent to 5% of revenues, is less severe than expected by its neighboring New England states of Massachusetts and Connecticut, which expect deficits of \$3 billion and \$1.5 billion, respectively. The anticipated operating deficit is expected to generate only modest reductions in local aid.

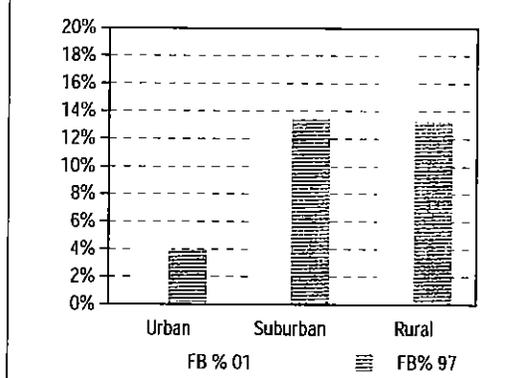
Finally, reliance on state aid is low compared with the region. The median level of state funding for Moody's rated Rhode Island municipalities is 22.5%, compared to 32% across New England. Rhode Island municipalities depend more on property taxes than on any other source of revenues, which mitigates exposure to the state's budgetary pressures.



## Financial Operations And Reserve Levels Have Improved

Critical to our generally stable outlook on Rhode Island municipalities is that most communities that Moody's rates maintain satisfactory reserve levels (a median of 12%, compared to 8% in 1997) that have remained stable or improved in recent years. As outlined in Appendix A, since 1997, General Fund balance as a percentage of General Fund revenues has grown in 24 out of the 32 municipalities. In actual dollar amounts, General Fund balance has grown in 27, or 84%, of those communities. This data demonstrates that fiscal performance for the vast majority of Rhode Island municipalities has been consistently favorable. Moody's believes that this satisfactory level of financial flexibility positions municipalities well to face upcoming fiscal pressures, particularly related to salary and benefit cost increases. Although we recognize that additional use of reserves may be required to meet growing budgetary demands, we expect that these draws will not significantly reduce the overall financial flexibility and will be part of a comprehensive financial plan to maintain structural balance between recurring revenues and recurring expenditures.

General Fund Balance as % of Revenues



Financial performance trends differ between urban and non-urban localities. Rhode Island's suburban and rural communities maintain more comfortable reserve levels than their urban peers. The median General Fund balance among suburban and rural communities has grown to 13.7% and 17.9% in 2001, respectively, from 13.4% and 13.2%, in 1997, respectively. To compare, General Fund balance medians of urban localities remain more modest, despite growing to 4.3% from 3.9% over the same time period.

### Providence -- The State's Economic Center

Providence (rated Baa1), the state's largest city and the second largest city in New England, serves as the economic and employment center of Rhode Island. Moody's believes Providence's dominant economic position, coupled with ongoing development and redevelopment efforts, provides favorable opportunities for economic growth. The city plays a large role in the economy of southeastern New England given the presence of the state capitol and the strong institutional presence within its borders. With an estimated 26% share of the total state employment, including approximately 40% of employment in the FIRE sector, Providence remains a vital and integral part of the state's overall economy. Indicative of the strong economic diversity of the city beyond the public sector, the city maintains a vibrant and expanding service sector supported by the healthcare, educational and financial services. These include numerous hospital facilities, academic institutions like Brown University and Johnson & Wales University, as well as Citizens Bank and Fleet. Various hotel developments support the business, government, and tourism sectors, and another 600 rooms in the next two years are expected, with the potential for 400 more in the near future. Numerous on-going projects benefit from tax incentive programs including retail, corporate and residential development in the downtown. While new growth has not been reflected on the tax rolls as the city's tax base prior to revaluation has remained flat (averaging 0.4% growth annually from 1997-2001), the recent reassessment shows a marked increase in values (19.3%) with a full value of \$7.1 billion. Though the city continues to face challenges associated with relatively low wealth indices and above average unemployment rates, population growth in the last census (8% from 1990-2000) reversed a trend of severe contraction in the resident base similar to other urban communities in the Northeast. Moody's believes sustained development and revitalization efforts benefiting from both public, not-for-profit, and private support positions the city well to realize additional tax base expansion and the resulting growth in tax revenues. Also factored into its Baa1 rating is the city's relatively narrow financial position, which unlike other cities, is heavily dependent upon state aid as shown in Appendix A.

### Economic Growth And Socioeconomic Stability

Also factored into our generally stable outlook is the modest property value increases recorded in recent years, which have served to restore much of the value lost in the early 1990s. During the last national recession, the state lost approximately 12% of its property value, with total full value dropping to \$56.24 billion from \$63.94 billion. Since that time, values have grown at a moderate pace and have finally regained lost value, climbing to \$65.38 billion in fiscal 2002. The increase in property values reflects a combination of new residential development and modestly rising

home values. Data on single-family home sales between 1996 and 2001 indicates sales have increased steadily to 9,113 annually from 6,950, a 35.2% overall increase. Additionally, median single-family home values increased substantially in virtually every community, with the average value of a single-family home climbing 34.5% to \$156,000 in 2001 from \$116,600 in 1996. The national median in 2001 was \$134,386.

The state's policy of instituting revaluations every nine years with statistical updates in the third and sixth year allows for municipalities to benefit from market value appreciation as well as new growth. Average growth in assessed valuations during this time period was 13% in individual communities. Furthermore, all but three localities that Moody's rates recorded gains in assessed valuation during this time.

The socioeconomic profile of Rhode Island shows that wealth in the state remains on par with national medians but still lags behind neighboring states. Median family income represents only 80.6% of Connecticut and 85.6% of Massachusetts, and per capita income levels are similar. Additionally, the state's unemployment rate of 4.8% in 2001 is equal to the national average (4.8%), but higher than surrounding states. However, Rhode Island's unemployment rate increased at a slower rate than Connecticut and Massachusetts over the past two years. This change may indicate more stability given improved economic diversity and relative insulation from large-scale layoffs by multi-national companies. Employment sector concentration has shifted in recent years, as manufacturing jobs declined to 14.6% of the employment base in 2001, from 21.8% in 1991. These jobs were replaced by service positions, which represent 35% of the base and wholesale and retail trade, accounting for 22.5%.

### **Growth In Suburban And Rural Communities Outpaces That Of Urban Centers**

While tax base growth has occurred in virtually every municipality since 1996, non-urban communities have grown at a faster pace than urban centers, resulting in a shift of net property wealth from urban communities to suburban and rural areas. Growth in assessed values illustrates this point, with urban communities growing at a moderate pace of 9.5% between 1997 and 2000. Over the same time period, suburban and rural municipalities grew at a higher rate of 15.6% and 22.0%, respectively. Consequently, urban property value as a proportion of total statewide value has declined to 44.5% in 2002 from 50.6% in 1992.

Population trends are similar, with average population growth in urban areas at modest 2.5% between 1990 and 2000. Conversely, population growth in both suburban and rural communities was more moderate, with the average increases of 5.8% and 10.7%, respectively.

### **Munis Positioned To Weather Reductions In State Aid**

Rhode Island faces mounting budgetary pressures related to job loss and a slowing economy. However, the state's projected \$150 million budgetary gap for fiscal year 2004, equivalent to 5% of revenues, is less severe than expected by its neighboring New England states of Massachusetts and Connecticut, which expect deficits of \$3 billion and \$1.5 billion, respectively. The anticipated operating deficit is expected to generate only modest reductions in local aid - an important consideration in our stable outlook. The state's revenue base is less reliant on capital gains and other income related to stock market performance. Further, personal income taxes did not grow as robustly nor decline as quickly as in neighboring states.

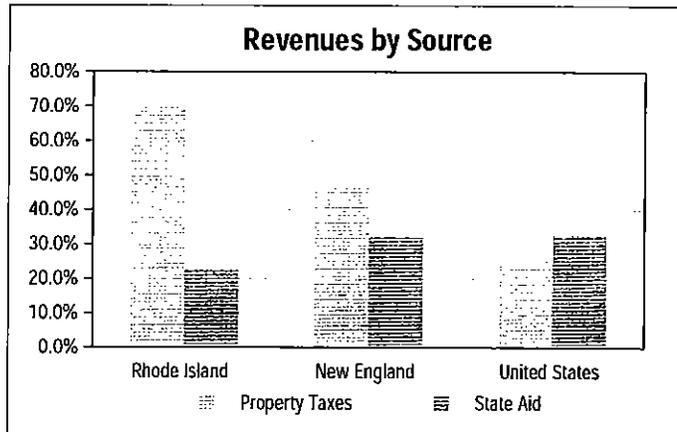
For additional information, see Moody's credit report for the State of Rhode Island, dated December 11, 2002.

