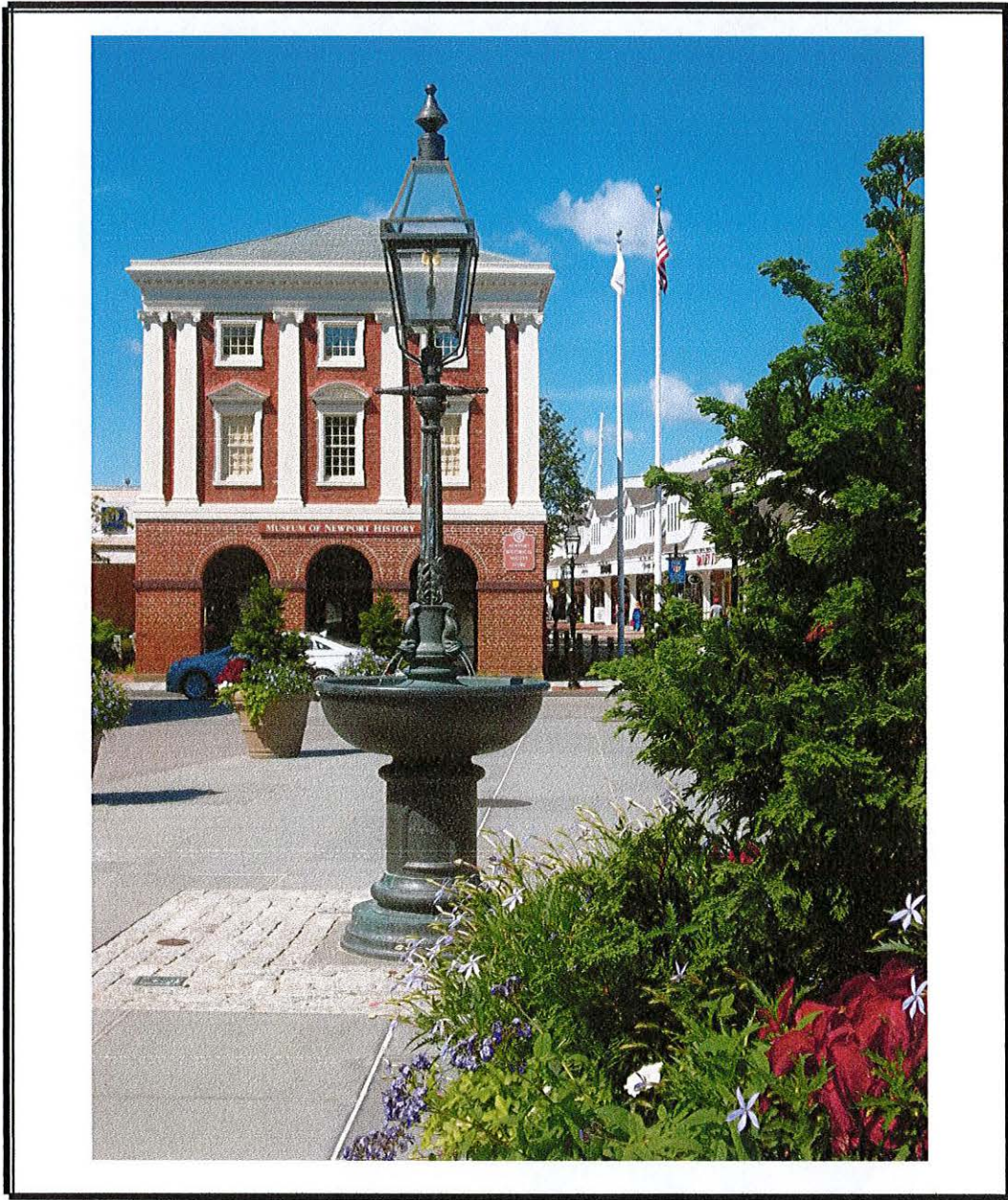


*City of Newport, Rhode Island*

*Ninth Annual Performance Report  
Delivery of City Services*



**Year ending June 30, 2015**

CITY OF NEWPORT, RI  
Ninth Annual Performance Report  
Year Ending June 30, 2015

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## **PURPOSE OF THIS REPORT**

This is the City's ninth *Service Efforts and Accomplishments* (SEA) Report. It is published in December 2016 and contains information on the basic scope of operations, the key goals, and the level of accomplishments for a majority of the City's service delivery departments for the Fiscal Year 2014/15, which covers July 1, 2014 through June 30, 2015. This report also includes the results of the 2015 Citizens Survey.

The purpose of this report is to provide citizens, council members, and city staff with annual information on performance in order to:

- Improve public accountability  
“Performance measures document what was done by various departments or units and, ideally, how well it was done and what difference it made. Through such documentation outstanding departments and entire municipalities earn the trust of their clients and citizens as they demonstrate a good return in service provided for tax dollars received.”<sup>1</sup>  
“Cities with an objective inventory of the condition of public services and facilities, a clear sense of service preferences among their citizens, and knowledge of the cost of providing a unit of service at a given level are better equipped to plan their community's future and to budget for that future ... A clear indication of program effectiveness and unit costs – in essence, a scorecard on tax dollar investments and returns – can aid decision makers in reallocation deliberations, especially in times of financial duress.”<sup>2</sup>
- Help improve the delivery of public services:  
“Municipalities that measure performance are more likely to detect operational deficiencies at an early stage. Furthermore, performance records enhance their ability to confirm the effectiveness of corrective action ... to provide relevant feedback to employees and work units, and to deploy close supervision where it is needed most.”<sup>3</sup>  
(Ammons, p 11-12)

A copy of this report can be:

- Seen and printed from the City website: [www.cityofnewport.com/departments/finance/home.cfm](http://www.cityofnewport.com/departments/finance/home.cfm)
- Seen at the Newport Public Library
- Mailed to you by phoning Elizabeth Sceppa, Budget & Financial Analyst, at (401) 845-5392

A copy of the citizen survey and its results can be seen and/or printed from the City website:  
[www.cityofnewport.com/links.cfm](http://www.cityofnewport.com/links.cfm)

NOTE: Throughout this report, text that is *italicized and underlined* indicates terms defined in the glossary.

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<sup>1</sup> David N. Ammons, *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* (Thousand Oaks, CA: Sage Publications, 2001) p. 11.

<sup>2</sup> Ammons 11-12

<sup>3</sup> Ammons 11-12



**SCOPE AND LIMITATIONS OF THIS REPORT**

Most of the departments that deliver services directly to Newport’s citizens are considered within the body of this report. These Departments/Divisions include: Human Resources, Canvassing, City Clerk, Finance, Police, Fire, Public Services, Planning & Development, and Zoning & Inspections. These areas of the organization comprise 58.21% of the City’s total *General Fund* Actual *Expenditures* for the *Fiscal Year* 2014-2015 (57.45% of the fiscal year 2014 actual expenditures and 57.14% of the fiscal year 2013 actual expenditures). Also included are the following Enterprise Funds: Maritime, Parking, Water Pollution Control, and Water.

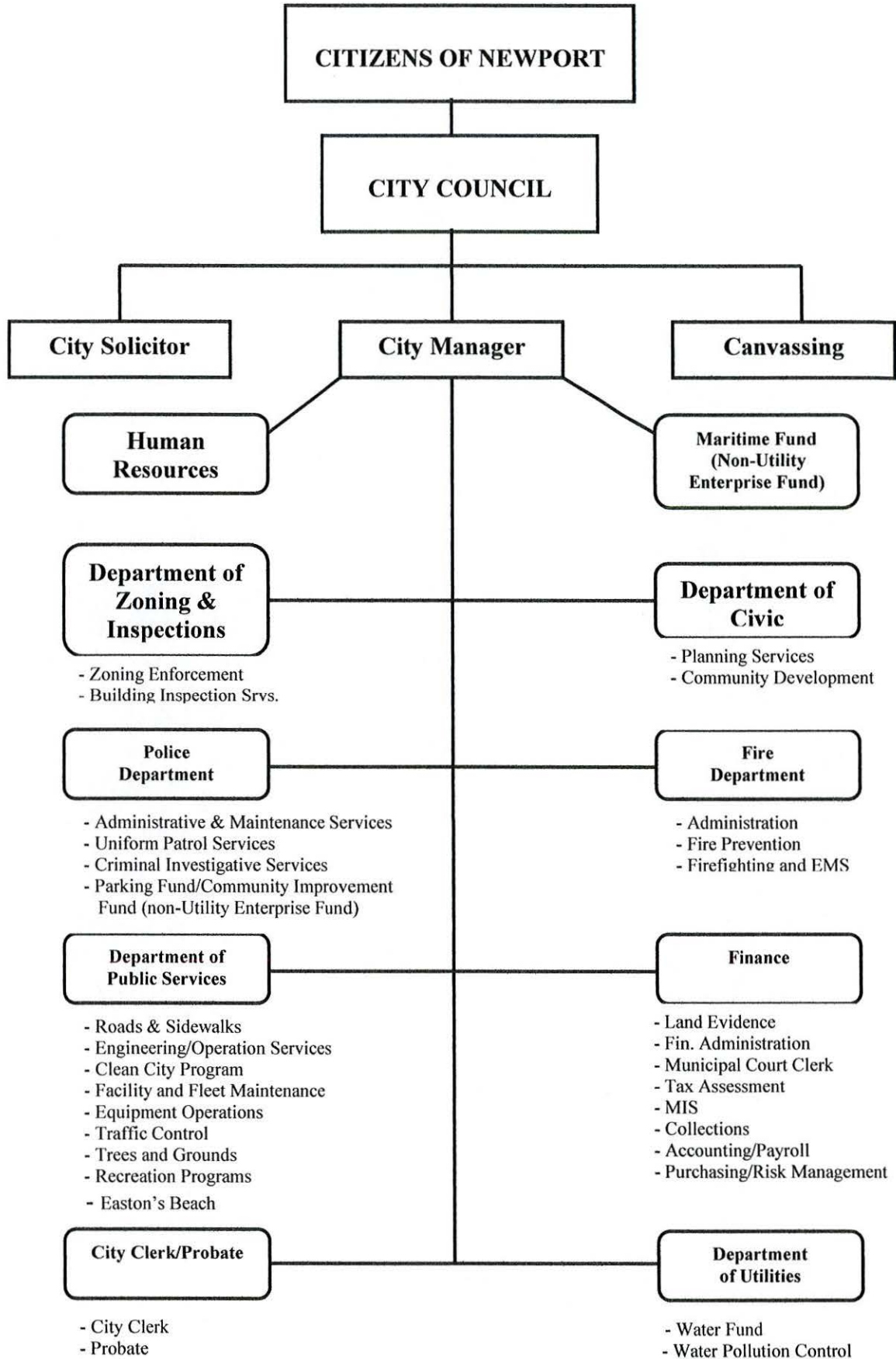
	2014-2015 <u>Actual Expenditures</u>	% of Actual <u>FY 15 Expenditures</u>	Staffing <u>(FTEs)</u>
Human Resources (under City Manager)	\$ 345,414	0.40%	2.5
Canvassing	230,790	0.26%	2
City Clerk	376,217	0.43%	5
Finance	3,272,566	3.76%	18.5
Police Dept.	17,007,782	19.52%	107.5
Fire Dept	18,119,277	20.79%	102
Public Services	10,247,818	11.76%	47
Planning and Community Development	338,116	0.39%	5
Zoning & Inspections	784,609	0.90%	9
Service Delivery Departments Measured	<u>\$ 50,722,589</u>	<u>58.21%</u>	<u>298.5</u>

For the departments that are covered in this report, the measures of performance targeted for reporting are those that each department identified as the two to three key measures critical for assessing their area and that directly impact the City’s long-term goals. Whenever possible, comparative data has been provided to give readers of this report some context for better understanding departmental operations, performance and challenges.

This report does not include information on every program or service delivered by the City government. Most importantly, the School Department, while a key component of the City’s overall budget at a total of 31.33% (31.48% in FY 2014; 30.79% in FY 2013) of the total (including Capital and Debt Service), is a separately governed entity and so is not considered in this report.

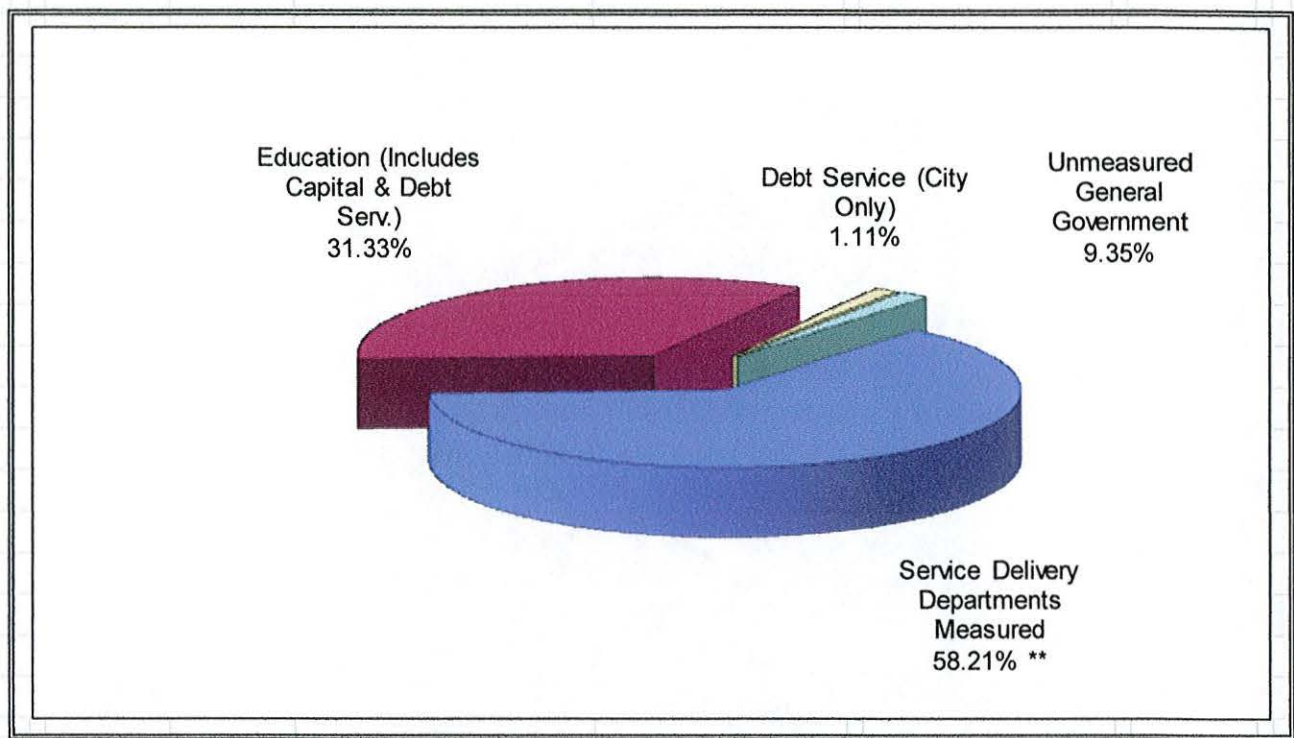
As well, the City Manager’s office is not included as a distinct department, but instead intends to be assessed for performance by readers of this report by considering the results of all the areas that report back to that office. Future reports likely will incorporate this key area. Finally, the office of the City Solicitor was not included because these services are employed through City Council appointment.