### **Dependence On Property Taxes Shield Municipalities From State Aid Cuts**

Factored into our stable outlook is the fact that Rhode Island municipalities depend more on property taxes than on any other source of revenues, which mitigates exposure to the state's budgetary pressures. See also Appendix A. In fiscal 2002, property taxes represented a median of 70% of operating revenues for Moody's rated localities. This proportion exceeds both national averages (25%) and New England states' averages (46.8%). Over the past five years, property taxes have come to represent a larger proportion of revenues, and state aid as a percentage of revenues has declined (currently representing 22.6% of operating revenues for Moody's rated cities and towns). In contrast, state aid in other New England states has become a larger part of the budget (currently representing 32% of operating rev-

enues) as property taxes have declined. As a result, Rhode Island municipalities have less state dependence, further insulating these communities from any downward shifts in state funding.

Although there is a 5.5% cap on property tax levy growth, this cap can be applied to either the levy or growth in tax rates - giving the communities some additional operating flexibility. With the current recession and stagnating state aid levels, a larger number of communities have sought state approval to exceed the 5.5% levy cap. The motor vehicle exemption originally froze motor vehicle tax rates at fiscal 1998 levels, with taxable values on motor vehicles decreased each year until all value is exempt from taxation in fiscal 2007. Lost revenues from the exemption was to be funded through additional state aid. Over the past year, economic pressures have forced the state to revisit the cost shifting issue to avoid more significant budget gaps. This motor vehicle exemption program has been indefinitely frozen, thereby allowing the state to avoid increased costs.



## Conclusion

Moody's expects that Rhode Island cities and towns will maintain overall credit stability despite challenges related to the state's fiscal position and the overall economic climate. This outlook reflects the fact that Rhode Island municipalities have benefited from trends of augmented financial operations with improved reserve levels, modestly growing local economies, and a relatively low reliance on state funding. The outlook also considers that the last economic expansion period provided more modest economic and financial gains for Rhode Island localities than in other New England states and that current projections indicate that this recession may not result in a significant tax base contraction. As a result, these communities are better positioned to weather state-level budget pressures, which may result in modest reductions to local aid.

## City Of Cranston

The City of Cranston (rated Ba1, negative outlook) is Rhode Island's only below investment-grade municipality. The city was downgraded to the current rating on June 6, 2002 to the current rating, reflecting years of fiscal deterioration to the point of insolvency, related to grossly overestimated revenues and increasing employee wage and fringe benefit costs. Since being downgraded, the city has introduced a comprehensive recovery plan, under the guidance of the State Auditor General. The program includes a supplemental tax rate increase included in subsequent years' tax levies, a comprehensive five-year fiscal plan to provide structural balance and fund a substantial pension liability, and the adoption of a financial review board to advise the city on all purchases over \$25,000. Although the recovery plan steps are promising, the city faces substantial hurdles in returning to fiscal stability.

In response to the city's dire financial situation, the Rhode Island General Assembly adopted, and Governor Carcieri enacted the Cranston Qualified Bond Act, which Moody's anticipates assigning a rating shortly. The act is a direct-pay arrangement authorized by state statute, and similar to that of Massachusetts, in which the State General Treasurer makes debt service payments on qualified bonds directly to a state-approved paying agent 15 days prior to principal and interest payment dates. Moody's believes the program's sound mechanics and the city's ample expected coverage levels of at least six times annual debt service provide sufficient funds for timely debt service payments. Moody's assigned its highest short-term credit rating on the city's recent issue of Bond Anticipation Notes based on the specific details of the program.

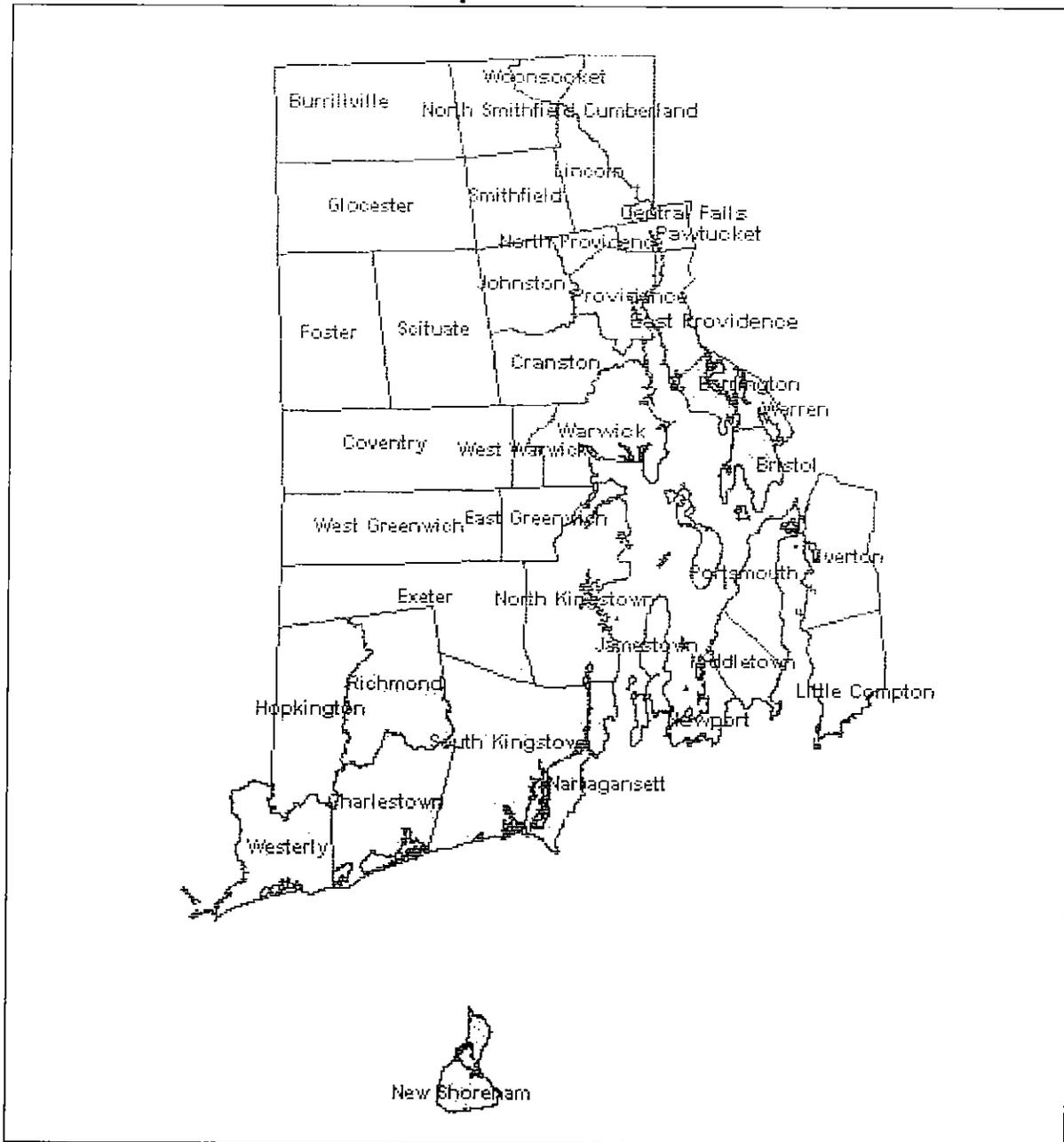
# Appendix A

	Rating	Population 2000	Full Value 2002	Full value per capita	Fund Balance	% of Revenues	Prop tax % of Revenues	State Aid % of Revenues	Debt Burden	Fund Balance	FY97 Fund Balance	% of Revenues
Barrington	Aa2	16,819	1,483,982	88,232	9,062	20.5%	80.9%	2.3%	1.8%	4,085	4,085	12.7%
Bristol	A1	22,469	1,330,473	59,214	5,093	18.0%	83.9%	5.9%	2.4%	4,689	4,689	21.6%
Burrillville	A1	15,796	851,238	53,889	8,314	22.3%	53.4%	42.7%	4.2%	5,719	5,719	19.5%
Central Falls	Baa3	18,928	346,793	18,322	612	4.2%	54.4%	33.3%	5.7%	812	812	6.7%
Charlestown	A2	7,859	962,959	122,529	4,033	23.5%	81.1%	13.3%	0.4%	1,598	1,598	13.2%
Coventry	A1	33,668	1,802,210	53,529	6,575	10.1%	58.8%	31.3%	1.8%	4,229	4,229	8.5%
Cranston	Ba1	79,269	4,355,789	54,949	-1,427	-0.6%	66.0%	22.5%	2.1%	9,650	9,650	6.3%
Cumberland	Baa3	31,840	1,998,344	62,762	4,617	8.1%	66.6%	27.5%	2.2%	(2,302)	(2,302)	-5.8%
East Greenwich*	Aa2	12,948	1,180,884	91,202	4,299	13.6%	85.1%	10.5%	1.1%	3,508	3,508	14.5%
East Providence*	A1	48,688	2,663,377	54,703	7,784	8.3%	62.8%	36.2%	0.9%	4,266	4,266	5.4%
Jamestown	A2	5,622	928,542	165,162	3,441	23.9%	82.4%	9.8%	0.7%	1,647	1,647	16.2%
Johnston	Baa3	28,195	1,848,526	65,562	3,292	4.8%	67.7%	27.0%	1.5%	(6,429)	(6,429)	-14.3%
Lincoln	Aa3	20,898	1,706,267	81,647	6,933	15.7%	67.6%	6.9%	2.3%	5,001	5,001	14.1%
Little Compton	A1	3,593	1,669,563	464,671	1,592	21.8%	80.9%	8.1%	0.3%	1,125	1,125	19.9%
Middletown	Aa3	17,334	1,369,541	79,009	7,102	17.0%	64.0%	29.9%	0.9%	1,457	1,457	4.5%
Narragansett	A1	16,361	1,746,435	106,744	3,580	9.6%	83.3%	12.0%	0.7%	1,023	1,023	3.5%
Newport*	Aa3	26,475	2,223,942	84,002	8,304	12.4%	72.6%	20.3%	0.9%	1,359	1,359	2.9%
North Kingstown	Aa3	26,326	2,248,374	85,405	6,636	10.0%	74.2%	22.6%	2.8%	807	807	2.2%
North Smithfield*	A1	10,618	824,341	77,636	1,062	4.7%	72.9%	18.8%	2.6%	1,286	1,286	7.6%
Pawtucket	Baa1	72,958	2,459,737	33,714	9,275	6.4%	45.1%	51.0%	3.1%	722	722	0.7%
Portsmouth**	A1	17,149	1,483,014	86,478	3,604	8.9%	75.2%	23.0%	1.0%	860	860	3.5%
Providence*	Baa1	173,618	7,102,130	40,907	7,323	1.5%	42.1%	47.7%	5.4%	5,293	5,293	1.5%
Richmond	A2	7,222	462,497	64,040	4,741	32.8%	58.9%	38.0%	0.4%	2,475	2,475	21.6%
Scituate	Aa2	10,324	1,180,415	114,337	3,916	19.0%	75.8%	21.9%	1.6%	2,308	2,308	14.0%
Smithfield	A1	20,613	1,444,452	70,075	6,630	16.3%	76.1%	18.9%	0.9%	6,916	6,916	23.0%
South Kingstown	Aa3	27,921	2,407,184	86,214	7,523	12.1%	69.7%	20.8%	1.8%	3,669	3,669	8.5%
Tiverton	A2	15,260	1,062,551	69,630	4,378	15.9%	70.4%	25.1%	0.5%	2,357	2,357	10.7%
Warren	A2	11,360	692,089	60,923	5,390	32.3%	83.3%	10.7%	1.8%	2,601	2,601	21.0%
Warwick*	A1	85,808	5,789,006	67,465	8,385	4.1%	69.3%	24.6%	1.3%	5,674	5,674	3.3%
Westerly	A1	22,966	2,746,918	119,608	3,988	7.8%	71.9%	14.6%	0.6%	5,476	5,476	14.2%
West Warwick	Baa1	29,581	1,284,744	43,431	8,204	12.6%	55.3%	41.8%	2.5%	4,429	4,429	7.1%
Woonsocket	Baa1	43,224	1,248,964	28,895	3,778	4.0%	37.2%	57.9%	15.3%	2,725	2,725	3.9%

\*FY2001 financial data included, as FY2002 unavailable

\*\*Draft FY2002 financial data included

# Map of Rhode Island



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Report Number: 77504

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**APPENDIX J – SUBMISSION TO RI DEPT. OF EDUCATION FOR SCHOOL  
CONSTRUCTION PROJECT AND TOWN COUNCIL VOTE REGARDING SUBMISSION**

# PART 1

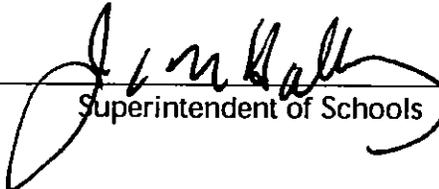
## RHODE ISLAND DEPARTMENT OF EDUCATION REQUEST FOR APPROVAL OF SCHOOL CONSTRUCTION PROJECT

### PART 1: GENERAL INFORMATION

1. Local School District: North Kingstown
2. Date Submitted: November 6, 2003
3. Name of Contact Person: Joseph F. Quinn, Jr., Director of Administrative Services
4. Telephone Number: (401) 268-6410
5. Brief Description of Project: Renovations & additions to existing Davisville Elementary School and construction of new 550 student middle school or renovations & additions to existing Wickford Middle School.
6. Project Location: Davisville Elementary School, 50 East Court  
Wickford Middle School, 250 Tower Hill Road
7. Total Cost of Project: \$24,433,000.00 (Based on Phase I of Comprehensive Feasibility Analysis)
8. Eligibility for Incentive Bonus:  Yes  No
9. If yes, indicate the type(s) of bonus:  asbestos abatement  
 energy conservation  
 handicapped access  
 regionalization  
 renovation (regional \_\_\_\_\_  
districts only)

\* \* \* \* \*

I testify to the accuracy of the information provided in this application.

  
\_\_\_\_\_  
Superintendent of Schools

Nov 5, 2003

\_\_\_\_\_  
Date

**DUE DATE:**

November 6, 2003

Return to: Celeste Bilotti  
Office of Finance  
R.I. Dept. of Education  
255 Westminster Street  
Providence, RI 02903  
Phone: 222-4600, Ext. 2420

# PART 2

## RHODE ISLAND DEPARTMENT OF EDUCATION REQUEST FOR APPROVAL OF SCHOOL CONSTRUCTION PROJECT

### PART 2: PLANNING AND MUNICIPAL SUPPORT ACTIVITIES

1. Describe Project Planning Activities:

The Robinson Green Beretta Corporation was hired to complete a Comprehensive Facility Feasibility Analysis on the 4 remaining elementary schools and remaining middle school in the district, that have not been upgraded within the last 10 years, in order to provide a long-term plan to create equity of educational program throughout all of the schools in the district. Input was obtained from School Advisory Committees, School Principals and staff, Central Office staff and from subcommittees of the School Committee. The Comprehensive Facility Feasibility Analysis has been prepared and is attached.

2. Is the project in conformance with the approved municipal plan required under the R.I. Comprehensive Planning and Land Use Regulation Act (GL 45-22.1)? (X) Yes ( ) No

2A. If the project includes building a new school, has the district considered smart growth concepts with relation to educational facilities and the impact of sprawl in developing and planning for the construction of a new school in the community?

If the decision to build a new 550 student middle school is up-held due to the in-adequacy of the existing Wickford Middle School site to support a new septic system, the new school site will be selected in the southern end of North Kingstown located to minimize the impact of sprawl within the community consistent with the "smart growth" concept of school planning.

3. Describe how the project is coordinated with BEP, including the identification by standard of BEP deficiencies addressed by this project:

RGB in planning for educational spaces has conformed to the most current addition of the "Guidelines and Planning Information" adopted by the Rhode Island Department of Education for guidelines on square footage requirements for educational space components. Specifications of new spaces have been established at or near the minimum requirements of the Basic Education Plan or "Necessity of Construction" unless there are specific circumstances justifying more generous space allocations. Although the BEP deficiencies in both educational program space as well as physical plant are too detailed to list here, they are specifically enumerated within the attached Comprehensive Facility Feasibility Analysis.

4. Describe how this project will correct/not create school facility inequities:

The proposed projects are Phase I of a multi-year plan to upgrade all of the 4 remaining elementary schools and remaining middle school in the district, that have not been upgraded within the last 10 years in accordance with the attached Comprehensive Facility Feasibility Analysis. The long-term goal is to create equity of educational program throughout all of the schools.

5. If this project involves new construction, either of a building or an addition, will the new construction provide for wiring consistent with current standards for computer networking technology in schools?

(X) Yes ( ) No

**PART 2: PLANNING AND MUNICIPAL SUPPORT ACTIVITIES (continued)**

- 5A. If you answered yes above, or if this is a renovation project involving technology, please provide the following information: Describe the steps you took to create your plan for building wiring, hardware, system configuration, systems integration, and data linkages to other systems, e.g., the Internet. Provide specific information about local experts in business, industry, research or education who were consulted on an ongoing basis, any formal external reviews of plans, how cost estimates were calculated, and how the proposed plan is linked to more comprehensive district and/or state plans in technology (for assistance in addressing these issues contact Bill Fiske, Technology Specialist, at the R.I. Department of Education at 222-4600, Ext. 2130 or via e-mail at [fiske@ride.ri.net](mailto:fiske@ride.ri.net)).

Not applicable as North Kingstown School Department has adopted and implemented its own Technology Plan. All renovations and additions as well as any new construction will be consistent in following the adopted Technology Plan.

6. If this project involves renovating or demolishing an existing building, does the building have historical value, and if so, has the Rhode Island Historical Preservation & Heritage Commission been advised about the project?