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**General Fund Service Delivery Measured ~ 58.21% of Total Actual Expenditures**



*\*\* General Fund ~ Service Delivery Departments Measured: Human Resources, Canvassing, City Clerk, Finance, Police, Fire, Public Services, Civic Investment/Planning, and Zoning & Inspections.*

In considering the scope and limitations of this report, it is important for readers to understand that this is the ninth report of its kind for the City and that measuring performance of City departments is still ongoing in its development. However, the City has been establishing goals since approximately 1996. Prior to this effort, there had not been a consistent methodology used throughout the organization for setting targets for annual performance or tracking data on performance results.

Additionally, software specific to supporting such efforts has not yet been implemented. The data on performance measures that was reported in the fiscal year 2007's report therefore is the baseline of information, but how performance is assessed may change as this measurement effort and its reporting evolve.

**RELIABILITY OF DATA**

Given the size of Newport and its limited resources, there is no internal audit department, which typically would oversee such an effort. Therefore, much of this information has been gathered from internal department sources, with little outside verification.

Also, due to the size of Newport, it is difficult to disaggregate performance information – both because the population is fairly homogeneous and subsets of the population are often fairly small, and also because most departments often do not yet have the sophistication to consider variances in performance across neighborhoods or other logical sub-groupings of the population.

Overall, the limitations of this report do not reflect unprofessional standards, but more the limited resources of a smaller city in a small state, as well as the newness of the concept of reporting

government performance results at all. From these initial reporting processes, standards for data collection for the future are being established.

It is through efforts like this report that the City government continues to challenge itself to improve its operations through increasing its understanding of what it does and how well it does it. Through involving citizens and other stakeholders in reviewing and evaluating this process, our efforts will better reflect their voices.

A copy of the City's annual budget is available on the City website: [www.cityofnewport.com](http://www.cityofnewport.com)

## **BACKGROUND INFORMATION ON THE CITY OF NEWPORT, RI**

### Did you know ...

According to the 2010 Census, Newport's:

- ◆ Population was 24,672, representing a 6.81% decrease from 2000;
- ◆ Population ranked 26<sup>th</sup> among Rhode Island's 39 communities;
- ◆ Median Age was 36.4;
- ◆ Population Density was 3,204 persons per square mile of land area (7.7 square miles).
- ◆ The City is visited by over 3,000,000 annually.

Newport is located at the southern end of Aquidneck Island in Narragansett Bay, about 30 miles southeast of Rhode Island's capital of Providence. The City is bounded by the Atlantic Ocean on the east and the south, Narragansett Bay on the west, and by the Town of Middletown on the northeast. Newport is 11 square miles in size, with 7.7 square miles of land and 3.3 square miles of inland water. Location is readily accessible to the west by Interstate 95 via the Jamestown and Pell Bridges, and to the north by Routes 24 and Interstate 195 via the Mount Hope Bridge and the Sakonnet River Bridge.

Newport operates under a Home Rule Charter, adopted in 1953, providing for a council/city manager form of government. There is a seven-member City Council headed by its Chairperson, who is elected by the Council and also holds the title of Mayor. All legislative powers of the City are vested in the City Council by the Charter, including the ordering of any tax, making appropriations, and transacting any other business pertaining to the financial affairs of the City.

Changes in the City's departmental configuration during previous fiscal years were designed to increase a focus on the economic and service demands of the City's efficiency in the expenditure of funds, and to intensify efforts to maximize existing revenue streams. Enterprise funds, in particular, offer the opportunity for growth, searching for new funding sources, and improving and expanding opportunities and attractions to bring visitors to Newport.

The City of Newport employs approximately 364 *Full Time Equivalent (FTEs)*.



## **PERFORMANCE MEASUREMENT BACKGROUND**

All departments are required to submit performance data information for inclusion in the annual budget. However, budget measures are not identified in the budget document according to measure type and departments are not required to submit measures for each category (*input, output, outcome* and *efficiency*). All departments also provide monthly activity reports to the City Manager. State and local governments have a duty to manage their programs and services as efficiently and effectively as possible and to communicate the results of their efforts to stakeholders.<sup>4</sup> Internal and external stakeholders should be informed of the results in an understandable format. To that end, you will find Performance Measures throughout this Performance Report. Comparative efficiency measures can also be found on the initial pages of each department's budget section within the FY 2015 Adopted Budget. Effectiveness and output measures follow those pages. Input measures of full time equivalents and total operating and maintenance expenditures are located within the individual divisions of each department's budget.

The City continues to participate in The New England States Performance Measurement Pilot Project (NESPMP), an initiative to integrate performance measurements across the six New England States. As a charter member of this initiative, the City of Newport, representing the State of Rhode Island, has been given a unique opportunity to be on the cutting edge of Performance Measurement benchmarking on a regional basis. As a member of Phase 1 (Feasibility Study), we determined that this vision of regional performance comparisons is not only feasible; it is one that fosters a culture of service excellence in municipal government.

Under the NESPMP we have developed universal Cost Measures for valid efficiency comparisons in Firefighting/EMS and Snow/Ice removal. These comparisons will allow us to document the current level of effectiveness and efficiency of the City against other municipalities while creating a database of best practices. These metrics will follow a "balanced scorecard" approach, including effectiveness, efficiency and quality.

## **REPORT INTRODUCTION**

By many measures, the City of Newport has met the challenges it faces with relative success. For an overall image, Newport was seen by 85.0% of the 2009 Citizen Survey (87.3% in 2006) (See Appendix A, NESPMP Citizen Satisfaction Survey Results: Newport, RI, page 59) as a "good" or "excellent" place to live. Further measures of citizen satisfaction will be explored within the departmental reports.

Performance reports like this are part of an ongoing trend among governments to measure and report performance results to citizens. Starting in the 1970's, as the idea developed in the private sector, the concept of measuring performance for governments also began to be considered and it has evolved ever since. It wasn't until the 1990's, when the Government Accounting Standards Board (GASB) and associated organizations became more deeply involved in the performance measurement movement for government, that "changes began to occur ... GASB encouraged cities to measure their service efforts and accomplishments and, where possible, to compare their results with other cities."<sup>5</sup>

Awarded a grant by the National Center for Civic Innovation to fund the production of our inaugural performance measurement report (FY 2007) using the GASB suggested criteria, Newport continues to

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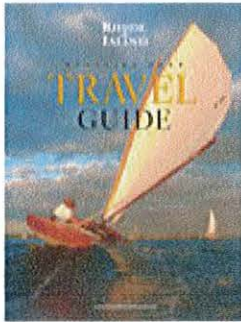
<sup>4</sup> "Using Performance Measurement for Decision Making," GFOA Recommended Practice on Performance Management 2002

<sup>5</sup> Ammons 3



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be one of a handful of Northeast municipalities to undertake such an effort. Without this funding, a municipality like Newport would not have had financial resources to undertake an effort of this magnitude. The grant was used primarily to fund citizen focus groups, which were facilitated by a professional research firm in May, 2008. For this report to develop into a truly useful instrument for reporting on performance, ongoing citizen feedback will be key. A form to be completed by readers of this report for comments and feedback, with instructions, can be found on page 65.



### **RESIDENT SATISFACTION SURVEYS**

Citizens were involved in the data collection and reporting via the City's 2009 Citizen Survey. In this survey, 369 residents (851 residents in 2006) responded to questions about quality of life, City services and demographics. Citizens were also given the opportunity to provide written comments as a part of the resident survey.

Once the survey data was gathered and reviewed, the citizen survey report was compiled and the results were made available to City staff, council, and residents (available on the City Web site at [http://www.cityofnewport.com/departments/finance/pdf/Citizen\\_Survey\\_Report\\_03-26-10.pdf](http://www.cityofnewport.com/departments/finance/pdf/Citizen_Survey_Report_03-26-10.pdf)). Additional Citizen Surveys are planned for the future input of citizens.

### **CITY RESOURCES**

The City's General Fund is supported by *ad valorem* (property) tax, meals and beverage tax, hotel rooms tax, state aid, zoning and development fees, permit fees, fines and other charges, recreation fees, and other miscellaneous revenue sources. General fund expenditures support the following major functions: police, fire, public services, recreation, planning, zoning, inspections, community development, municipal court, and other general governmental services. The City of Newport serves approximately 24,672 year round citizens (2010 census).

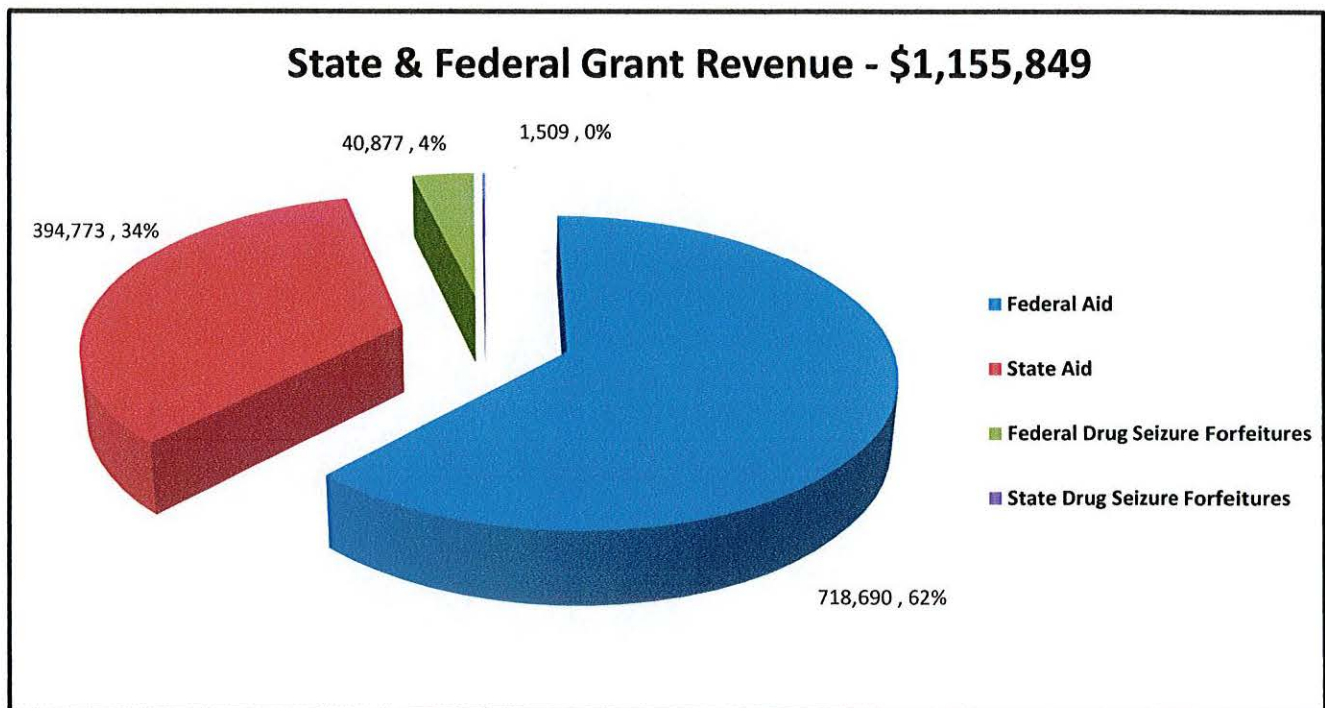
The City's tax base is significantly residential in nature. Residential real property (land and buildings) accounts for 74.60% of total values in FY 2015 (74.45% in FY 2014; 74.63% in FY 2013). Commercial real property (land and buildings), accounts for 20.11% of total values in FY 2015 (20.28% in FY2014; 20.16% in FY 2013). The remaining 5.29% tax base (5.27% in FY2014; 5.21% in FY 2013) is comprised of motor vehicles and tangible property. Local taxes generated 83.28% of general fund revenues in FY 2015 (83.50% in FY 2014; 85.22% in FY 2013).



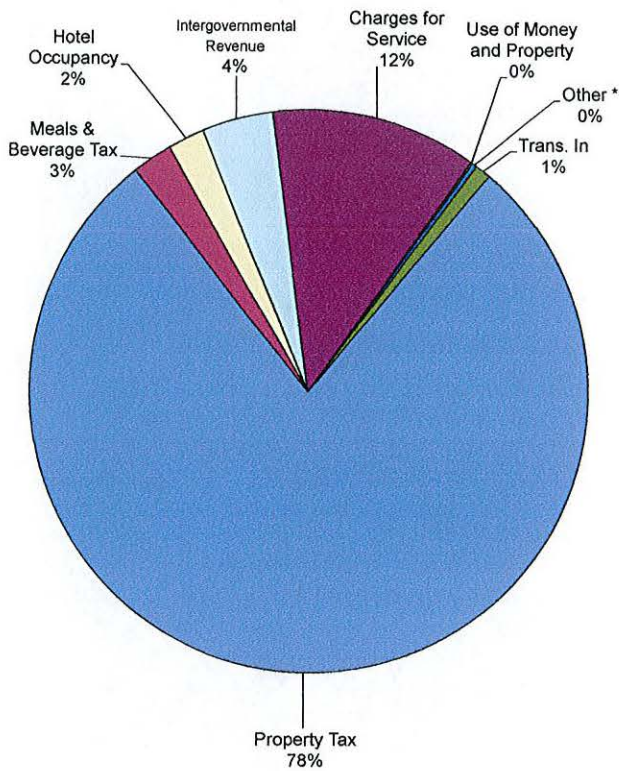
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Property taxes of \$69.9 million (\$67.6 million in FY 2014; \$65.4 million in FY 2013), plus state aid and other revenues total to \$89.3 million in General Fund actual revenues (\$85.4 million in FY 2014; \$81.0 million in FY 2013). Of those dollars, 71.87% (71.11% in FY2014; 70.09% in FY2013), or just over \$64,201,000 (\$60,752,000 in FY2014; \$56,823,000 in FY 2013) is dedicated to City services, for a *Per capita* cost of \$2,602.22 (\$2,462.41 in FY 2014; \$2,303.17 in FY 2013). The 5.68% increase is due, in part, to increased debt service in support of the new Pell School, public safety costs and increased capital contribution (over FY2014). The remaining funding is allocated to Newport Public Schools and the Newport Public Library.