(Please Note: If the building involved is 50 years old, or older, you must contact the Commission. Please do so in writing to Mr. Rick Greenwood, Rhode Island Historical Preservation & Heritage Commission. Please do so in writing to Mr. Rick Greenwood, Rhode Island Historical Preservation & Heritage Commission, Old State House, 150 Benefit Street, Providence, RI 02903- 1209 (222-4134). The Commission's website is [www.rihphc.state.ri.us](http://www.rihphc.state.ri.us))

It is assumed that the Wickford Middle School constructed in 1931 and a part of the "Wickford Historical District" does in fact have historical value. If the decision to build a new 550 student middle school is up-held, an adaptive re-use of the existing facility by the Town would be expected given the historical nature of the building. If the option to renovate and add-on to the existing Wickford Middle School is supported by further site analysis, the scope of work in respect to the Commission is substantially different. The Rhode Island Historical Preservation & Heritage Commission will be advised of the status of the project at that point in time where the specifics of this project and its full scope become solidified.

7. Fiscal Planning Activities:

- A. Describe the fiscal analysis undertaken in planning this project including any estimated increase in the school operating budget; the current municipal tax rate and percent of valuation; and the current level of school housing bonded indebtedness.

Since many of the proposed building shell improvements to both projects involve replacement of and/or upgrade major systems and building components, it is assumed that even with the additions, the over-all maintenance and operation of both facilities should decrease or remain the same.

There will also be a savings in transportation costs related to the bussing of approximately 90 4<sup>th</sup> and 5<sup>th</sup> grade students living within walking distance to Davisville Elementary, and the bussing of approximately 80 students that should be attending Wickford Middle School to the Davisville Middle School.

At this time it is also anticipated that minimal additional staffing would be required (excluding projected student population increases) to implement the proposed Phase I projects. It is anticipated that there would be a re-location of teachers and staff, based on a more efficient delivery of existing educational program with the proposed re-distribution of students as indicated above.

Current Municipal tax rate and percent of valuation: \$23.31 per 1000  
100% of valuation

Current level of school housing bonded indebtedness: \$36,954,994.00 (see attached)

**PART 2: PLANNING AND MUNICIPAL SUPPORT ACTIVITIES (continued)**

B. Indicate the planned completion schedule of the project (or major project components) by fiscal year:

Fiscal Year	Dollar Amount of Completed Project
<u>2005/06</u>	<u>\$ 24,433,000.00</u> (Phase I)

8. Is the project to be supported by a general obligation bond? (X) Yes ( ) No

If no, please indicate the funding mechanism planned and the rationale for why this funding mechanism is appropriate for this project and represents sound municipal fiscal policy.

Include the specific method for public review that will be followed for the funding mechanism selected.

9. Local School Committee Support (Attach documentation): (X) Yes ( ) No

10. Local Town Council(s) Support (Attach documentation): (X) Yes ( ) No

**Outstanding Debt**

The following table, Chart C, shows the status of all outstanding debt for the Town. With no new debt added since December 2001, grand total net debt will be reduced by \$3.4 million from FY 2003.

**Chart C****Statement of Municipal Debt for Fiscal Year Ending June 30, 2004**

Interest Rate	Maturity Date	Issue Date and Purpose of Issue (Amounts in millions)	Total Payment 03-04	Net Debt 6/30/04
<b>Municipal Debt</b>				
6.3 -6.8%	12/15/2006	\$ 0.8 Dec-91 Open Space (Recreation)	\$82,198	-\$225,000
5.0 -5.4%	8/1/2011	\$ 0.79 May-96 Open Space (Recreation) and \$0.56 Public Facilities	\$129,235	\$716,975
3.91%	7/15/2007	\$ 1.9 (1990) and \$ 1.25 (1992) Dec- 98 Refunding Open Space (Recreation)	\$258,123	\$532,650
4.42%	12/31/2019	\$ 1.025 Dec-98 Open Space (Farmland) and \$ 2.250 Roads	\$272,248	\$2,455,014
4.42%	12/31/2019	\$ 1.0 Dec-98 Library	\$83,103	\$749,388
5.078%	9/15/2020	\$3.6 Farmland Preservation and \$.235 Open Space	\$361,763	\$3,250,000
4.32%	6/15/2016	Jun-01 \$1.56 Farmland, \$1.9 Public Facilities, \$.385 Asset Protection	<u>\$412,921</u>	<u>\$3,020,000</u>
		<b>Total Municipal Debt</b>	<b>-\$1,599,590</b>	<b>\$10,949,027</b>
<b>School Debt</b>				
5.0 -5.4%	8/1/2011	\$ 4.6 May-96 Elementary Additions	\$440,355	\$2,443,026
3.91%	7/15/2007	\$ 3.1 (1990) School Renovations Dec- 98 Refunding	\$228,902	\$472,350
4.42%	12/31/2019	\$ 0.795 Dec-98 Athletics and \$ 2.2 Technology	\$248,916	\$2,244,618
5.06%	6/15/2019	\$1.505 June-99 School Athletics	\$120,563	\$1,255,000
5.65%	10/1/2025	\$33.0 Dec-99 High School	\$2,973,300	\$29,040,000
3.95%	12/15/2011	Dec-01 \$1.9 School Additions	<u>\$261,650</u>	<u>\$1,500,000</u>
		<b>Total School Debt</b>	<b><u>\$4,273,686</u></b>	<b><u>\$36,954,994</u></b>
<b>Total Debt Combined School &amp; Municipal</b>			<b>\$5,873,276</b>	<b>\$47,904,021</b>
<b>Master Lease Purchase Debt</b>				
5.60%	10/20/2003	\$122,545 Transfer Station Loader	\$27,322	\$0
		<b>Total Master Lease Debt</b>	<b>\$27,322</b>	<b>\$0</b>
<b>Enterprise Funds Debt</b>				
4.42%	12/31/2019	\$ 0.615 Dec-98 Golf Course Club House	\$51,120	\$460,980
5.70%	10/7/2006	\$ 0.9 Oct-96 Slocum Water Tank	<u>\$120,843</u>	<u>\$324,448</u>
		<b>Total Enterprise Debt</b>	<b><u>\$171,963</u></b>	<b><u>\$785,428</u></b>
<b>Combined Grand Total Debt</b>			<b>\$6,072,561</b>	<b>\$48,689,449</b>

NORTH KINGSTOWN SCHOOL COMMITTEE  
Wednesday, October 22, 2003

JRB\_JRC\_JAH\_\_\_  
RBC\_DLD\_\_\_  
CWM\_RJF\_\_\_

6:00 PM Executive Session for a Level III Grievance  
Pursuant to RIGL 42-46-4 and 42-46-5(a) (1) (2) and (4)

Rec'd OCT 31 2003 RGB

7:00 PM Business Meeting

Central Administration Building

100 Fairway Drive, North Kingstown

*"Challenging Student Excellence"*

Minutes

The meeting was called to order at 6:00 PM. Don DeFedele made a motion to move to executive session for the purpose of discussing a Level III Grievance. The motion was seconded by Carol Hueston. The vote was unanimous.

The meeting was moved to open session at 7:06 PM.

**I. Pledge of Allegiance**

**II. Roll Call**

**Present:** Chairperson Don DeFedele; Vice Chairperson Dr. Denise Coppa; Carol Hueston, Barry Martasian, Bill Mudge, Kevin Mulvey, Pat Watkins

**Absent:** Cathy Kaiser, Jamestown School Committee Representative

**Administration Present:** James M. Halley, Ed.D, Superintendent of Schools; Joseph F. Quinn, Jr., Director of Administrative Services; William J. Daly, Director of Human Resources

**III. Open Forum**

- Bob Sullivan, President of NEANK, announced that the North Kingstown teachers had ratified the tentative agreement with the North Kingstown School Committee with an approval vote of 85%.
- Chris Emerson asked why the Butternut Drive area seemed to be the exception in the southern end of town in regard to busing children to Fishing Cove School. He questioned why the Committee doesn't consider building a new school in the southern end.  
Don DeFedele explained that the schools have already been redistricted and that area was designated as Fishing Cove School.  
Dr. Halley stated that a study group had looked at the districting lines over a year's time period and this districting was the recommendation of the group so there would be a long term lasting impact.  
Don DeFedele said that it was never intended to isolate a neighborhood. With regard to building a new school, that will require much more discussion and will go through the long process with the feasibility study.
- Kathy Brown questioned the meeting procedure of the night. She asked if the RGB report could only be discussed by the public at open forum.  
Don DeFedele answered that this was a Business Meeting and open forum and ending comments are the time for public input.  
Ms. Brown commented that the bond issues needed time to be discussed. She suggested that money be diverted to schools that need it now instead of waiting for a bond. She

commented that Davisville Elementary needs space, and Wickford Middle School needs work for a large sixth grade population coming in next year.

Don DeFedele suggested moving item number V - New Business, Ratification of the NEANK Contract – to this point in the agenda. There were no objections.

- Pat Watkins made a motion to ratify the NEANK teachers' contract with the School Committee. Carol Hueston seconded the motion.

**Vote – approved 6/0 with Bill Mudge abstaining.**

#### IV. Routine Items

A. Disclosure of Executive Session Votes – no votes taken.

B. Correspondence

Pat Watkins reported being notified of the SORICO Keywords meeting scheduled for November 3, 2003.