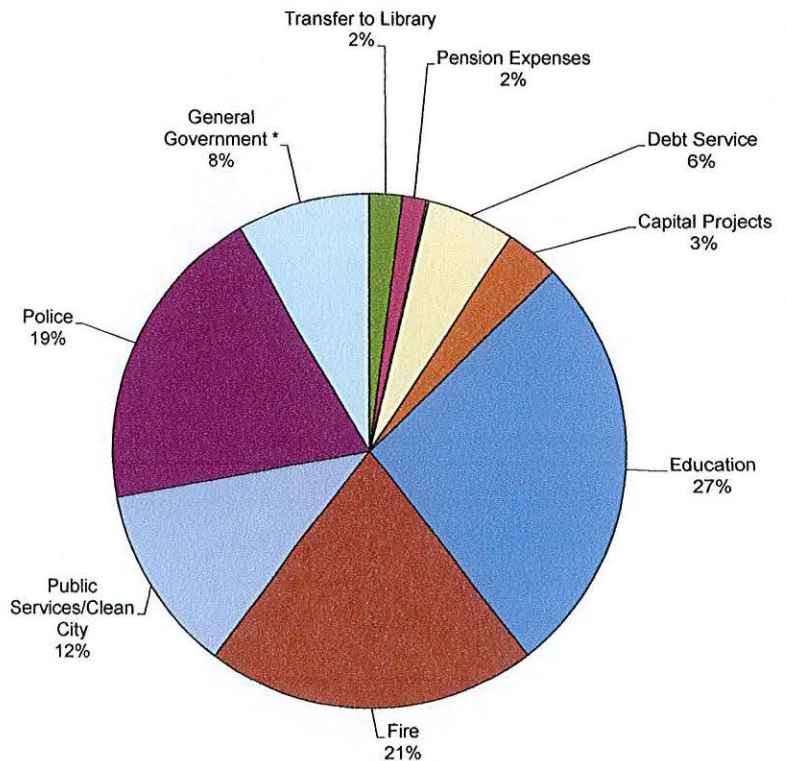
Attracting new revenue sources is a continuing challenge. Through the efforts of many Department Directors the City of Newport received a total of \$1,155,849 in State and Federal grants (excluding Enterprise Funds) during FY 2015 as shown below.



**GENERAL FUND ACTUAL REVENUES FY 2015**  
**\$89,335,109**



**GENERAL FUND ACTUAL EXPENDITURES FY 2015**  
**\$87,133,365**

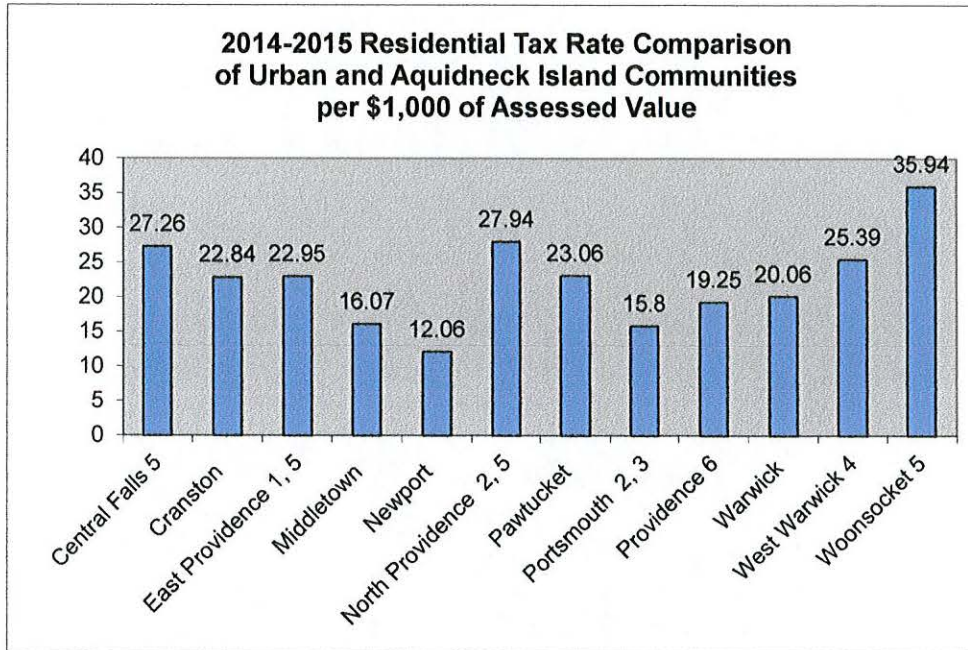




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City of Newport, RI Schedule of General Fund Revenues & Expenditures (Budgetary Basis) Fiscal Year 2015					
	<u>Original Adopted Budget</u>	<u>Final Amended Budget</u>	<u>Actual Collected</u>	<u>Percent Collected</u>	<u>Prior Year % Collected</u>
<b>General Fund:</b>					
Property Tax	74,395,501	74,395,501	73,924,776	99.37%	99.86%
Intergovern Revenue	3,573,352	3,573,352	3,695,750	103.43%	127.06%
Charges for Service	10,074,786	10,074,786	10,563,017	104.85%	101.20%
Use of money and property	350,000	350,000	113,027	32.29%	59.47%
Other	144,500	144,500	1,038,539	718.71%	99.99%
<b>Total Revenues</b>	<b>88,538,139</b>	<b>88,538,139</b>	<b>89,335,109</b>	<b>100.90%</b>	<b>100.65%</b>
	<u>Original Adopted Budget</u>	<u>Final Amended Budget</u>	<u>Actual Expenditures</u>	<u>Percent Expended</u>	<u>Prior Year Percent Expended</u>
<b>General Fund:</b>					
Mayor & Council	128,788	128,788	100,684	78.18%	95.67%
City Manager	462,558	471,693	862,774	182.91%	98.12%
City Solicitor	511,050	511,050	370,008	72.40%	98.33%
Canvassing	253,678	253,678	230,790	90.98%	97.07%
City Clerk	481,574	481,571	376,217	78.12%	96.97%
Dept. of Finance	3,480,545	3,493,092	3,272,566	93.69%	95.17%
Police	17,437,630	17,691,192	17,007,782	96.14%	97.85%
Fire	18,460,478	18,465,037	18,119,277	98.13%	96.10%
Public Services	9,838,445	10,166,215	10,247,818	100.80%	90.98%
Civic Investment	586,864	556,864	338,116	60.72%	94.02%
Zoning and Inspections	805,014	805,014	784,609	97.47%	94.62%
Civic Support	95,200	95,700	95,450	99.74%	97.37%
Library Operations	1,756,025	1,756,025	1,756,025	100.00%	100.00%
Pension Expenditures	1,405,812	1,405,812	1,341,546	95.43%	96.60%
Debt Service	5,300,261	5,300,261	4,887,584	92.21%	115.53%
School Operations & Capital	23,377,157	23,377,157	23,377,157	100.00%	100.00%
Unallocated Expenses	1,243,110	1,324,925	1,021,009	77.06%	86.19%
Transfers to Capital	2,913,950	2,943,950	2,943,950	100.00%	100.00%
Transfers to Other Funds	-	-	-	0.00%	100.00%
<b>Total Expenditures</b>	<b>88,538,139</b>	<b>89,228,024</b>	<b>87,133,359</b>	<b>97.65%</b>	<b>96.95%</b>





*RI Valuation data Tax Roll Year 2014 (Assessed 12/31/13)*

*\* Denotes Homestead Exemption Available*

*1) Rates support fiscal year 2014*

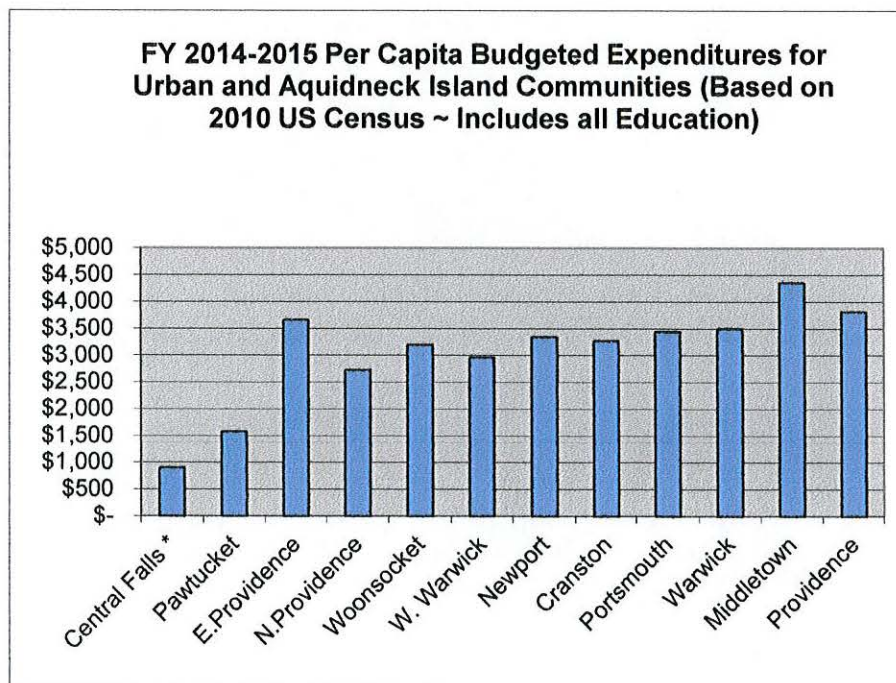
*2) Municipality had a revaluation or statistical update effective 12/31/13*

*3) Motor vehicles assessed at 70% of values prescribed by the RI Vehicle Value Commission;  
 Motor vehicles assessed at 100% in all other municipalities.*

*4) Four different tax rates depending on code – rate shown is lowest*

*5) Denotes homestead exemption available*

*6) Providence’s homestead exemption eliminated effective FY014. Tax classification utilized  
 with owner occupied residential property taxed at \$19.25 and non-owner occupied  
 residential property taxed at \$33.75*







## Long Term Goals

The City Council adopted long term goals to approach its vision of contemporary, efficient, and productive municipal service. In identifying priorities, the Council has focused on areas related to: direct city services to the public, public safety and health, preservation of assets, recreation, tourism, redevelopment, and education. This broad array of activities parallels the overarching vision of comprehensive municipal service and progressive growth.

Effective performance measures must be tied to the government's goals and objectives. Otherwise, a government risks falling into the trap of measuring what can be measured rather than what should be measured.<sup>6</sup> New to the pages of each department's Service Delivery this year are icons that visually tie back to Council's Long-Term and Ongoing Goals identified below. These icons help to identify specific segments of City Council's overarching vision of comprehensive municipal service and progressive growth. Their vision includes:

### **Vision Statement**

The vision of Newport is to be the most livable and welcoming city in New England.

### **Mission Statement**



To provide leadership, direction and governance that continuously improves our community and to be stewards of our natural resources while preserving our cultural, historic and maritime heritage;



to ensure Newport is a safe, clean and enjoyable place to live and work and our residents enjoy a high quality of life;



to exercise the prudent financial planning and management needed to achieve our strategic goals;



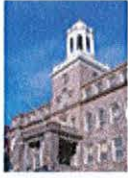
to achieve excellence in everything we do, invest in the future of our community, especially the education of our children, and work closely with our businesses and institutions to sustain a healthy economic and tourism climate;



to promote and foster outstanding customer service for all who come in contact with the City;

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<sup>6</sup> GFOA Recommended Budget Practice on the Establishment of Strategic Plans (2005)



to deliver quality and cost effective municipal services to our residents, businesses, institutions and visitors that result in the highest achievable levels of customer satisfaction; and



to support the use of defined processes and continuous improvement and public participation as key components of our service delivery model.

### **Our Strategic Roadmap**

Strategic objectives are viewed from four critical perspectives:

- Meeting or exceeding **customer expectations**;
- Effectively **deploying** our **resources**;
- Demonstrating **process excellence through continuous improvement**; and
- Demonstrating **fiscal** excellence and **responsibility** in use of public funds.

### **Four (4) Tactical Priority Areas**

Each of the strategic objectives complement the others to fulfill the vision and mission as defined by the City Council. The application of these strategic objectives are defined in the following pages as they pertain to the following four (4) tactical priority areas:



**Infrastructure:** Providing a strong, well-managed public infrastructure is key to enhancing quality of life and economic stability to our community.



**Communication:** Providing effective 2-way communication with the community through a unified council operating as a team and interactions with City staff productively



**Continuous Improvement:** Instill quality, efficiency and effectiveness into every aspect of the City's performance



**Economic Development:** Providing an economically thriving and financially sound community for all its citizens and a supportive environment for business and visitors



**DEPARTMENT OF CITY MANAGER  
 DIVISION OF HUMAN RESOURCES**

Contact info:  
 Michael Coury, Human Resources Administrator  
 Email: [mcoury@cityofnewport.com](mailto:mcoury@cityofnewport.com)  
 Telephone: (401) 845-5443

Scope of Operations: The Division of Human Resources provides personnel and labor relations support as a division of the City Manager’s Office. Responsibilities include employee information; safety and skills training programs; compliance with the provisions of various labor contracts; City Manager representative in union grievance proceedings and collective bargaining negotiations; benefits administration; municipal recruitment and selection; promotional and entry-level civil service testing procedures and implementation; supervisory and union employee counselor on applicable policies and practices; updates and ensures adherence to local, state and federal labor laws; administration of Workers’ Compensation and Return-To-Work programs; certification of employment records and payroll functions.



Use of Resources: The Division of Human Resources employs 2.5 full time employees. Of the City’s total General Fund expenditures, the Division of Human Resources utilizes 0.40% (0.36% in FY 2014; 0.36 in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY15 of \$14.00 (\$12.36 in FY 2014; \$11.46 in FY 2013). In terms of a median home valued at \$350,000, \$16.73 of the annual property tax bill in 2015 of \$4,221 funded the Division of Human Resources.

FY2014 Goal: To have all (1,362) former personnel employment records manually scanned in house and stored digitally over a five year period.

<b>PERFORMANCE MEASURES</b>	<b>FY 2011 ACTUAL</b>	<b>FY2012 ACTUAL</b>	<b>FY2013 ACTUAL</b>	<b>FY2014 ACTUAL</b>	<b>FY2015 ACTUAL</b>
Number of former personnel employment records scanned	242	328	596	750	817
Percent former personnel employment records scanned & stored digitally over 5 years	18%	24%	44%	55%	60%

**DIVISION OF HUMAN RESOURCES (continued)**

Accomplishments:

- *City-wide compliance with the mandates of the 2010 Affordable Care Act (ACA) including electronic communications via City's website.*
- *Redesigned performance appraisal systems for Executive and Union employees*
- *Implementation of Firefighter Dispatchers with the Newport Fire Department*

Challenges:

- *Development of an Employee-only portal on the City's website.*
- *Recruitment and selection of a new City Manager*

Awards:

- *Michael Coury, Human Resources Administrator, was presented the 2015 Frank H. Densler Award by the Eastern Region IPMA-HR in June. This award is the highest award provided by the Eastern Region IPMA-HR in recognition of significant direction and efforts in improving the vitality of the IPMA-HR Easter Region and the field of public Human Resources Administration.*



## CANVASSING AUTHORITY

**Contact info:**

Rick O’Neill, Canvassing Clerk

Email: [roneill@cityofnewport.com](mailto:roneill@cityofnewport.com)

Telephone: (401) 845-5384

Scope of Operations: to conduct all elections in the City of Newport.

The Canvassing Authority is responsible for maintaining an accurate list of registered voters and is responsible for administering elections fairly and efficiently in an open, transparent, and equitable manner. Upon request, the Canvassing Authority also assists with elections for entities such as the Housing Authority and the Newport City Personnel Appeals Board.



Use of Resources: The Canvassing Authority employs 2 full time employees. Of the City’s total General Fund expenditures, the Canvassing Authority utilizes .26% (0.20% in FY2014; 0.27% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY15 of \$9.35 (\$6.96 in FY 2014; \$8.54 in FY 2013). In terms of a median home valued at \$350,000, \$11.18 of the annual property tax bill in 2014 of \$4,221 funded the Canvassing Authority.

FY 2015 Goal: To continuing working with the Secretary of State Elections Division and the Board of Elections to implement the next phase of the National Change of Address (NCOA) process.