Don DeFedele pointed out the letter from the Auditor General concerning RI law 44-5-2 which states that a town may levy a tax in excess of 5.5% under emergency conditions. This is important to remember when the budget is being discussed. It was suggested that Cindy Olobri, town Finance Director, be invited to speak to the Committee at the next worksession about these conditions.

Bill Mudge has attended a meeting with the Auditor General who stated there is legislation that requires line items over \$100,000 to be identified.

C. Calendar

Dr. Halley review the upcoming events with the School Committee.

#### Consent Agenda:

Approved items on the consent agenda are marked with \* on a motion by Pat Watkins and seconded by Carol Hueston (7/0).

Approved items that were exempted or amended within the consent agenda are marked with \*\* as indicated immediately following the item.

Withdrawn or Tabled Items from the consent agenda are marked with \*\*\* as indicated immediately following the item.

D. Approval of Minutes of Prior Meetings

1. January 29, 2003 Executive Session\*
2. June 5, 2003 Executive Session\*\*
3. August 26, 2003 Executive Session\*\*
4. August 28, 2003 Executive Session\*\*
5. September 3, 2003 Executive Session\*\*
6. September 4, 2003 Executive Session\*\*
7. September 5, 2003 Executive Session – typo, September 9, 2003\*\*
8. September 13, 2003 Executive Session\*\*
9. September 18, 2003 Executive Session\*\*
10. September 22, 2003 Executive Session\*\*
11. September 23, 2003 Executive Session\*\*
12. September 24, 2003, School Committee Business Meeting\*
13. October 8, 2003, School Committee Worksession\*
14. October 15, 2003 Special Meeting\*

Bill Mudge requested exemptions of items 2-12.

- o Mr. Mudge felt that the minutes should state the action taken and specify items that should be addressed.
- o Don DeFedele stated that no actions were taken and no votes were taken at the negotiations sessions and finds nothing wrong with the minutes.
- o Pat Watkins found nothing wrong with the minutes and felt that executive meeting items have the right to be kept private.
- o Kevin Mulvey would like to correct the September 9, 2003 to read that the Committee recessed at 12:00 AM, not 12:00 PM.

Pat Watkins made a motion to approve the executive session minutes. Carol Hueston seconded. Vote 6/1 to approve with Bill Mudge voting no.

Pat Watkins made a motion to approve the corrected minutes of September 9, 2003. Kevin Mulvey seconded.

Vote 6/1 to approve with Bill Mudge voting no.

Mr. Mudge withdrew the exemption for September 24, 2003 Worksession minutes.

Pat Watkins made a motion to approve the minutes of the September 24, 2003 Worksession. Carol Hueston seconded.

Vote 6/1 to approve with Bill Mudge abstaining.

#### **E. Financial Reports**

1. Monthly Deficit Monitoring Report\*\*\*
2. Quarterly Revenues\*\*\*
3. Expenditure Report\*\*\*
4. InSite Certification Report

Bill Mudge requested exemptions of all financial reports.

- o Items 1, 2, and 3 were moved to the next worksession on November 5, 2003.

Recess was taken at 7:49 PM for the Committee to read the InSite Certification Report.

The meeting resumed at 8:03 PM.

- o Mr. Mudge felt that the InSite Report did not agree with the Financial Report letter to the School Committee from Joe Quinn, Director of Administrative Services. The InSite Report accounts for State Aid in 2004 in the amount of \$11,122,659. Mr. Quinn's letter reports State Aid in the amount of \$10,848,027. He requested clarification.

Mr. Quinn responded that the higher figure includes general state aid and literacy set-aside targeted funds that are not reported in his letter.

Mr. Mudge would like to know what the surplus was in item #5 in InSite. Item # 5 states "If there were a school department FY 2003 surplus (from state or local dollars), did the school committee retain the surplus for either FY 2004 or FY 2005 (as opposed to turning the surplus back to the municipality)?"

Dr. Halley explained that the town did not retain it. That money is put into our own account and used as the base for the start of next year.

- Mr. Mudge asked about item #4 - \$10,652 unexpended budget appropriation. Joe Quinn explained that the money is returned to the town. That money is then earmarked for the schools in the following year.
- Mr. Mudge asked about a \$257,000 surplus this year. Mr. Quinn explained that this figure comes from revenues. Excess revenues are received but not spent because they have not been budgeted as appropriated. We received more revenues than were budgeted as appropriated, mostly from Jamestown tuitions. We can't spend over our appropriations.

Kevin Mulvey made a motion to accept the InSite Report. Carol Hueston seconded.  
Vote to approve 6/1 with Bill Mudge voting no.

#### **F. Bids and Awards**

- 1) Remittance for \$119,873.00 to SERVPRO for Mold Removal and Containment at various locations throughout the School Department.\*

#### **F. Personnel Items**

##### 1. Appointments, Non-Certificated Staff:

- a) Howard Gyba, 2<sup>nd</sup> Shift Custodian at the North Kingstown High School, 8 hours per day, 5 days a week for a total of 40 hours per week, Step1 @ \$11.58 per hour, effective October 6, 2003. Budgeted.\*
- b) Michael Petteruti, Special Education Paraprofessional at Wickford Middle School, 6 hours per day, 5 days a week for a total of 30 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective September 22, 2003. Non-Budgeted.\*
- c) Susan Erb, Special Education Paraprofessional at Stony Lane Elementary School, 6 hours per day, 5 days a week for a total pf 30 hours per week, Step 2 @ \$10.04 per hour, effective September 25, 2003. Budgeted.\*
- d) Constance Eason, School Paraprofessional at Hamilton Elementary School, 5.2 hours per day, 5 days a week for a total of 26 hours per week, Step 1 @ \$9.51 per hour, effective October 6, 2003. Budgeted.\*
- e) Nancy Ciminelli, School Paraprofessional at Fishing Cove School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 1, 2003. Budgeted.\*
- f) Lori McKay, School Paraprofessional at Fishing Cove School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 1, 2003. Budgeted.\*

- g) Carrie Phaneuf, Food Service Worker at Wickford Middle School, 3 hours per day, 5 days a week for a total of 15 hours per week, Step 1 @ \$8.02, effective October 14, 2003. Budgeted.\*
- h) Brenda Walsh, School Paraprofessional at Davisville Elementary School, 5 hours per day 5 days a week for a total of 25 hours per week, Step 1 plus an Associates Degree @ \$9.51 per hour, effective October 9, 2003. Budgeted 4 hours; non-budgeted 1 hour.\*
- i) Jigisha Pathak, Special Education Paraprofessional at Forest Park Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 14, 2003. Non-Budgeted.\*
- j) Elizabeth Cote, Special Education Paraprofessional at Forest Park Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus an Associates Degree @ \$9.51 per hour, effective October 6, 2003. Budgeted.\*
- k) Claire Pope, Special Education Paraprofessional at Wickford Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 6, 2003. Non-Budgeted.\*
- l) Eileen Murphy, School Paraprofessional at Wickford Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 6, 2003. Budgeted.\*
- m) Nancy Ciccone, School Paraprofessional at Fishing Cove, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 14, 2003. Budgeted.\*
- n) Amy Abramson-Denoff, School Paraprofessional at Wickford Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 7, 2003. Budgeted.\*
- o) Lynn McVety-Barone, School Paraprofessional at Davisville Elementary School, 4 hours per day, 5 days a week for a total of 20 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 15, 2003. Budgeted.\*
- p) Linda Rose, Special Education Paraprofessional at Davisville Elementary School, 6 hours per day, 5 days a week for a total of 30 hours per week, Step 1 plus a Bachelor's Degree @ \$9.51 per hour, effective October 16, 2003. Non-Budgeted.\*

b. Increase in Hours, Non-Certificated Staff:

- i. Paula Hurd, Paraprofessional at Forest Park Elementary School, 6 hours per day (5 hours school paraprofessional + 1 hour special education paraprofessional), 5 days a week for a total of 30 hours per week, Step 2 @ \$10.04 per hour, effective September 22, 2003. Budgeted 5 hours; Non-budgeted 1 hour.\*
- c. Appointments, 2003/2004 Curriculum Coordinators:  
(plus any negotiated increases) Budgeted In Accordance with the NEA/NK contract.\*
- |                  |                                 |           |
|------------------|---------------------------------|-----------|
| Jay Walsh        | Co-Social Studies Coordinator   | \$1749.50 |
| Michelle Sandham | Co-Social Studies Coordinator   | \$1749.50 |
| Suzanne Barry    | Mathematics Coordinator         | \$1166    |
| Jean Larson      | Art Coordinator                 | \$1166    |
| Adrian Poland    | Reading Coordinator             | \$1166    |
| Audrey Friedman  | Language Arts Coordinator       | \$1166    |
| Ed Ferrario      | Science Coordinator             | \$3499    |
| Judy O'Brien     | Co-Media Specialist Coordinator | \$583     |
| Martha Baton     | Co-Media Specialist Coordinator | \$583     |
- d. Resignation, Non-Certificated Staff:
- a) Cynthia Plante, Food Service Worker at Wickford Middle School, 3 hours per day, 5 days a week for a total of 15 hours per week, effective September 22, 2003.\*
- b) Margaret Duffy-Stephenson, Special Education Paraprofessional at Wickford Elementary School, 6 hours per day, 5 days a week for a total of 30 hours per week, effective September 19, 2003.\*
- c) Walt Hopwood, Assistant Boys Volleyball Coach at the North Kingstown High School, effective September 1, 2003.\*
5. Approval of Advanced Degree Increment Award, Certificated Staff: Budgeted In Accordance with the NEA/NK contract.
- a) Tina LaFerriere, 1.0 FTE Mathematics Teacher at the North Kingstown High School, Master's Degree + 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
- b) David Hoffer, 1.0 FTE Science Teacher at Davisville Middle School, Master's Degree, total annual increment of \$2623 plus any negotiated increases.\*
- c) Kenneth Duva, 1.0 FTE Special Education Teacher at Quidnessett Elementary School, Bachelor's Degree plus 15 credits, total annual increment of \$965 plus any negotiated increases.\*