Accomplishment: *This is a continual process and is in compliance with election standards.*

FY 2015 Goal: To recruit and train new poll workers from high school, college and from diverse multi-cultural groups.

Accomplishment:

PERFORMANCE MEASURES	FY 2014 ACTUAL	FY2015 TARGET	FY2015 ACTUAL
Percent of poll workers under age of 30	10%	20%	15%

## DEPARTMENT OF PUBLIC RECORDS

**Contact info:**

Laura Swistak, City Clerk

Email: [lswistak@cityofnewport.com](mailto:lswistak@cityofnewport.com)

Telephone: (401) 845-5351

**Scope of Operations:** The Department of Records is responsible for serving as Clerk of the Council, Clerk of the Board of License commissioners, Probate Clerk, Registrar of Vital Statistics, and Clerk for other State-mandated functions.



**Use of Resources:** The Department of Public Records employs 6 full time employees. Of the City's total General Fund expenditures, the Department of Public Records utilizes .43% (0.69% in FY 2014; 0.69% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$15.25 (\$19.00 in FY 2014; \$22.13 in FY 2013). In terms of a median home valued at \$350,000, \$18.23 of the annual property tax bill in 2015 of \$4,221 funded the Department of Public Records.

**FY 2015 Goal:** To enable the Council to make decisions by delivering complete Council agenda packets at least five days before meeting.

**Accomplishments:** This goal has consistently been reached over the course of the fiscal year. Current Council dockets are available to the public at:  
<http://clerkshq.com/default.ashx?clientsite=newport-ri>

Prior Council dockets, minutes, ordinances and resolutions are available to the public at:  
<http://clerkshq.com/default.ashx?clientsite=newport-ri>



**DEPARTMENT OF PUBLIC RECORDS (continued)**

FY2015 Goal: For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to the City Clerk’s office.

Accomplishments:

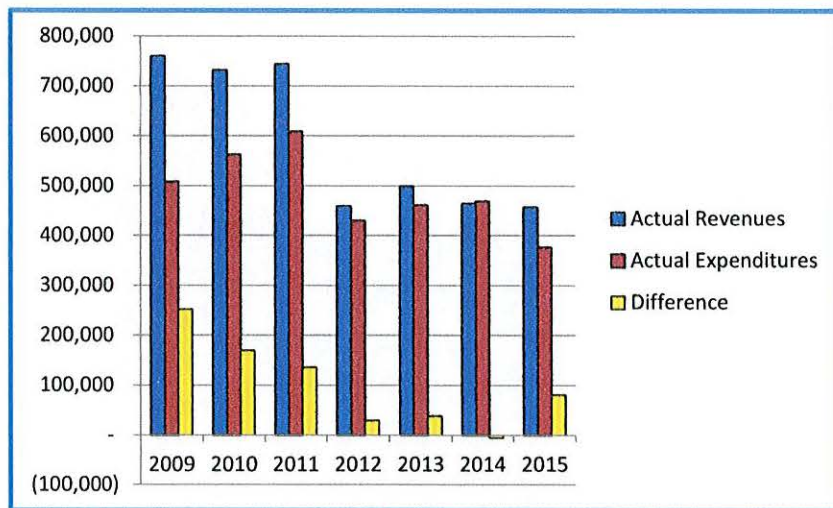
PERFORMANCE MEASURES	FY 2014	FY2015
	ACTUAL	ACTUAL
Number of City Clerk citizen satisfaction cards completed	43	15
Percent scoring Excellent in all six areas of satisfaction	97.62%	86.67%

Additional Accomplishment:

- *Revised the City Charter to make it gender neutral.*
- *Appointment of Laura Swistak as City Clerk*
- *Appointment of Patricia Cofield as Deputy City Clerk*
- *Contract awarded for live streaming and video archiving of City Council Meetings on the website.*

Challenges:

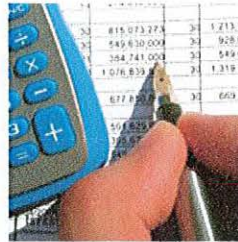
- *Retirement of Kathleen M. Silvia, City Clerk after 36 years of service*
- *Preparing/Implementing the office for relocation during the elevator construction which required a temporary relocation while still providing access to the public.*



*The Dept. of Public Records collected approximately \$80,603 more in revenue than its cost of operation in FY 2014/15.*

**DEPARTMENT OF FINANCE**

Contact info:  
 Laura Sitrin, CPA, Finance Director  
 Email: [lsitrin@cityofnewport.com](mailto:lsitrin@cityofnewport.com)  
 Telephone: (401) 845-5394



**Scope of Operations:** Under the supervision of the Finance Director, the Department of Finance is responsible for the overall administration of its divisions which include Finance Administration, Assessing, Billing & Collections, Accounting, Payroll and Management Information Systems.

**Use of Resources:** The Finance Department employs 18.5 full time employees. Of the City’s total General Fund expenditures, the Department of Finance utilized 3.76% (3.56% in FY 2014; 3.68% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY2015 of \$132.64 (\$121.72 in FY 2014; \$118.50 in FY 2013). In terms of a median home valued at \$350,000, \$158.53 of the annual property tax bill in 2015 of \$4,221 funded the Department of Finance.

**FY 2015 Goal:** To provide friendly, courteous and professional assistance to citizens coming to City Hall to pay City taxes and fees or inquire on financial issues.

**Accomplishment:**

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY2015 ACTUAL
Number of Collections citizen satisfaction cards completed at fiscal year end	74	68	21	23	5
Percent scoring Excellent in all six areas of satisfaction	95.95%	91.18%	90.48%	91.30%	35.71%

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY2015 ACTUAL
Number of Assessing citizen satisfaction cards completed at fiscal year end	5	27	0	23	5
Percent scoring Excellent in all six areas of satisfaction	80.00%	74.07%	0%	91.30%	100.00%

**Challenge:** *Too few citizens completing citizen survey cards.*

**Awards:** National awards from Government Finance Officers Association (GFOA)

- *Certificate of Achievement for Excellence in Financial Reporting (10<sup>th</sup> consecutive year)*
- *Certificate of Recognition for Distinguished Budget Presentation (10<sup>th</sup> consecutive year)*
- *Award for Outstanding Achievement in Popular Annual Financial Reporting (1<sup>st</sup> year ~ inaugural report)*



**DEPARTMENT OF FINANCE (continued)**

Additional Performance Data:

FY 2015 Goal: Adopted Budget is awarded the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award.

<b>GFOA's Distinguished Budget Presentation</b>			
Fiscal Year	Date Council Approved	Date Submitted	Award Received
2015	6/25/2014	9/24/2014	Yes
2014	6/26/2013	9/25/2013	Yes
2013	6/27/2012	9/26/2012	Yes
2012	6/08/2011	9/07/2011	Yes
2011	6/23/2010	9/21/2010	Yes
2010	6/24/2009	8/24/2009	Yes
2009	6/25/2008	9/25/2008	Yes
2008	6/13/2007	9/10/2007	Yes
2007	6/14/2006	9/8/2006	Yes
2006	6/22/2005	9/19/2005	Yes

FY2015 Goal: The City’s *Comprehensive Annual Financial Report* (CAFR) is awarded GFOA’s Certificate of Achievement for Excellence in Financial Reporting.

<b>GFOA's Cert. of Achievement for Excellence in Financial Reporting</b>		
Fiscal Year	Date Submitted	Award Received
2014	12/31/2014	Yes
2013	12/30/2013	Yes
2012	12/31/2012	Yes
2011	12/29/2011	Yes
2010	12/28/2010	Yes
2009	12/28/2009	Yes
2008	1/13/2009	Yes
2007	12/27/2007	Yes
2006	12/18/2006	Yes
2005	12/28/2005	Yes

FY2015 Goal: The City’s inaugural *Popular Annual Finance Report* (PAFR) is awarded GFOA’s Certificate of Achievement for Excellence in Financial Reporting.

<b>GFOA's Cert. of Achievement for Outstanding Achievement in Popular Financial Reporting</b>		
Fiscal Year	Date Submitted	Award Received
2015	1/29/2015	Yes

## POLICE DEPARTMENT

Contact info:

Gary T. Silva, Chief of Police

Email: [gsilva@cityofnewport.com](mailto:gsilva@cityofnewport.com)

Telephone: (401) 845-5776



**Scope of Operations:** The mission of the Newport Police Department is to provide excellence in police service through aggressive pursuit of violators of the law and the prevention of crime and disorderliness.

**Use of Resources:** The Police Department employs 104.50 full time employees, including its force of 78 sworn officers. Of the City’s total General Fund expenditures, the Police Department utilizes 19.52% (19.33% in FY 2014; 19.73% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY15 of \$689.33 (\$659.94 in FY 2014; \$635.74 in FY 2013). In terms of a median home valued at \$350,000, \$823.91 of the annual property tax bill in 2015 of \$4,221 funded the Police Department.

*70% of citizens responding to our 2015 Citizen Survey (70% in 2006) were satisfied with the overall quality of police services.*

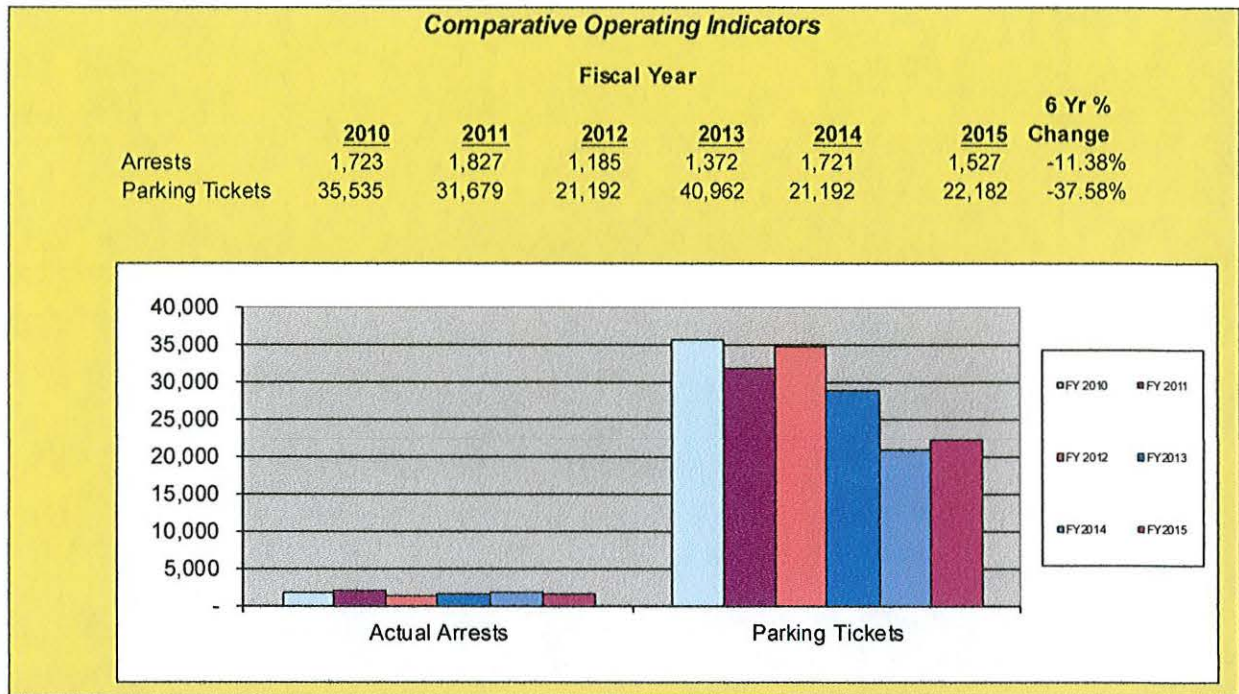
**FY 2015 Goal:** Improve traffic safety and enhance traffic flow.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY2013 ACTUAL	FY 2014 ACTUAL	FY2015 ACTUAL
Number of meetings attended/held by Traffic Unit	Unknown	107	110	113	109

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY2013 ACTUAL	FY 2014 ACTUAL	FY2015 ACTUAL
Number of supplemental enforcement details	242	258	302	355	432



**POLICE DEPARTMENT**  
**(continued)**



Additional Accomplishments:

- *Implementation of online reporting system for citizens for select matters, intended to enhance customer service.*
- *Implementation phases of an employee performance software operating system, for the purposes of enhancing professional conduct and performance of personnel.*
- *Implementation phase of CARFAX law enforcement specific computer-based program, for the purpose of enhancing law enforcement efforts.*

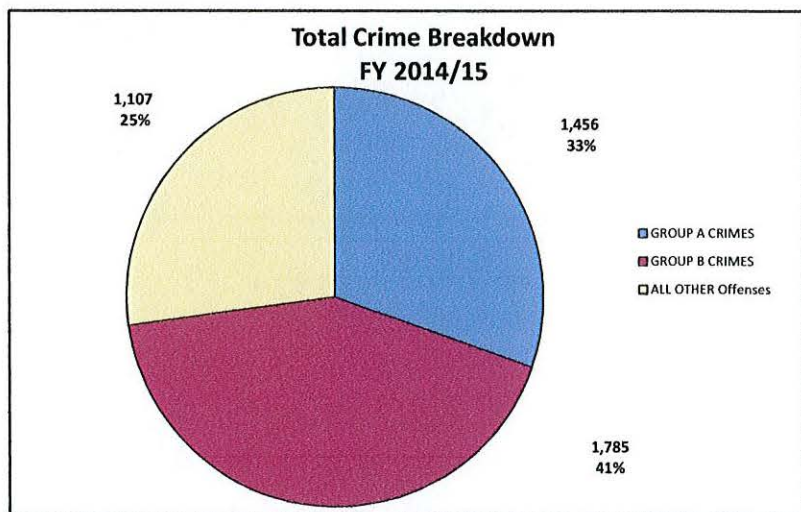
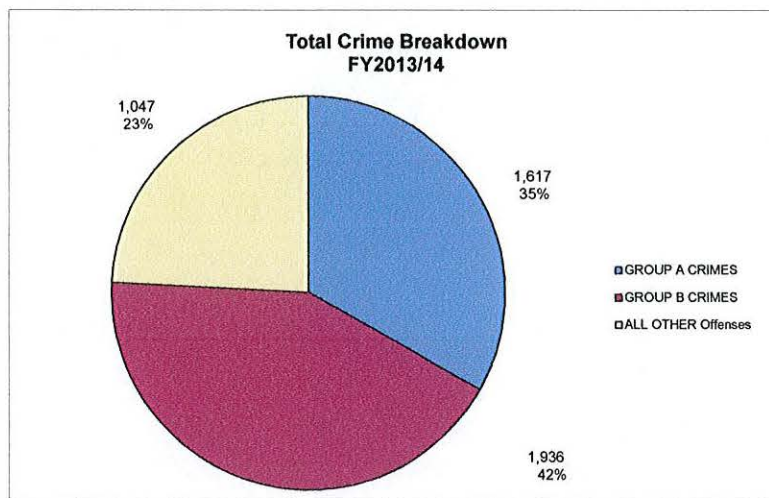
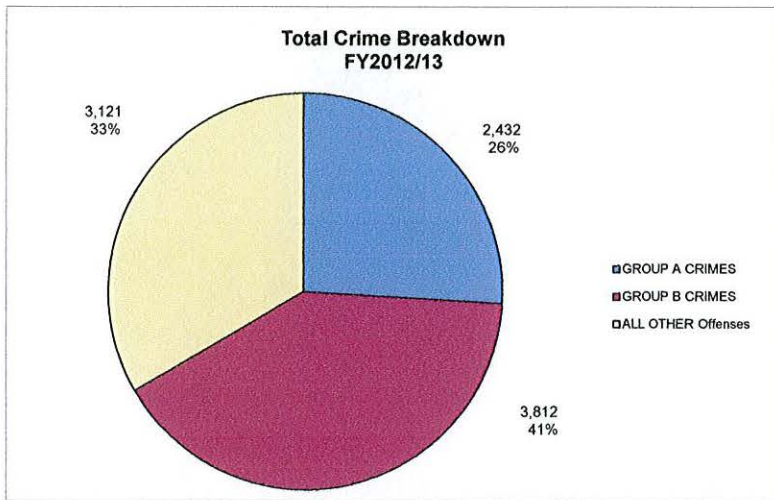
Challenges:

- *Ongoing upgrades, repairs or replacements to various elements, to include the building HVAC system; computer server; underground water reserve storage tank; underground fuel storage tank for building generator.*

Awards:

- *Appointment of two command staff senior members to the position of chief of police of out-of-state police departments. Although not a direct award to the Newport Police Department, the appointments serve as acknowledgement of Newport Police Department efforts in regard to professional development, succession planning and positive organizational experiences for employees.*

## POLICE DEPARTMENT ~ STATISTICS (continued)





## FIRE DEPARTMENT

Contact info:

Peter D. Connerton, Sr., Fire Chief

Email: [pconnerton@cityofnewport.com](mailto:pconnerton@cityofnewport.com)

Telephone: (401) 845-5911

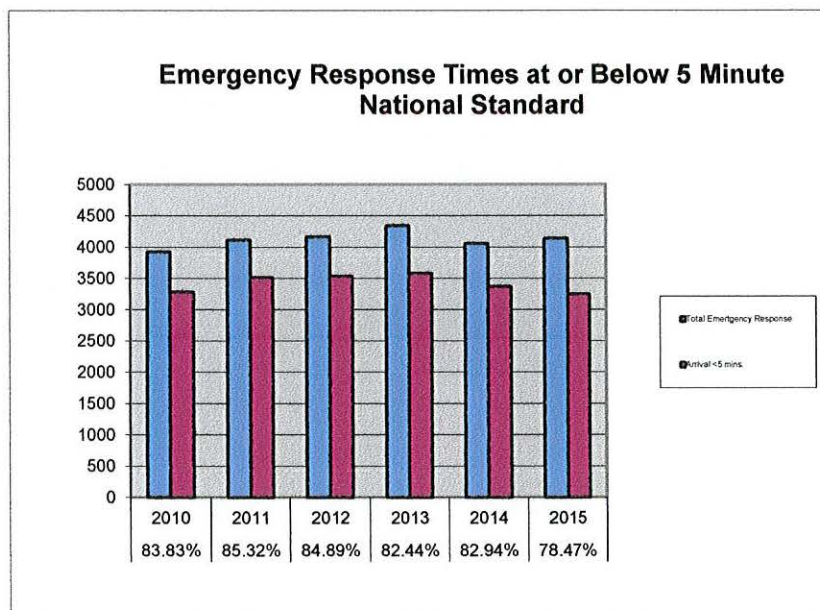


**Scope of Operations:** The mission of the Newport Fire Department is to preserve lives and property within the community by providing services directed at the prevention and control of fires, accidents, and other emergencies, while maintaining the highest standards of professionalism, efficiency, and effectiveness.

**Use of Resources:** The Fire Department employs 99 full time employees. Of the City's total General Fund expenditures, the Fire Department utilized 20.79% (20.87% in FY 2014; 20.70% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 15 of \$734.38 (\$712.84 in FY 2014; \$667.08 in FY 2013). In terms of a median home valued at \$350,000, \$877.75 of the annual property tax bill in 2015 of \$4,221 funded the Fire Department.

*86.0% of citizens responding to our 2015 Citizen Survey (85% in 2006) were satisfied with the overall quality of fire services.*

**FY 2015 Goal:** To minimize loss of life and property through efficient response and effective use of suppression forces to an incident.



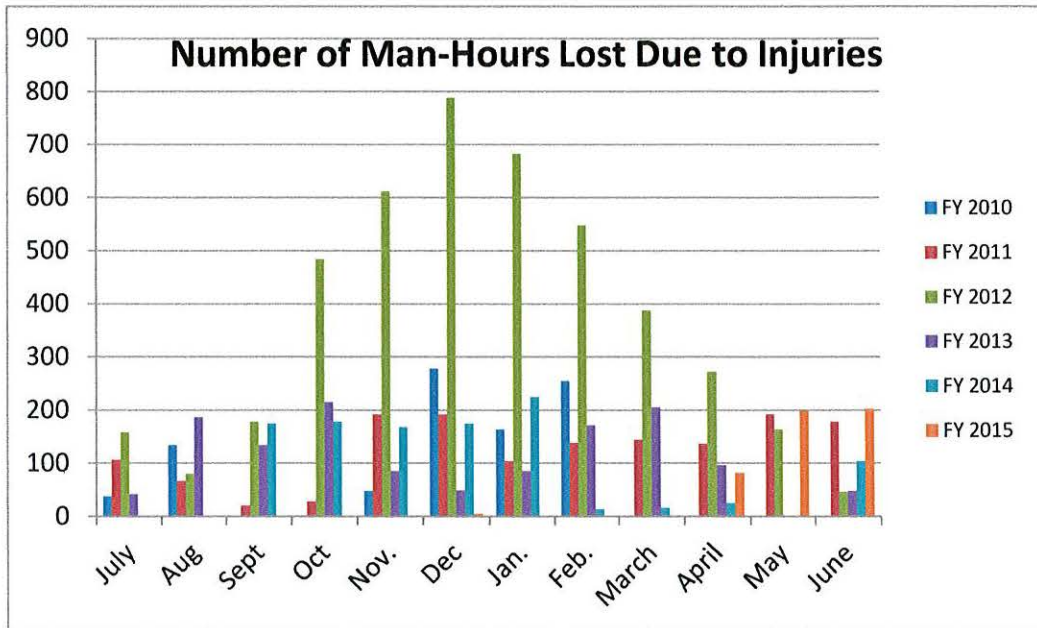
**FIRE DEPARTMENT  
 (continued)**

**FY 2015 Goal:** Provide that places of public accommodation and assembly are inherently safe for the citizens of and visitors to the City of Newport, Rhode Island. Through inspection and follow up, bring 250 buildings into compliance with the Rhode Island Fire Safety Code. The inspections will be focused on occupancy types that have historically attributed to large loss of life from fire, buildings of increased risk as determined by the Fire Prevention Division, and complaints from the general public.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL
Bring 250 buildings into compliance with the Rhode Island Fire Safety Code.	348	265	460	389	559

**FY 2015 Goal:** Continue with the firefighter physical and wellness program. Personnel account for approximately ninety percent of the department’s annual operating budget, which makes it, by far, the greatest operating expense. This initiative would raise the firefighter’s awareness of the benefits of better health through annual physicals and wellness education, and in turn the City should realize fewer days lost to sickness and injury.

Measurement: Reduce number of man-hours lost due to injuries sustained in the line of duty.



*There were no man-hours lost due to injuries during the months of Sept., Oct., March, April, May and June, 2010.*



## FIRE DEPARTMENT (continued)

### Accomplishments:

- Newport Firefighters conducted 13 Community CPR Classes for members of the public, local businesses, civic organizations, college students and other City employees instructing a total of 105 people in CPR and First Aid
- Five members of the department took part in the sixteen hour RIEMA instructed ICS 300, Intermediate Incident Command class earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in some instances they had to use vacation time or arrange for replacements to do so.
- Four members took part in the sixteen hour RIEMA instructed ICS 400, Advanced Incident Command class earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in some instances they had to use vacation time or arrange for replacements to do so.
- Three members of the department took part in the forty hour NASBLA Boat Crew Member instruction taught at the USCG Castle Hill earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in some instances they had to use vacation time or arrange for replacements to do so.
- Three members of the department took part in the 60 hour K38 Open Water Rescue Instruction, held in Monterey, California, earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in some instances they had to use vacation time or arrange for replacements to do so.
- Three members of the department took part in the one hundred-forty hour RI Fire Academy taught NFPA 1001, Firefighter I & Hazmat Operations class, conducted at various Fire Departments throughout the state, earning those certifications. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in many instances they had to use vacation time or arrange for replacements to do so.
- Two members of the department took part in the fifty-one hour RI Fire Academy taught NFPA 1001, Firefighter II class, held at the Jamestown Fire Department, earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in many instances they had to use vacation time or arrange for replacements to do so.
- Sixteen members of the department took part in the fifty hour RI Fire Academy taught NFPA 1041 Fire & Emergency Services Instructor class, held at NFD Headquarters, earning that certification. While personnel were allowed to attend on duty the majority of participation took part on their own off duty time and they attended uncompensated.
- Seven members of the department took part in the four hour RI Fire Academy instructed NFPA 1403 Live Burn Fire Instructor class earning that certification. It should be noted that they attended on their own off duty time and uncompensated. Additionally, in some instances they had to use vacation time or arrange for replacements to do so.
- Twelve members of the department took part in the fifty hour RI Fire Academy taught NFPA 1021 Fire Officer I class, held at NFD Headquarters, earning that certification. While personnel were allowed to attend on duty the majority of participation took part on their own off duty time and they attended uncompensated.
- The combined trainings listed above represent nearly 2400 hours of training performed predominately off duty & uncompensated by department personnel.



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- *On duty Newport Fire Department personnel completed the major renovation of the North Pole Dormitory Room. It included creating individual sleeping areas which will be necessary when the department hires a female firefighter. Plans are in the works to upgrade the East Dorm Room, as well.*

Challenges:

- *The Headquarters steam boiler heating system was slated to be replaced in FY 14-15, but due to the extremely high bids received for an HVAC system it was delayed. Additionally, in the winter of 2015 there was a major malfunction of the existing boiler. The department continues to seek out cost effective and energy saving solutions to complete this project. It is expected that it will be replaced in FY 15-16.*

Awards:

- *Lieutenant of Fire Alarm, Robert Dufault was chosen as the City of Newport's 2014 Employee of the year in January, 2015.*



**DEPARTMENT OF PUBLIC SERVICES**

Contact info:  
 William Riccio, Jr., PE, Dir. of Public Services  
 Email: [WRiccio@cityofnewport.com](mailto:WRiccio@cityofnewport.com)  
 Telephone: (401) 845-5841



Scope of Services: The Department of Public Services is responsible for maintaining the City's infrastructure and providing essential services. Under the City's organization chart, the Department of Public Services is also responsible for urban tree management and grounds maintenance.

Use of Resources: The Department of Public Services employs 40 full time employees. Of the City's total General Fund expenditures, the Department of Public Services utilized 11.76% (11.10% in FY2014; 9.58% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 15 of \$415.35 (\$378.94 in FY 14; \$308.75 in FY 13). The increase on FY2014 reflects the absorption of three additional divisions (Recreation Administration, Recreation Programs, and Easton's Beach). In terms of a median home valued at \$350,000, \$496.43 of the annual property tax bill in 2015 of \$4,221 funded the Department of Public Services.

*45.0% of citizens responding to our 2015 Citizen Survey (42.5% in 2006 – when they cited maintenance of streets and sidewalks as their biggest concerns) were satisfied with the overall quality of Public Services.*

**FY 2015 Goal:** Provide a paved road system that has a pavement condition that meets municipal objectives.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Percentage of lane-miles having an acceptable PCI (>= 70)	55.6/96.8 57.44%	67.02/96.8 69.24%	72.4/96.8 74.79%	72.76/96.8 75.17%	74.38/96.8 76.84%

*The percentage of lane-miles of roadway in satisfactory condition considers the natural degradation of roadways.*

**DEPARTMENT OF PUBLIC SERVICES**  
**(continued)**

Accomplishments: *Roadway Improvements completed (1.4 miles) reflecting FY 2015 expenditures:*

<u>Street Name</u>	<u>Limit 1</u>	<u>Limit 2</u>	<u>Length (ft)</u>
Clarke Street	Mary Street	Touro Street	495
McCormick Road	Ruggles Avenue	Ruggles Avenue	1,437
Third Street	Marsh Street	Van Zandt Avenue	2,591
Warner Street	Farewell Street	Malbone Road	2,871
		<b>Total Length (ft)</b>	<b>7,394</b>
		<b>Total Length (mi)</b>	<b>1.400</b>

Additional Achievements:

- *First year of 5-year Waste Management contract with new collection system roll out in November 2014. At the end of fiscal year '15 (eight months under new program), recycling rate increased to 29.39%; waste collected dropped by 1,269 tons from previous year, and waste collected was well under (1,210 tons) the solid waste cap of 7,401. As a result, the city received its first ever “tip fee rebate.”*
- *Hunter Park’s colorful “graffiti mural’ came together with a public/private partnership and a community participation “painting day.”*
- *Clean City worked with numerous organizations to incorporate recycling and “go green,” including July 4<sup>th</sup> fireworks, folk and jazz festivals, annual parades and the Volvo Ocean Race.*
- *Full 3.5 mile length of the Cliff Walk opened for the first time since Superstorm Sandy.*
- *New portable unisex restroom building, new sidewalks, bike racks, water bottle filler and reconfigured vehicle access and parking at Cliff Walk 40 Steps Trail Head completed.*
- *Restoration of Easton’s Beach facilities, damaged in a May 2014 fire, were completed, despite harsh winter working conditions, in time for the 2015 beach season and included many ADA compliant enhancements.*
- *Requested and received the approval of the RIHPHC Board and the national Park Service to increase the Superstorm Sandy Relief Disaster Relief Grant for the Cliff Walk by \$346,830 for a total \$600,938.*



**DEPARTMENT OF PUBLIC SERVICES**  
**(continued)**

- *Building envelope assessments for City Hall as well as proposals for new ADA compliant elevator were finalized; repairs, fire code upgrades and exterior elevator construction are underway (projected March 2016 completion).*
- *Implementation of new excavation and obstruction permit process providing faster review and approval process.*
- *The Newport Tree Society, in partnership with the city and other community stakeholders, contracted with the planning firm Sasaki, for \$163,000 to complete phases one and two of the City of Newport Park, Tree & Open Space plan.*

Challenges:

- *The new WM cart collection program challenged staff to “get the word out” through various media and mailings and to provide public information about new policies and procedures; implementation of the cart delivery, including accommodation of residents’ requests for smaller or additional carts/options as well as reports of missing or stolen carts, further challenged staff resources across divisions.*
- *Additional areas of Cliff Walk as well as Newport Harbor seawalls identified as in need repairs.*
- *Winter weather, including several “named” storms, record snowfall and frigid temperatures challenged staff in many divisions as well as the snow removal budget to keep city streets open and safe to travel. Specific challenges were initial snow removal with all hands available plowing, salt shortages which led to increased sand usage, no thaws between storms meant snow had to hauled from narrow streets; multiple delays in trash /recycling, etc. Challenges continued into spring and summer with removal of 1,000+ tons of sand from the city streets and parking facilities as well as backlogged annual winter tasks.*
- *The vehicle fleet suffered substantial body damage during winter snow removal operations with constant use and extreme conditions. With similar damage in the private sector the turn-around for auto body repairs was extended resulting in a shortage of city vehicles while necessary repairs were completed.*
- *Limited staff resources for oversight of numerous construction projects and to address potholes and older contractor excavation trenches challenged several divisions. Challenged by staff vacancies and medical leaves, and limited pool of seasonal workers to assist with labor-intensive spring/ summer needs.*

Honors and Awards:

- *Cliff Walk named one of the top ten places in America by the American Planning Association.*



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- Received New England ADA Center \$1,000 grant which provided a Field Based ADA Training Day held at Cardines Field with city staff and interested local professionals. The hands-on program generated a number of new ideas on how to bring Cardines into compliance with ADA requirements.
- The forestry program received a \$4,000 America the Beautiful Grant for planting trees in Eisenhower Park and the Children’s Arboretum at the Pell School. Newport was the only community to receive the maximum grant funding level.
- RI Department of Environmental Management awarded a Narragansett Bay Watershed Restoration Fund grant (\$141,000) which provides 50% of the funding associated with the purchase of a new street sweeper, which will help us to service the Almy Pond Watershed Management Area and permeable pavement in the City.
- Rhode Island Resource Recovery Corporation provided a \$5,000 matching grant for Clean City “Bye, Bye Bins and Barrels” events to recycle blue/green bins and plastic trash cans no longer needed under the new city provided carts program.
- Public Services Director, William R. Riccio, Jr., PE, was selected to be part of the Leadership RI 2015 Lambda II Class. Bill was also appointed to the Board of Directors of the NE Chapter of American Publican Works Association (APWA) and elected to the Board of Directors/Secretary for the RI APWA.
- Assistant City Engineer, Francis J. Marinaccio, EIT, culminated his APWA Emerging Leaders yearlong program with a scholarship to attend APWA’s annual meeting in Toronto, where he led a panel presentation of the cohort’s paper “Who is Following the Leader? Succession Planning in Public Works.”



- *Bronze Bicycle Friendly City Award from League of American Bicyclists (2<sup>nd</sup> consecutive year).*



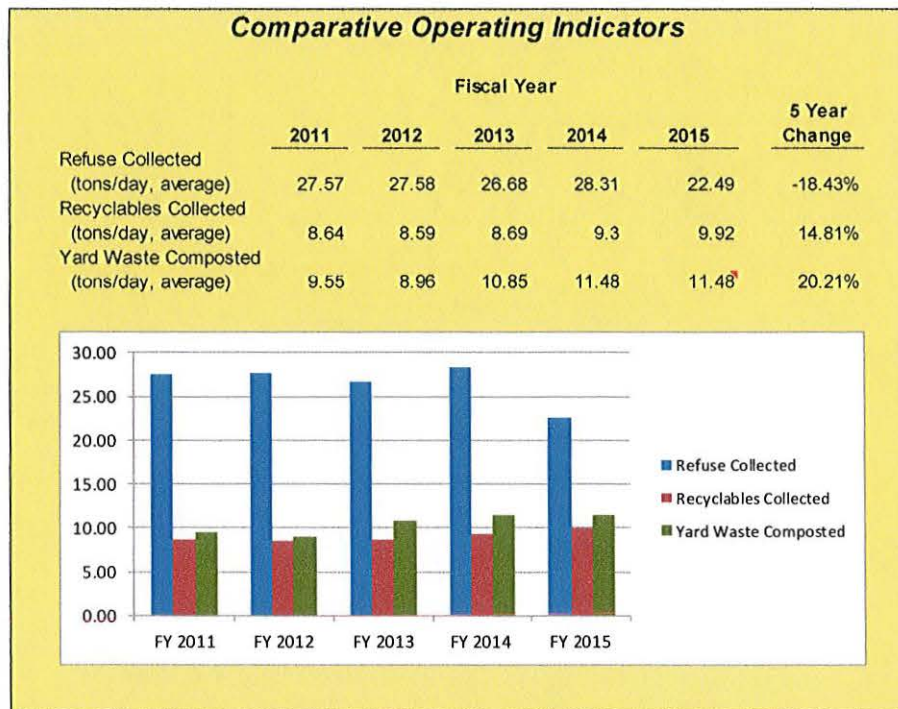


**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Solid Waste Collection & Disposal**



**FY 2015 Goal:** To decrease the amount of waste for which the city pays a tipping fee of \$32/ton at Rhode Island Resource Recovery Corporation by researching and implementing programs to increase the amount of yard waste diverted to composting.

Accomplishment:

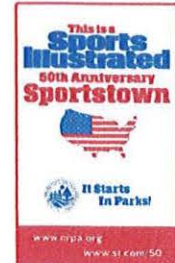


**FY 2015 Goal:** Increase the amount of leaves and yard waste disposed of through a composting program by 10%, from 1100 tons diverted to composting to 1200 tons composting.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Tons of leaves and yard waste diverted to composting	1257.24	1203.23	1570.21	1401.95	1358.1

**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Recreation**

Contact info:  
 Edward Harrigan, Administrator  
 Recreation  
 Email: [EHarrigan@cityofnewport.com](mailto:EHarrigan@cityofnewport.com)  
 Telephone: (401) 845-5806



Scope of Operations: The Department of Recreation is responsible for all recreation programming and activities management. It actively services the entire community through its various recreation and sports activities, & sports facilities, overseeing Martin Recreation Center, Cardines Baseball Field, Freebody Park sports complex, and an outdoor skatepark.

*61% of citizens responding to our 2015 Citizen Survey (63% in 2006) were satisfied with the overall quality of Parks, Recreation & Tourism services, with the biggest concern being the quality of biking routes.*

FY 2015 Goals: To provide healthy and positive recreation programs and community events that will meet the leisure needs of the citizens of Newport.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Net increase in new/expanded programs/classes since FY 2008	6	25	20	18	32

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Outreach to schools - No. of programs	4	16	15	15	24

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Outreach to Community Agencies ~ Number of programs	10	21	23	22	31

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of "free" community special events	48	46	38	38	47



**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Recreation (continued)**

Accomplishments:

- *The Newport Recreation staff worked together with the Newport School Department on a grant which offered 350 Newport children free lunches all summer long.*
- *Sponsorships & Grants enabled The Recreation Division to offer special events at Easter, Halloween and Christmas at little or no cost. Summer children's and family nights were all offered free of charge.*
- *The Recreation Division offered 21 new or expanded programs over the year.*

Challenges:

- *The Recreation Division continues to see increased requests for program scholarship aid from residents. Staffing costs continue to rise with another increase in the minimum wage.*
- *The not-yet-implemented online registration system requires registrants to print/mail in a registration forms or physically stop in to the Recreation office. Program information is currently distributed by email, website, press releases & school handouts.*
- *The increased cost of bussing has limited the number of off-site activities available to our various summer camps as well as our school vacation camps.*
- *Poor winter weather caused lower than expected attendance at many of our drop in programs such as: adult walking, yoga, Pre-Kindergarten open gym.*

Awards:

- *Recreation Supervisor Carol Mureddu was selected to the R.I. Recreation and Park's Association, Hall of Fame.*



- *Newport Recreation applied for & was selected as a "Playful City USA" by Kaboom*
- *Newport Recreation was awarded a \$3,500 grant from the R.I. Foundation for the Children's Night entertainment series at Easton's Beach.*
- *Newport Recreation was one of the first departments in the region to offer Pickleball, the fastest growing national sport for the over 50 population. Our program was featured on the Fox TV news affiliate in Hartford, Ct.*



**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Easton’s Beach**



Contact info:

Erik Reis, Beach Manager

Email: [EReis@cityofnewport.com](mailto:EReis@cityofnewport.com)

Telephone: (401) 845-5813

Scope of Operations: This program provides for the operation and maintenance of the public facilities at Easton’s Beach. It includes safety oversight of swimmers by state certified Lifeguards, beach cleaning and raking, and water quality testing. It also includes the rental administration of the Rotunda ballroom and the operation of the Carousel, seasonal bathhouses, beach store, Beach Bounce and numerous community special events. Other free public amenities such as children’s playground, Skateboard Park, restrooms and showers, and picnic shelter are the responsibility of this fund as well.

Easton’s Beach Fund also includes the oversight of the lease of the snack bar and vending cart concessions, and the Save the Bay Aquarium and Education Center.

Beach Operations – responsibilities include operation and security of the City’s public beach facilities at Bailey’s East Beach and the operation and maintenance of the restrooms at King Park.

FY 2015 Goal: To continue to upgrade and improve beach facilities to increase revenue at Easton’s Beach through new and repeated patron visits and to provide safe and clean facilities.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Total Number of Rotunda Ballroom facility	80	92	99	113	119
% variance of facility rentals	42.86%	15.00%	7.61%	14.14%	5.31%

*Rotunda Ballroom rentals continue to grow, due partly to a better economic climate for wedding receptions, partly due to growing referrals from vendors we work with on a consistent basis and a better online presence on wedding specific websites.*

PERFORMANCE MEASURES	2011 Season ACTUAL	2012 Season ACTUAL	2013 Season ACTUAL	2014 Season ACTUAL	2015 Season ACTUAL
Total number of season parking sticker sales	941	941	1108	936	1034
% annual variance of season parking sticker sales	-1.16%	0.00%	17.75%	-15.52%	10.47%

*Early season loss of Bathhouse Private Restrooms/Showers in FY14 created poor publicity as media sources communicated that restrooms were lost at the beach. A mixed message to general public as it was not identified as the Private restrooms.*



**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Easton's Beach**  
**(Continued)**

Additional Accomplishments:

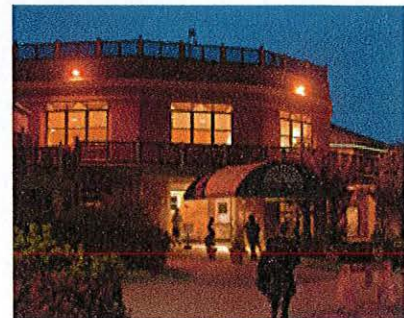
- 2015 was a record setting year for Parking Revenues, more than any previous year. (Season 2015)

Challenges:

- Despite the RI DOH increasing the Beach Action Value (BAV) water sample of 60 colony forming units (cfu) Enterococci per 100 milliliters (mL), an increase from 104 cfu/100 mL in 2014, Easton's Beach was mandated to close 6 times. King Park Beach was mandated to close one time in 2015. (Seasonal 2015)

Awards:

- Second straight year for WeddingWire Couples' Choice Award (2014 and 2015) for use of the Rotunda Ballroom as a wedding venue.





**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Urban Tree Management**

Contact Info:  
Scott Wheeler, Tree and Parks Supervisor  
Email: [swheeler@cityofnewport.com](mailto:swheeler@cityofnewport.com)  
Telephone:



*As our response to requests of the Citizen Focus Groups held in May, 2008, and in recognition of Newport's continued recognition as Tree City USA, this is the second year we are reporting performance on the City's urban tree management.*

Accomplishments:

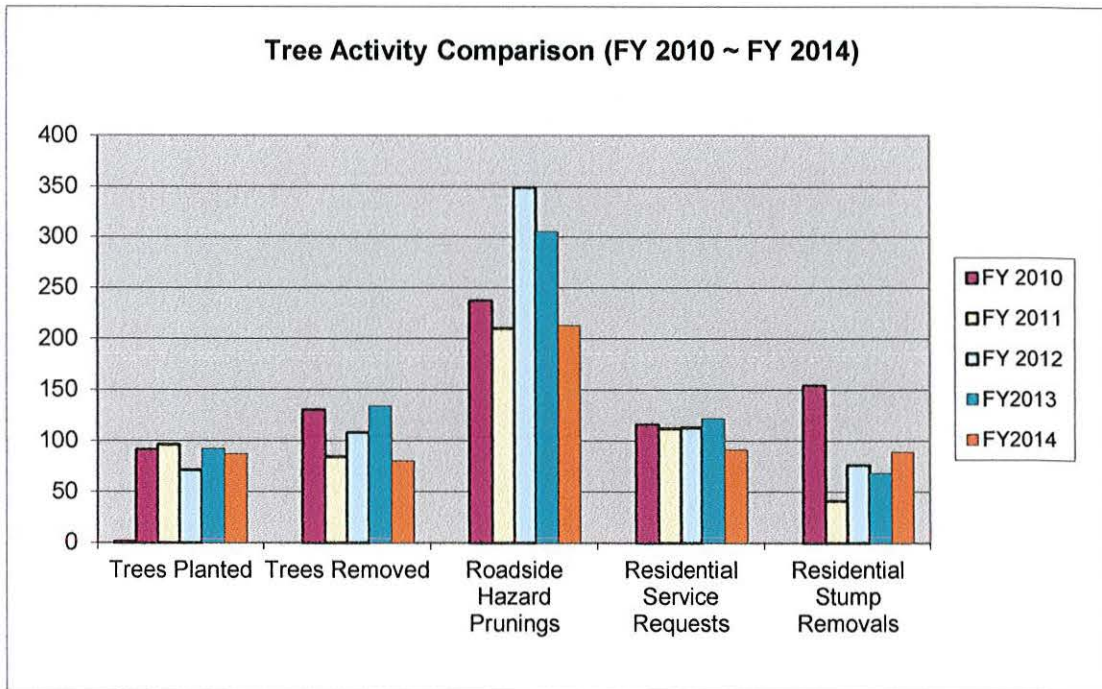
- *Newport's spring and fall street-planting programs added 93 new trees in FY2015 including 52 bare root trees and 45 B& B tree plantings focused on the new Pell School Arboretum and the off street tree planting program.*
- *The Rhode Island Tree Register has been launched to crowd source tree inventory public and private trees on Aquidneck Island using Open Tree Map software. To begin with the inventories of the City, Salve Regina and the Newport Preservation society have been joined into one searchable database.*
- *The ninth annual planting of daffodils in Newport with approximately 19,000 in Ballard Park and 4,000 more in other park locations. In addition to the public planting the Daffodillion campaign gave away free bulbs for planting on private property. It is estimated a total of 398,000 bulbs have been planted to date.*
- *The children of Pell School joined the Newport Tree & Open Space Commission for an Arbor Day planting on Friday May 8th, 2015. A Tulip Tree was selected to add to the Children's Arboretum collection.*
- *The City partnered with the Newport Tree Society to launch the Newport Arboretum which has progressed to achieve professional accreditation as a Level II Arboretum, awarded through the Morton Register of Arboreta. An effort has been launched to plant another 237 cultivars to become the first community arboretum to reach Level 3 professional accreditation. <http://newportarboretum.org/home/plant/tree-wish-list/>*
- *The week of activities during Arboretum Week 2015 included childrens' activities, tree walks, garden tours, lectures, films and, for the first time, a professional art exhibit focused on trees.*
- *In partnership with the Newport Tree Society a grant for \$33,825 has been received from the Helen Walker Raleigh Tree fund for the Children's Arboretum at the Pell School. Another \$10,000 was received for crowd sourced Tree Mapping and \$8,060 for the Specimen Tree Restoration Program*



**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Urban Tree Management**  
**(continued)**

Challenges:

- *With the Assistance of RIDEM, USFS and URI Cooperative extension the City is seeking to identify the disease killing hundreds of public and private English Oaks across the city. The oaks that in many cases had full canopies of leaves in the fall did not leaf out at all in the spring or in some cases the top half of the tree canopy had died.. Oak is a dominant naturalized forest tree.*
- *Repeated periods of drought and prolonged late summer high temperatures have required forestry staff to spend more days than any previous summer watering newly planted trees.*
- *The decline of large, old specimen Beech trees continues across the city with prominent trees in decline at Aquidneck Park, the Newport Art Museum and along Bellevue Avenue.*



**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Urban Tree Management**  
**(continued)**

Four Standards of Tree City USA:

1. A Tree Board or Department
  - a. *Newport Tree Commission*
  - b. *Buildings & Grounds Division of Urban Tree Management program*
2. A Tree Care Ordinance
  - a. *Chapter 12.36*
3. A Community Forestry Program With an Annual Budget of at Least \$2 Per Capita
  - a. *Of the City's total General Fund expenditures, the Division of Urban Tree Management utilized 0.28% (0.28% in FY2014; 0.28% in FY2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 2015 of \$9.26 (\$9.00 in FY2014; \$9.00 in FY 2013).*
4. An Arbor Day Observance and Proclamation
  - a. *Held at Aquidneck Park on May 8, 2015.*



Can The Newport Arboretum become the first citywide arboretum in the world to reach Level 3 professional accreditation status? We'll need to plant **237** new species and cultivars to reach our goal of 500 in total. **We're going to need some help.**

For more information, please visit: <http://newportarboretum.org>



## DEPT. of CIVIC INVESTMENT/PLANNING

Contact info:

Paul Carroll, Dir. of Civic Investment

Email: [PCarroll@cityofnewport.com](mailto:PCarroll@cityofnewport.com)

Telephone: (401) 845-5450



Scope of Operations: The mission of the Department of Civic Investment is to plan for orderly growth and development, review and regulate subdivisions, site plans and development plan proposals within the City of Newport.