- d) Lynda Fortin, 1.0 FTE Elementary Teacher at Wickford Elementary School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
- e) Caroline Monti, 1.0 FTE Special Education Teacher at Fishing Cove School, Bachelor's Degree plus 30 credits, total annual increment of \$1517 plus any negotiated increases.\*
- f) Andrea Pisani, 1.0 FTE Mathematics Teacher at the North Kingstown High School, Master's Degree, total annual increment of \$2623 plus any negotiated increases.\*
- g) Jason Shabo, 1.0 FTE PE/Health Teacher at the North Kingstown High School, Bachelor's Degree plus 15 credits, total annual increment of \$965 plus any negotiated increases.\*
- h) Aaron Thomas, 1.0 FTE Video Technology Teacher at the North Kingstown High School, Master's Degree, total annual increment of \$2623 plus any negotiated increases.
- i) John Ward, 1.0 FTE Social Studies Teacher at the North Kingstown High School, Master's Degree plus 30 credits, total annual increment of \$3448 plus any negotiated increases.\*
- j) Kimberly Wilson, 1.0 FTE Elementary Teacher at Wickford Elementary School, Master's Degree, total annual increment of \$2623 plus any negotiated increases.\*
- k) Paula Schartner, 1.0 FTE Elementary Teacher at Quidnessett Elementary School, Master's Degree, total annual increment of \$2623 plus any negotiated increases.\*
- l) John Daneau, 1.0 FTE Science Teacher at the North Kingstown High School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
- m) Kerri Ferrario, 1.0 FTE Elementary Teacher at Quidnessett Elementary School, Master's Degree, total annual increment of \$3034 plus any negotiated increases.\*
- n) Patricia Farri, 1.0 FTE Elementary Teacher at Quidnessett Elementary School, Master's Degree, total annual increment of \$3034 plus any negotiated increases.\*
- o) Jo-Ann Walsh, 1.0 FTE Elementary Teacher at Quidnessett Elementary School, Bachelor's plus 30 credits, total annual increment of \$1517 plus any negotiated increases.\*

- p) Rose Boyle, 1.0 FTE Guidance Counselor at the North Kingstown High School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
  - q) Charlene Vallante, 1.0 FTE Elementary Teacher at Hamilton Elementary School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
  - r) Janice Strain, 1.0 FTE Art Teacher at Wickford Middle School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*
  - s) Serena Mason, 1.0 FTE Social Studies Teacher at the North Kingstown High School, Bachelor's Degree plus 30 credits, total annual increment of \$1517 plus any negotiated increases.\*
6. Appointments, 2003/2004 Intramural Coaches: Budgeted In Accordance with the NEA/NK contract.\*  
(plus any negotiated increases)

**Davisville Middle School**

Marcia Sahagian	Intramural Director	\$1034
Dennis Brown	Recreational Games	\$411
Marcia Sahagian	Basketball	\$411
David Hoffer	Lawn Games	\$411
Ann Bianchi	Walking for Fitness	\$411
Savas Synodi	Touch Football	\$411
David Hoffer	Table Tennis	\$411
Marcia Sahagian	Volleyball 1	\$411
Dennis Brown	Volleyball 2	\$411
Savas Synodi	Team Sports	\$411
Marcia Sahagian	Tennis	\$411

7. Increase in FTE, Certificated Staff:
- a) Michelle Webber, Music Teacher at Forest Park Elementary School, from .6 FTE to .7 FTE, Step 1 with an annual salary of \$22,420 plus any negotiated increases, effective August 29, 2003. Budgeted - .6; Non-Budgeted .1.\*
  - b) Kristine Graham, PE/Health Teacher at the North Kingstown High School, from .9 FTE to 1.0 FTE, Step 5 with an annual salary of \$40,794 plus any negotiated increases, effective August 29, 2003. Budgeted - .9; Non-Budgeted .1.\*

**ADDENDUM TO THE AGENDA**

**Consent Agenda**

**D. Approval of Minutes of Prior Meetings**

Corrections:

5. September 3, 2003 Executive Session - Ms. Watkins was not present.\*
6. September 4, 2003 Executive Session  
Ms. Watkins was present.\*

**F. Bids and Awards**

2. Design and Build a Grinder Pump Connection from the C/D Building to the New High School ISDS.\*

**G. Personnel Items**

5. Approval of Advanced Degree Increment Award, Certificated Staff: Budgeted in accordance with the NEA/NK contract.\*
  - t) Nancy Voght, 1.0 FTE Mathematics Teacher at Davisville Middle School, Master's Degree plus 15 credits, total annual increment of \$3034 plus any negotiated increases.\*

**End of Consent Agenda****VI. Unfinished Business****A. Adoption of Handwriting Program for Elementary**

- o Bill Mudge asked is this would be implemented in every school.

Dr. Halley replied that all schools would use this program which will begin in second grade after the return from February vacation.

Pat Watkins made a motion to approve the Handwriting Program.

Carol Hueston seconded.

Vote to approve 7/0.

**B. School Modernization Implementation**

- o Dr. Halley distributed a recommendation of priorities of modernization implementation based on the RGB report and Asset Management Committee's suggestions. The proposal separates the RGB report into three phases considering the highest priorities to be applied first.

a.) Phase I would include the modernization of Davisville Elementary School for a cost of \$7.4 million, and new construction of Wickford Middle School for a cost of \$18.0 million. Total cost for Phase I would be \$25.4 million.

This would require bonding in the fall of 2004.

b.) Phase II would be funded through Capitol Improvement funds requesting \$1.0 million per year from the town over six years. This phase would include minimum repair costs

to existing facilities. Fishing Cove would require \$1.7 million, Forest Park would need \$2.0 million and Wickford Elementary would cost \$2.4 million, for a total of \$6.1 million.

c.) Phase III would require bonding in the fall of 2008. This phase would complete the modernization of Fishing Cove at \$5.6 million, Forest Park at \$4.8 million and Wickford Elementary at \$4.3 million, for a total of \$14.7 million.

- Barry Martasian asked if inflation costs have been built in.

Dr. Halley responded that we need to wait until we are closer to 2008 to have a more accurate inflation cost.

Mr. Martasian asked if Capitol Improvement money could be used to get started with Davisville Elementary improvements.

Dr. Halley explained that the minimum repair to bring Davisville Elementary up to code would require \$1.6 million, but that doesn't make the school larger. Grades four and five returning cannot be addressed without the modernization of the school.

Don DeFedele stated that we cannot start any construction without the bond being approved by the taxpayers.

- Kevin Mulvey agrees with this approach and would like to see beginning and ending dates applied to each phase.
- Bill Mudge distributed a chart to the Committee suggesting the Capitol Project Requirements/Planning Matrix that should be completed for each school. Mr. Mudge stated that this would address safety issues, or deficiencies that we have today, and we can repair facilities keeping in mind upgrades and additions to be done in the future.
- Don DeFedele stated that we have asked these issues of RGB and they have reported that there are no deficiencies now, but there will be things we have to be aware of in the near future. RGB has identified these items which are included in the minimum repair costs.
- Denise Coppa does not agree with the chart Mr. Mudge distributed. Dr. Coppa stated that we just spent \$90,000 to have the experts from RGB give us a report based on what we need now. If we use that chart based on old reports, we will be going back to a different perspective of how things were done in the past.
- Bill Mudge questioned the list that we send to the Department of Education last year has things on it that were never accomplished and asked why they were not on the list again this year.
- Don DeFedele stated that when we make the submission to the Board of Education, we need to include everything we would like to do to the district facilities. An unlisted project will not be subject to any reimbursement. If there is not enough money approved, the item doesn't get done. He used the example of the roofs this year. If they were not on our list, we wouldn't have receive any reimbursement.
- Bill Mudge urged the Committee to read the Necessity of Construction document. He reiterated that this is a very important, serious document.
- Pat Watkins asked if the Town agrees to a \$1.0 million Capitol Improvement fund, would we allot a portion of that money for general emergencies throughout the district.
- Dr. Halley explained that we allocate priorities in terms of the Capitol Improvement Plan and general emergencies for all schools are taken out of this fund
- Joe Quinn stated that projects come out of the Capitol Improvement fund unless they are bonded. The School Committee decides what to prioritize. Bonding funds are used for major projects.
- Bill Mudge asked how much surplus was in the Capitol Improvement fund.