In addition, the Department is responsible for community development housing small business loans, Community Development Block Grants and large scale redevelopment projects such as the North End and Lower Thames Street. The Department coordinates with the review board of the Planning Board as a part of the overall development approval process.

Use of Resources: The Department of Civic Investment employs 4 full time employees. Of the City's total fund expenditures, as offset by the City's annual Community Development Block Grant revenue, the Department utilizes .39% (.51% in FY 2014; .41% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY15 of \$13.70 (\$17.29 in FY 2014; \$13.36 in FY 2013). In terms of a median home valued at \$350,000, \$16.38 of the annual property tax bill in 2015 of \$4,221 funded the Department.

*32% of citizens responding to our 2015 Citizen Survey (31% in 2006) were satisfied with the overall quality of Planning, Zoning, Development & Inspections, with the biggest concerns being enforcing clean-up of derelict houses.*

FY 2015 Goal: Develop and coordinate long and short-range plans and efforts for the community and review and make recommendations for proposed plans and development to promote Newport as a healthy, prosperous and desirable living community.

1. Continue coordination with RIDOT for the Pell Bridge Realignment Project to improve upon the transportation system and provide development opportunities. *Matrix Design, the City Consultant for the Innovation Hub project, has had multiple meetings with RIDOT, RI Turnpike and Bridge Authority, and US Federal Highways regarding development of alternative realignment designs that meet both the transportation and development needs for the project. Based on the meetings and exchanges, Matrix submitted alternative realignment proposed designs to RIDOT and RI Turnpike & Bridge Authority for approval at the end of December 2014. Awaiting RIDOT and RI Turnpike & Bridge Authority's approval of and sign off on alternative design.*



**DEPT. of CIVIC INVESTMENT/PLANNING**  
**(Continued)**

*As a follow-up to the above referenced design submissions, the City, Matrix, RIDOT and RI Turnpike & Bridge Authority, had multiple exchanges, feedback and meetings regarding the potential designs. Two alternative bridge realignment and internal road, pedestrian and bike transportation designs were tentatively agreed to. City and Matrix are awaiting formal acceptance by RIDOT and RI Turnpike & Bridge Authority of the designs, as well as cost estimates for the internal transportation system.*

2. Support the redevelopment of future surplus elementary school buildings including development of a plan for their future recommended use as directed by Council. *US EDA awarded \$1.67 matching grant for the Sheffield School Accelerator (Techworks) in September 2014. Per US EDA and City requirements, RFPS for sub-contractors went out, responses received and evaluated by end of December 2014. Interviews and award of sub-contractors will be completed in First Quarter 2015.*

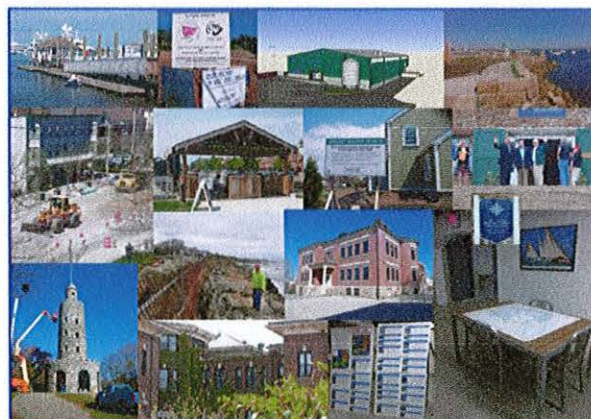
*Contracts awarded in 2015-2016. Design component to be completed by the end of August 2015. Construction will commence in the Fall 2015 with its completion and operational date still scheduled for Fall 2016.*

*In addition, market analysis completed for the Underwood School by Berkshire Hathaway (formerly Prudential Properties). Purchase Solicitation Bid package created and will be dispersed in early First Quarter 2015 with anticipated sale of property by the end of Second Quarter 2015.*

*Result of the above action was the sale of the Underwood School in May 2015.*

*In late Fourth Quarter 2014, market analysis on Coggeshall School provided by Berkshire Hathaway.*

*Both the former Coggeshall School and the former Cranston-Calvert School are being analyzed for future use for disposition by either sale or retention of the properties as a community asset. In addition, the former Triplett School has been transferred from the School Department back to the City for disposition.*



*Current Projects~ Dept. of Civic Investment*



**DEPT. of CIVIC INVESTMENT/PLANNING  
(Continued)**

Additional Accomplishments:

- *Full migration of the Planning and Historic Presentation functions from Civic Investment to Planning/Zoning.*
  
- *Major Projects:*
  - *Sheffield (Innovate Newport) Project design component completed on time.*
  - *Resilience Innovation Hub –*
    - *Alternative Pell Redesign submitted to RIDOT*
    - *Major movement with private sector with following comments on project Newport is receiving strong recognition and confirmation of its potential to seize this national leadership role from global infrastructure investment and development consortia; global consultancy and delivery groups within infrastructure finance, clean tech and smart cities technology and implementation; top universities within the sustainable infrastructure, engineering, environmental and legal; a major global insurance group with an interest in cybersecurity; US federal offices charged with the promotion of interagency collaboration and private sector involvement with new technology, products, design and planning for coastal urban locales and coastal infrastructure; global thought leaders on the impact of sea-level rise and major ocean-related events on coastal communities; as well as, national community development non-profits.*

*These groups have noted that Newport's approach to integrated resilience is unique in that it:*

- 1. understands resilience in an integrated "systems approach" and focuses on the challenges AND opportunities between and among the natural/built environment, economic, cultural, educational and health perspectives;*
  
- 2. recognizes the challenges posed by a changing ocean also present substantial economic development and job creation opportunities; and,*
  
- 3. includes the private sector at the outset of these effort.*

*These groups have stressed that Newport is very forward thinking, given the shrinking level of current and future public sector funds, in recognizing the need for private sector financing for major economic development initiatives that include both a major resilience focus and a major transportation infrastructure component. With increasing Federal Government emphasis and efforts to attract private sector funds as a substantial part of a portfolio of public and private funding for transportation related economic development projects, these groups have*

*applauded Newport's efforts to include such private sector potential funding in its Resilience Innovation Hub plans.*

- *RFP for a Primary Project Advisor and Strategic Partner has been issued. It closes September 28, 2015. North End Advisory Planning Committee work has been completed.*
- *Underwood School marketed and sold*
- **GIS**
  - *Deployment of the ArcGIS On-Line portal (both public and internal)*
  - *Creation of mobile data collection applications for Public Services, Fire, and Utilities.*
  - *Data sharing for Newport's Parks and Opens Spaces mobile app.*
  - *On-going Parcel data and Buildings data reconciliation with Land Evidence and Assessor's Records.*
  - *Creation of data layers and maps for Newport's Harbor Master Plan Update*



**DEPT. of ZONING and INSPECTIONS**

Contact info:

William Hanley II, Building Official

Email: [WHanley@cityofnewport.com](mailto:WHanley@cityofnewport.com)

Telephone: (401) 845-5463

Scope of Operations: The mission of the Department of Zoning and Inspections is to ensure compliance with construction, zoning and nuisance codes and to protect public health, safety and welfare within the community. The Department serves as a one-stop shop for land development review and regulations for building, housing, electrical, plumbing, mechanical, zoning (certificates, variances, special uses and historic) within the City of Newport.

Use of Resources: The Department of Zoning and Inspections employs 9 full time employees. Of the City’s total fund expenditures, the Department of Zoning and Inspections utilizes 0.90% (0.89% in FY2014; 1.09% in FY 2013) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY15 of \$31.80 (\$30.22 in FY 2014; \$35.10 in FY 2013). In terms of a median home valued at \$350,000, \$38.01 of the annual property tax bill in 2015 of \$4,221 funded the Department of Zoning and Inspections.

*32% of citizens responding to our 2015 Citizen Survey (31% in 2006) were satisfied with the overall quality of Planning, Zoning, Development & Inspections, with the biggest concerns being enforcing clean-up of derelict*

FY 2015 Goal: Increase enforcement of nuisance regulations and code compliance to protect and promote the health, safety and welfare of the community.

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Percent increase of municipal inspections	39.72%	-15.27%	67.11%	138.90%	-26.86%
Actual # of inspections:	897	760	1270	3034	2219

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Percent increase of housing inspections	29.34%	-26.93%	18.23%	66.93%	2.14%
Actual # of inspections:	1036	757	895	1494	1526

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of calendar days for initial inspection of code violations.	<5	<4	<4	<4	<3

**DEPT. of ZONING and INSPECTIONS**  
**(Continued)**

Accomplishments:

- *The Department of Zoning and Inspections welcomed the new City Planner and Historic Preservation Planner into the department during FY2015. They have taken over the day-to-day administrative functions of the Planning Board and Historic District Commission as well as begun working on the Comprehensive Plan update.*

Challenges:

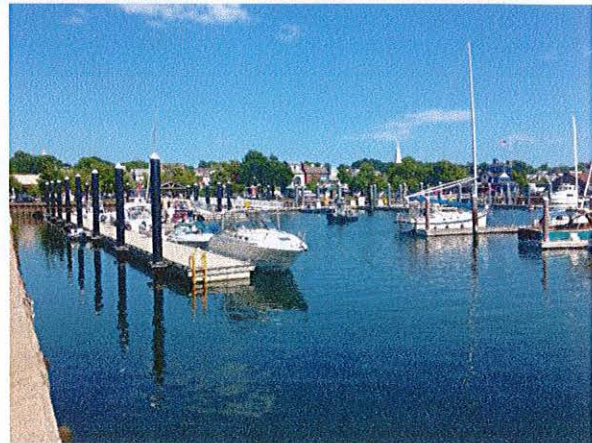
- *There was a lot of moving around of people and furniture to accommodate this move which proved quite challenging while maintaining daily operation of staff.*



## NON-UTILITY ENTERPRISE FUNDS

Enterprise funds are designed to be fully self-supporting through user fees. The City has two non-utility enterprise funds which are the Maritime/Harbor Fund and the Parking Fund.

- The City's Harbor Facilities;



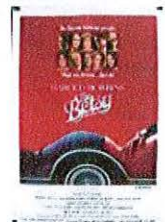
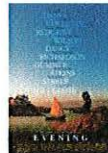
- King Park Auto & Trailer Parking, Boat Launch and Permit Information;



- The Mary Street Parking Lot, Gateway Visitor's Center & Garage

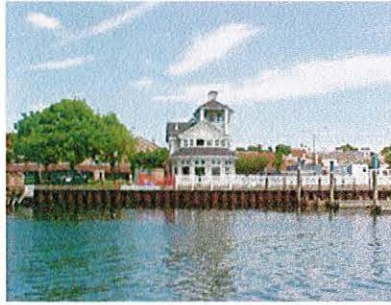


- Permits for Movie, Television and Photography Productions.





**MARITIME FUND**



Scope of Operations: The Maritime Fund provides for the operation of the Newport Harbor. It is responsible for enforcement of ordinances and state and federal boating laws pertaining to the operation of commercial and pleasure craft within the harbor and surrounding public waters. This fund operates the public piers and public dinghy docks throughout the harbor and operates the Perrotti Park ferry, cruise ship docks and the Harbormaster building with public restrooms.

FY 2014 Goal: Continue State mandated inspection system of vessels for discharge related infractions by inspection of 50 vessels annually.