- Joe Quinn stated that it is approximately \$400,000 - \$500,000. This money has only been available since July 1<sup>st</sup>, and roofing, septic and other emergency bills have not been deducted from this fund as of yet.
- Denise Coppa asked for a clarification on new construction versus modernization of Wickford Middle School.
- Don DeFedele explained that we are asking for funds for new construction because if the renovation of Wickford Middle School is not possible, we would be able to go forward with a new school.
- Barry Martasian asked if the price of land was included in the cost.
- Kevin Mulvey stated that it is not but the town owns land in the southern end.
- Bill Mudge asked if the submittal to the state has to be approved by the Town Council
- Dr. Halley explained that they approve the concept, not the paperwork.

Pat Watkins made a motion to accept the Superintendent's recommendation to submit the prioritized modernization report to the Town Council. Carol Hueston seconded.

Kevin Mulvey moved to amend the motion to include the adjustment to include a timeline in the report. Carol Hueston seconded.

Vote to approve as amended 6/1 with Bill Mudge voting no.

Bill Mudge felt that documents that have previously been submitted to the state had errors. Joe Quinn disagreed and felt all have been correct.

Bill Mudge made a motion for the School Committee to approve all documents for review before submission to the state.

The motion was not seconded.

C. School Security – no discussion.

D. 2003-04 School Budget – no discussion.

E. 2003-02 Goals and Objectives

The staff development meeting will include a discussion about assessment/accountability.

## **VII. Reports**

- A. Subcommittee Reports – none
- B. RIASC and other Legislative Activity – none

## **VIII. Comments**

- Denise Coppa attended the About Face Graduation last Thursday. Thirty students received certificates after a twenty two week session. She stated that this was a great project with community and corporate support.
- Bill Mudge stated that the look on the kids' faces from this project was great. They had confidence and a tremendous amount of self esteem.

- Don DeFedele thanked Kevin Gorman for working with the Little League this year. He did a great job.
- Dr. Halley suggested that the School Committee needed to deal with a major ethical problem that had to do with Standards of Conduct by a member.
- Bill Mudge stated that Dr. Halley was referring to him.
- Dr. Halley confirmed that it was Mr. Mudge. Dr. Halley stated that the School Committee acts as a whole, not individually. Mr. Mudge undermines what the School Committee wants to accomplish even though he is of the minority opinion. His unethical behavior both at meetings and out in public is something that the School Committee needs to deal with.
- Don DeFedele questioned whether this matter should be held in an executive session and stated that he will consult with the School Committee attorney in relation to this concern.
- Mr. Mudge said to have the Superintendent document his concern and stated that this is an open issue that doesn't need an executive session.
- Mr. DeFedele will consult with counsel about this issue.
- April Brunell stated that she was shocked and appalled that the prioritized plan that was voted on tonight did not have public comment. There were not members of the PTOs or parents present to express their opinions. This was presented at a Business Meeting with no members of the public in attendance to talk about it. She said that this was not presented at other meetings and no one knew this would be talked about tonight.  
She also stated that Mr. Mudge was the number one vote getter for a reason. Parents were concerned about issues and wanted him to dig into things.
- Don DeFedele strongly disagreed saying that the Committee has talked about this modernization at length. It was on the agenda and advertised in the newspaper. There has been a presentation by RGB architects, a special School Committee meeting just for this topic, and a joint meeting with the Town Council. The prioritized plan is not new information. It is the same information that RGB submitted in their report.
- Kathy Brown asked what was voted on.
- Dr. Halley explained that the School Committee accepted the recommended reprioritization that the Town Council requested. Phase I will modernize Davisville Elementary and propose new construction for Wickford Middle School. Phase II will include minimal repairs for Fishing Cove, Forest Park and Wickford Elementary. This can be funded through the Capitol Improvement funds of \$1million per year. Phase III will require bonding in 2008 to complete modernization of Fishing Cove, Forest Park and Wickford Elementary.
- Denise Coppa stated that the Town Council asked the Committee to submit a prioritized list of proposals. This list is just the RGB report divided into phases. The Committee has had many meetings on this topic. This list just helps the Town Council look at the report and know the Committee's priorities. These priorities had to be voted on at this meeting in order to meet the Town Council's request to have it to them by their Monday night meeting.
- Kathy Brown wanted copies of handouts before the meeting to be able to ask questions. She feels there is a lot of room for dialogue. She pointed out errors in the RGB report such as stating that Davisville Elementary's fourth and fifth graders go to Stony Lane instead of Quidnessett.
- Mr. DeFedele said that this is a minor clerical error that doesn't change anything. This would not have an impact on moving forward with this project.
- Kevin Mulvey also felt that minor discrepancies will not change anything.
- Kathy Brown disagrees that \$45 million needs to be spent. She said she will not vote for this bond issue. She felt that the Asset Management report has not been considered.

- Don DeFedele felt that the Asset Management Committee's recommendations have been taken into consideration. The Town Council will see the recommendations from both the School Committee and the Asset Management Committee and they will make a decision after reviewing both documents.
- Ms. Brown asked now that the teachers' contract has been settled, will there be open houses.
- Dr. Halley explained that open houses were never part of the contract. Open houses have already been held. There will be parent/teacher conferences held in two weeks. There will be opportunity for teachers to be at school report nights to have general meetings with parents.

Kevin Mulvey made a motion to recess into executive session. Seconded by Carol Hueston  
Vote to approve 7/0.

Recess to executive session at 9:32 PM.

Pat Watkins made a motion to move to open session. Seconded by Carol Hueston.  
Vote was unanimous.

Returned to open session at 9:50PM.

Pat Watkins made a motion to adjourn the meeting. Seconded by Carol Hueston.  
Vote was unanimous.

Meeting adjourned at 9:51 PM.

*Please note that executive sessions are closed to the public.* Individuals requesting interpreter services for the hearing impaired must contact the School Department at 268-6402, at least 48 hours in advance of the meeting date. Copies of all backup materials for this agenda are available at the School Department Central Office or at each school building. For further information, please call Konnie Mazur at 268-6402.

Respectfully submitted,

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Karen A. Nutini  
Administrative Assistant to the Superintendent

# PART 3

## RHODE ISLAND DEPARTMENT OF EDUCATION REQUEST FOR APPROVAL OF SCHOOL CONSTRUCTION PROJECT

### PART 3: NEW FACILITIES AND ADDITIONS

#### PROJECT DESCRIPTION

DAVISVILLE ELEMENTARY SCHOOL

1. Indicate Type of Project:

- ( ) new building (new construction)  
(X) renovation of existing building  
(X) addition to existing building

2. Capacity (Planned Enrollment) of Facility or addition: 332 (INCLUDES COLLABORATIVE)

3. Total Gross Square Footage of New Construction: 16,600 SF

4. Grades to be Housed: K-5

5. Educational Specifications (attach as separate document).

#### BACKGROUND INFORMATION

6. Current District Data: (ELEMENTARY)

A. Total enrollment 2118 ACTUAL 2003/04

B. Grade organization K-5

C. Total number of schools 7

D. Enrollment by school (attach) (SEE DEMOGRAPHICS)

E. Enrollment by grade (attach) (SEE DEMOGRAPHICS)

7. Capacity (Total Capacity of Each School): (EXISTING CAPACITY)

DAVISVILLE ELEMENTARY	-	284	HAMILTON	-	430
FISHING COVE	-	335	QUIDNESSETT	-	380
FOREST PARK	-	275	STONY LANE	-	430
			WICKFORD ELEM.	-	252

(BASED ON RIDE SQUARE FOOTAGE REQUIREMENTS +80% UTILIZATION FACTOR)

8. Current Condition of Each School (attach): (SEE FEASIBILITY STUDY FOR DETAIL)

- |                 |                   |
|-----------------|-------------------|
| A. Site         | F. Aesthetics     |
| B. Space        | G. Equipment      |
| C. Light        | H. Maintenance    |
| D. Heat and Air | I. Overall Rating |
| E. Sound        |                   |

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**PART 3: NEW FACILITIES AND ADDITIONS (continued)**

9. List Facilities to be Surplused as Part of this Project, if any: NONE

10. Indicate Availability of Site: EXISTING SITE UTILIZED FOR RENOVATIONS AND ADDITIONS.

11. Briefly describe changes to the district organization that would result from this project:

DAVISVILLE ELEMENTARY IS CURRENTLY THE ONLY ELEMENTARY SCHOOL IN THE DISTRICT THAT IS K-3. APPROXIMATELY 90 4TH AND 5TH GRADE STUDENTS THAT SHOULD ATTEND D.E. ARE BUSSED TO QUIDNESSETT AND STONY LANE. THE RENOVATIONS AND ADDITIONS TO THIS SCHOOL WOULD REMEDY THIS ISSUE ALLEVIATING OVERCROWDING AT QUIDNESSETT AND STONY LANE.

**PROJECT JUSTIFICATION**

12. Five-year Enrollment Projections by Grade (attach). (SEE DEMOGRAPHICS)

13. Analysis of Community Statistics (attach). (SEE DEMOGRAPHICS AND REPORT INTRODUCTION)

14. Cost Analysis (attach). (SEE EXECUTIVE SUMMARY AND REPORT FOR EACH SCHOOL ON AN INDIVIDUAL BASIS)

15. Alternative Options Explored:

THE CONSTRUCTION OF A NEW ELEMENTARY SCHOOL WAS BRIEFLY EXPLORED IN THE FEASIBILITY STUDY. ALONG WITH BEING MORE EXPENSIVE THAN THE PROPOSED RENOVATIONS AND ADDITIONS, THERE IS A STRONG DESIRE TO MAINTAIN THIS FACILITY AS A TRUE "WALKING" SCHOOL SERVING THE DENSELY POPULATED DAVISVILLE SECTION OF TOWN.

16. Summary of Project Justification:

(SEE EXECUTIVE SUMMARY)

# PART 3

## RHODE ISLAND DEPARTMENT OF EDUCATION REQUEST FOR APPROVAL OF SCHOOL CONSTRUCTION PROJECT

### PART 3: NEW FACILITIES AND ADDITIONS

#### PROJECT DESCRIPTION

WICKFORD MIDDLE SCHOOL

1. Indicate Type of Project:

- OR
- ( X ) new building (new construction)
  - ( X ) renovation of existing building
  - ( X ) addition to existing building

2. Capacity (Planned Enrollment) of Facility or addition: 550

3. Total Gross Square Footage of New Construction: 100,000 SF (NEW MIDDLE SCHOOL) OR  
38,700 SF (ADDITION TO EXISTING SCHOOL)

4. Grades to be Housed: 6-8

5. Educational Specifications (attach as separate document).

#### BACKGROUND INFORMATION

6. Current District Data: (MIDDLE SCHOOL) (SEE "DEMOGRAPHICS")

A. Total enrollment 1100 STUDENTS (AT BOTH MIDDLE SCHOOLS)

B. Grade organization 6-8

C. Total number of schools 2

D. Enrollment by school (attach) (SEE "DEMOGRAPHICS")

E. Enrollment by grade (attach) (SEE "DEMOGRAPHICS")

7. Capacity (Total Capacity of Each School):

DAVISVILLE MIDDLE SCHOOL (EXISTING) - 640

WICKFORD MIDDLE SCHOOL (EXISTING) - 465

(BASED ON RIDE SQUARE FOOTAGE STDS + 80% UTILIZATION FACTOR)

8. Current Condition of Each School (attach): (SEE FEASIBILITY STUDY FOR DETAIL)

- A. Site
- B. Space
- C. Light
- D. Heat and Air
- E. Sound
- F. Aesthetics
- G. Equipment
- H. Maintenance
- I. Overall Rating

### **PART 3: NEW FACILITIES AND ADDITIONS (continued)**

**9. List Facilities to be Surplused as Part of this Project, if any:**

IF THE DECISION TO BUILD A NEW 550 STUDENT MIDDLE SCHOOL IS UPHELD, THE EXISTING WICKFORD MIDDLE SCHOOL WOULD BE SURPLUSED. SINCE THE STRUCTURE CONTRIBUTES TO THE WICKFORD HISTORICAL DISTRICT, AN ADAPTIVE REUSE (PERHAPS AS AN ELEMENTARY SCHOOL OR OTHER PUBLIC USE BUILDING WOULD NEED TO BE DEVELOPED).

**10. Indicate Availability of Site:**

NO SITE IS CURRENTLY AVAILABLE FOR CONSTRUCTION OF A NEW MIDDLE SCHOOL. IF THE OPTION TO BUILD A NEW MIDDLE SCHOOL IS UPHELD IN LIEU OF ADDITIONS AND RENOVATIONS TO THE EXISTING WICKFORD MIDDLE SCHOOL, THE SITE SELECTION PROCESS WILL NEED TO BEGIN FOR A MINIMUM 26 A.SITE IN SOUTHERN NORTH KINGSTOWN.

**11. Briefly describe changes to the district organization that would result from this project:**

APPROXIMATELY 80 STUDENTS THAT SHOULD BE ATTENDING WICKFORD MIDDLE SCHOOL ARE BEING BUSSED TO DAVISVILLE MIDDLE SCHOOL DUE TO THE CURRENT INADEQUACY OF CAPACITY OF WICKFORD MIDDLE. THIS PROJECT WOULD FIX THIS ISSUE AND ALLOW FOR THE ADDITIONAL CAPACITY OF 30 +/- STUDENTS BETWEEN THE TWO SCHOOLS.

### **PROJECT JUSTIFICATION**

**12. Five-year Enrollment Projections by Grade (attach). (SEE "DEMOGRAPHICS")**

**13. Analysis of Community Statistics (attach). (SEE "DEMOGRAPHICS" & REPORT INTRODUCTION)**

**14. Cost Analysis (attach). (SEE EXECUTIVE SUMMARY AND REPORT FOR EACH SCHOOL ON AN INDIVIDUAL BASIS).**

**15. Alternative Options Explored:**

OPTIONS TO COMPLETE SUBSTANTIAL RENOVATIONS AND ADDITIONS TO THE WICKFORD MIDDLE SCHOOL AS ENUMERATED IN THE "COMPREHENSIVE FACILITY FEASIBILITY STUDY" ARE STILL BEING INVESTIGATED. DUE LARGELY TO THE UNCERTAINTY OF BEING ABLE TO DEVELOP A NEW SEPTIC SYSTEM ON THE EXISTING SITE, CONSTRUCTION OF A NEW MIDDLE SCHOOL AT THIS POINT IS FAVORED.

**16. Summary of Project Justification:**

(SEE EXECUTIVE SUMMARY)

# PART 4

## RHODE ISLAND DEPARTMENT OF EDUCATION REQUEST FOR APPROVAL OF SCHOOL CONSTRUCTION PROJECT

### PART 4: REPAIR, RENOVATION AND DEFERRED MAINTENANCE PROJECTS

#### 1. Describe Project by Facility:

REPAIR RENOVATION AND DEFERRED MAINTENANCE PROJECTS HAVE BEEN INDICATED FOR EACH OF THE 5 SCHOOLS INDICATED IN THIS STUDY, AND ARE INCLUDED WITH THE ANALYSIS FOR EACH FACILITY. REFER TO "COMPREHENSIVE FACILITY FEASIBILITY ANALYSIS" FOR DETAILS.

#### 2. Project Justification/Technical Analysis (attach additional sheets if necessary):

REFER TO "COMPREHENSIVE FACILITY FEASIBILITY ANALYSIS"

#### 3. Cost Analysis (attach additional sheets if necessary):

THE COST OF ALL REPAIR, RENOVATION AND DEFERRED MAINTENANCE PROJECTS HAVE BEEN BROKEN OUT AS A SEPARATE COST ANALYSIS FOR EACH FACILITY AS INDICATED IN "MINIMUM COST TO MAINTAIN EXISTING FACILITY". THE COST FOR THIS REPAIR WORK HAS BEEN INCLUDED IN EACH ADDITION AND ALTERATION BUDGET FOR EACH FACILITY. REFER TO "COMPREHENSIVE FACILITY FEASIBILITY ANALYSIS" FOR DETAILS.

#### 4. Current Condition of Each Facility Involved in the Project (attach):

- |                 |                   |
|-----------------|-------------------|
| A. Site         | F. Aesthetics     |
| B. Space        | G. Equipment      |
| C. Light        | H. Maintenance    |
| D. Heat and Air | I. Overall Rating |
| E. Sound        |                   |

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**Town of North Kingstown**  
**Rhode Island**  
**No. 4**

**TOWN COUNCIL**

Elizabeth S. Dolan  
*Council President*

Dale M. Grogan  
*Council Member*

Anthony F. Miccolis, Jr.  
*Council Member*

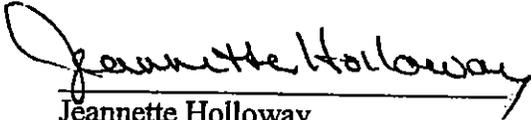
John A. Patterson  
*Council Member*

Robin Porter  
*Council Member*

October 27, 2003

At the Special Meeting of the Town Council of the Town of North Kingstown held on  
October 27, 2003, it was

**VOTED:** To authorize the School Department to apply to the State Board of Regents for approval of \$25,400,000.00 in expenditures for School Modernization to include Wickford Middle School and Davisville Elementary School. Furthermore, support for this application to be submitted to the Board of Regents allows the Town to qualify for state aid when and if all or part of the plan is implemented, and does not in any way indicate Town Council approval of the project or any portion thereof.

  
Jeannette Holloway  
Deputy Town Clerk