Accomplishments:

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of State mandated inspections	60	52	52	58	54

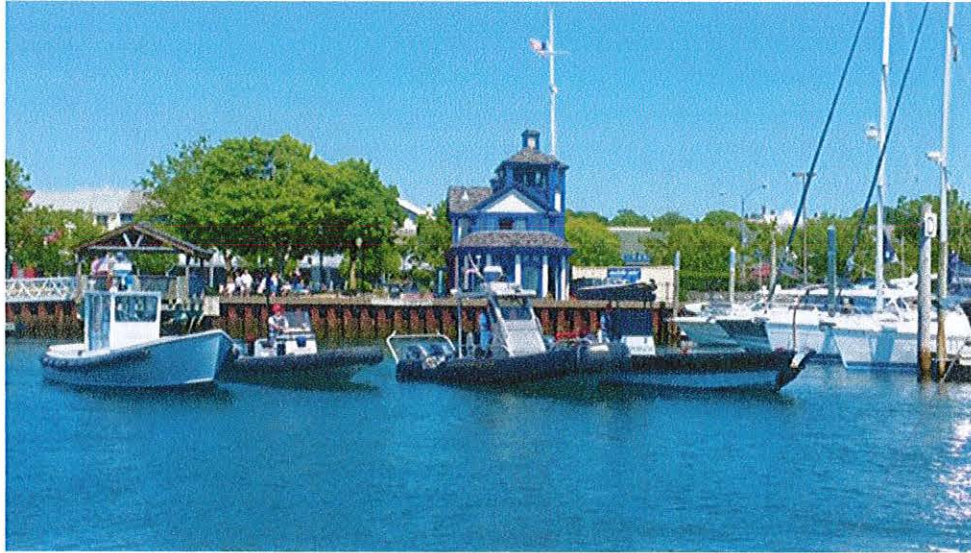
*Project is a useful tool in maintaining compliance with Discharge regulations. One Infraction found, enforcement being handled by RI DEM LE due to commercial status of vessel.*

Additional Achievements:

- *Harbor Division worked with Department of Public Services to provide additional Dinghy Storage racks at the Willow Street Driftway. Additional Dinghy Racks are scheduled for Poplar Street Driftway to be installed prior to 2016 boating season.*
- *Harbor Division completed the 5 year renewal of the Facility Security Plan for the Perrotti Park Cruise ship Facility. The FSP has been approved by the USCG.*
- *Enforcement of the newly adopted Anchorage ordinance has provided more turnover and better experience for the transient boater in Newport Harbor.*



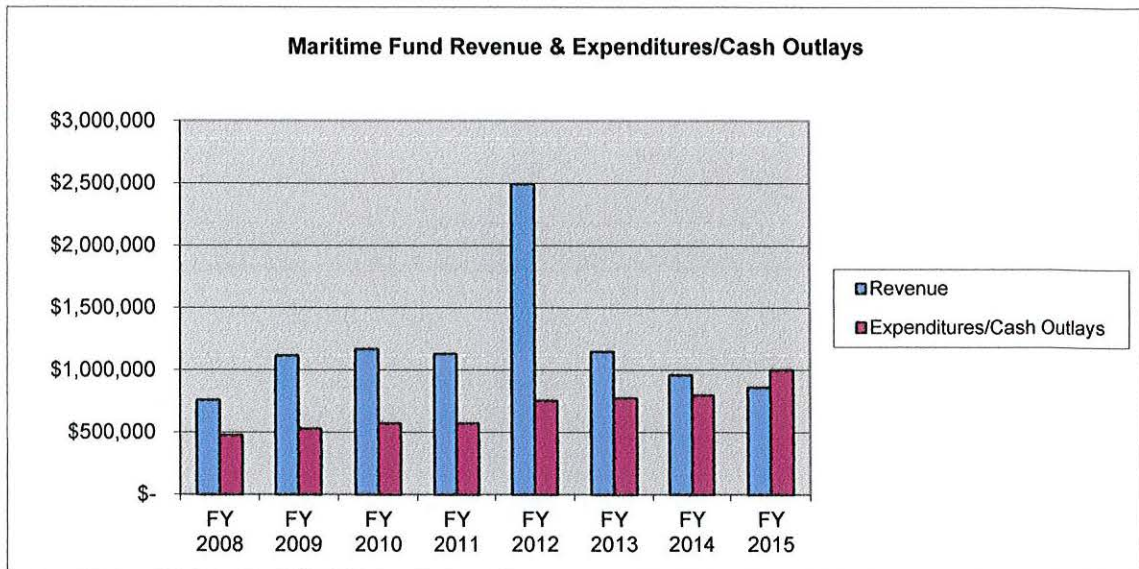
## MARITIME FUND (continued)



Newport Harbormaster Fleet in front of the office

### Challenges:

- *Enforcement of the Anchorage Ordinance has created a demand for time and resources*
- *Charting of South Coastal moorings remains time consuming. Project will continue until complete.*



## PARKING FUND



**Scope of Operations:** The Parking Fund oversees the parking contracts for Gateway and Mary Street public parking lots, on street meter parking, review of parking violation agreements; assistance to vendors, businesses and other agencies with occasional requests for special parking considerations; maintenance and capital improvements for the lots and associated public restrooms. Functions also include coordination of special event management related to lot and on-street parking.

The Parking Fund provides the public with safe, convenient and appropriate parking within the City of Newport. Further, it maximizes accessibility to each resident, business, and attraction with the increased availability of parking and decreased traffic congestion by controlling parking eligibility and providing public fee parking. Working as a team to ensure the effective management of this resource, efforts for this fund are shared by Police and Economic Development.

It is highly recommended that visitors park at the Newport Visitors Information Center on America's Cup Boulevard, at the gateway to the City.



*The Newport Visitors Information Center has parking for 480 cars at very reasonable prices and also serves as the City's primary public transportation hub.*





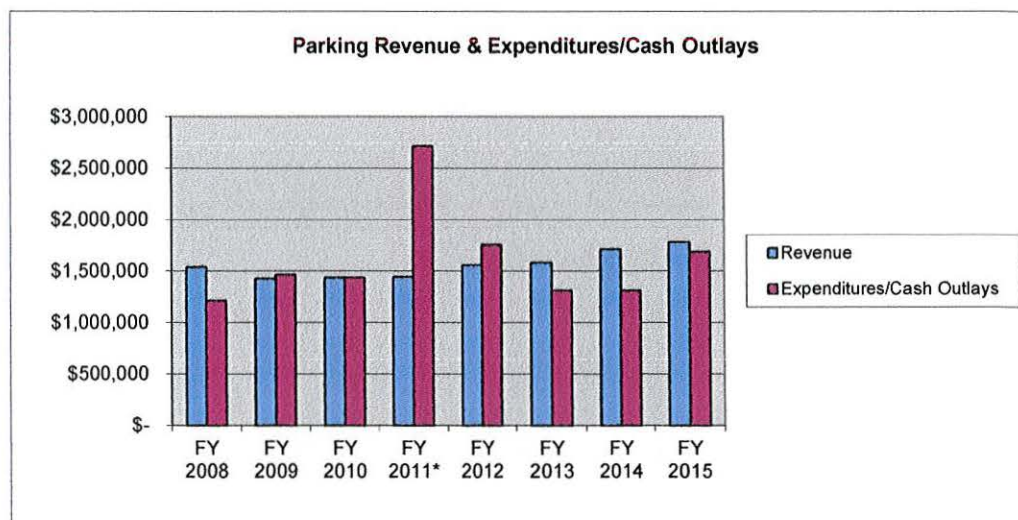
## PARKING FUND (continued)

### Accomplishments:

- *Repaved the Touro Ct. Parking Lot and repaired the lot's failed storm drains. Created two new handicapped spaces in the Touro Lot and expanded the Newport Resident spaces from three to five.*
- *Potential barriers to the blind in the Gateway Parking Garage, identified in a previous audit, have been removed.*
- *Repaired sink holes and deteriorated pavement in the Mary St. Parking Lot and refurbished the landscaping around the Mary St. lot restroom and Church St. entrance.*
- *Installed a Pay-by-Plate multi-space parking meter on east end of Narragansett Ave. to support the operating expenses of the new Cliff Walk restrooms.*
- *Redesigned the Parking and Transportation page on the City's web site to provide residents and visitors with pertinent information concerning the City's parking lots, metered parking areas and the Resident Parking Program. Contact information for traffic and parking related issues is now listed on the page.*
- *Expanded the Employee Discount Program at the Gateway lot, resulting in an 18% increasing the revenue generated by that program. In response to growing demand, implemented weekly and monthly rates at the Gateway Parking Lot.*

### Challenges:

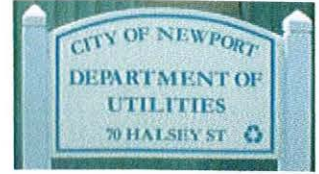
- *Continuation of the Capital Improvement Program, including repaving Mary St. and Gateway lots.*
- *Automating Mary St. Parking lot while maintaining existing Resident Sticker program*
- *Replacing outdated parking equipment and management software.*



\* Includes \$1,500,000 transfer out to Water Pollution Control Fund



## DEPARTMENT OF UTILITIES



**Contact info:**

Julia Forgue, PE, Director of Utilities

Email: [JForgue@cityofnewport.com](mailto:JForgue@cityofnewport.com)

Telephone: (401) 845-5601

Located at 70 Halsey Street, the **Department of Utilities** is comprised of two divisions, the **Water Division** and the **Water Pollution Control Division**. Both the Water Division and Water Pollution Control Division operate as enterprise funds of the City.

The Department of Utilities, although a City Department of the City of Newport, is regulated by state and federal agencies in addition to City policies and procedures. The management and operation of each Division is supported by the revenue received from its respective billings.

Certain City Departments provide services that are integral to the operation of the Department of Utilities; examples include the Finance Department and City Solicitor's Office. The City's costs associated for providing these services are allocated to both the Water Fund and Water Pollution Control Fund.

The **Water Division** operates and manages the source water reservoirs, treatment plants, storage tanks and distribution system. The City's water distribution system also services the Town of Middletown and a small portion of the Town of Portsmouth. We also sell water wholesale to the Portsmouth Water and Fire District and Naval Station Newport.

The **Water Division** is responsible for providing drinking water that meets standards established by the US Environmental Protection Agency (EPA) and the Rhode Island Department of Health (RIDOH). The Water Division is licensed by the RIDOH as a Public Water Supplier, License # 1592010. The Water Division is also required to report to the Rhode Island Water Resources Board.

The revenue and rate structure for the Water Division is regulated by the Rhode Island Public Utilities Commission. The Water Division staff is committed to providing our customers the safest and most reliable drinking water possible.

The **Water Pollution Control Division** is responsible for providing wastewater collection and treatment for the residents of Newport. In addition we provide wastewater treatment on a wholesale basis to the Town of Middletown and Naval Station Newport. The Water Pollution Control Division also manages the storm drainage system within the City.

The sanitary sewer collection system, storm drain system, and waste water treatment facility are operated and maintained in accordance with a service contract with United Water, Inc. The City and United Water are issued a Rhode Island Pollutant Discharge Elimination System (RIPDES) Permit # RI0100293 to operate the wastewater facilities.

The sewer use charge is established by the City Council. Services for wastewater treatment for the Town of Middletown and Naval Station Newport are invoiced in accordance with contractual agreements. The Water Pollution Control Division is responsible for operating the wastewater and storm drainage systems in accordance with regulations established by the US EPA and the Rhode Island Department of Environmental Management.



**WATER POLLUTION CONTROL**



The City's wastewater treatment, pumping stations, two combined sewer overflow (CSO) facilities and sanitary sewers, and storm drainage system are operated and maintained by the City's contractor United Water.

*89.6% of citizens responding to our 2009 Citizen Survey indicated support for the City's Sewer/CSO Infrastructure rebuilding.*

FY 2015 Goal: To ensure effective storm water management.

PERFORMANCE MEASURES	FY2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of catch basins cleaned	1,112	2,580	2,620	1,696	1,510

PERFORMANCE MEASURES	FY2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of catch basins repaired	13	47	23	20	25

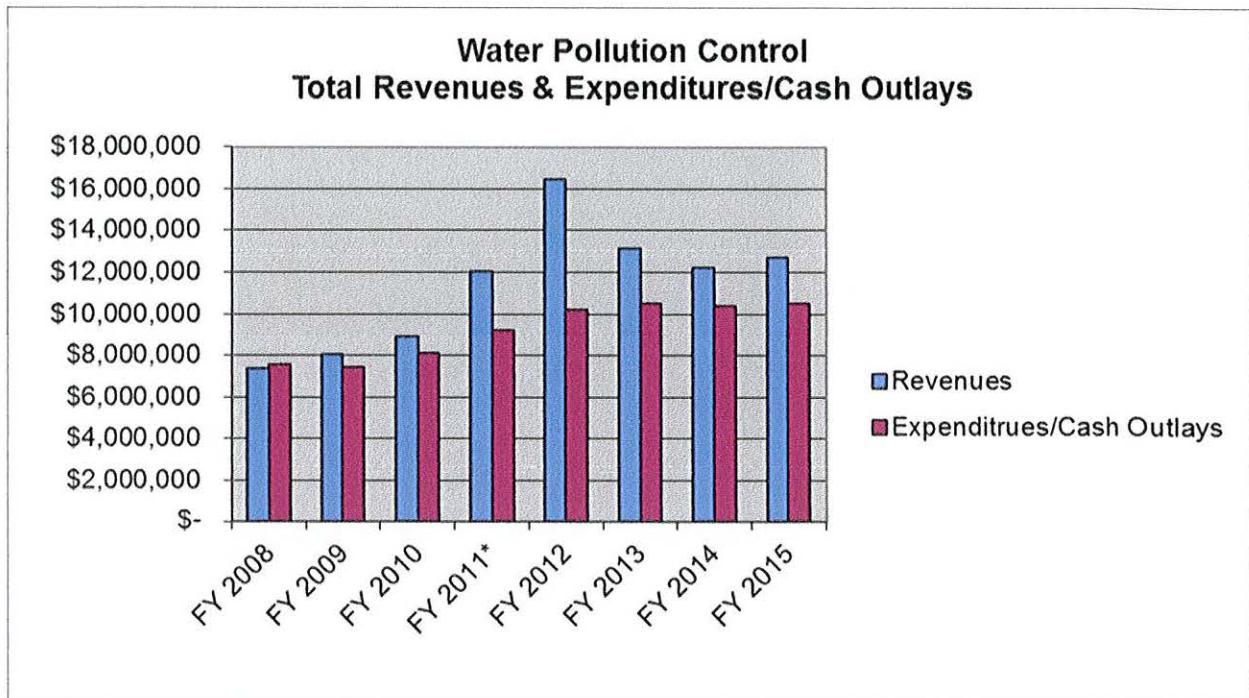
Additional Accomplishments:

- *Began process for a new DBO service agreement for the Water Pollution Control system. Will implement \$40M of upgrades at treatment plant. Improvements are part of the City's approved System Master Plan for long-term control of combined sewer overflows ( CSOs)*
- *In addition to the new DBO contract , initiating improvements at both CSO Treatment Facilities, Washington St and Wellington Ave.*

## WATER POLLUTION CONTROL (Continued)

### Challenges:

- Ongoing challenges with addressing aging underground infrastructure (installed between the late 1800's to early 1900's).



\* Includes \$1,500,000 Transfer in from Parking Fund



## WATER FUND



The Newport Water Division is a water utility regulated by the Rhode Island Public Utilities Commission (RIPUC). All water rates are set by filing an application to change rates with the RIPUC. No change in water rates take effect until the RIPUC has conducted a full investigation and hearing on an application to change rates. The RIPUC approves water rates that are fair and equitable to all water users.

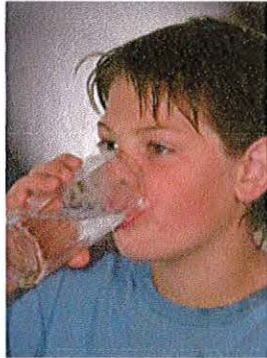
The current water rate structure is in accordance with the Order for Docket 4243 & 4355 effective July 1, 2014. The Order for Docket 4243 & 4355 included in the third and final rate increase of the multi-year rate plan to support debt service for the Design Build Project for the water treatment plant improvements and the approval to transition to monthly billing. The multi-year rate plan to support debt service and capital projects was approved by the RIPUC as part of Docket 4243, December 1, 2011. The primary advantage of a multi-year rate plan is that expenses for future expenses such as debt service can be phased in over time rather than requesting a single large rate increase. The transition to monthly billing beginning in FY 2015 required a reduction in the base charges established in Docket 4355 that were applicable for quarterly bills.

The RIPUC requires the Newport Water Division to maintain restricted cash accounts for chemicals, electricity, debt service, capital projects, retiree accrued benefits buyout, retiree health insurance increases, revenue reserve, and payroll adjustments. The City is required to fund the accounts on a monthly basis in an amount approved as part of the rate setting process. The restricted accounts are funded on a whole dollar basis and not on a percentage of collection basis. In addition NWD is required to provide the RIPUC a reconciliation of each restricted account on a quarterly basis within 30 days of the end of each quarter.

The FY2015 budget reflects the revenue and expenses approved as part of the Order for Docket 4355, effective July 1, 2014.

In January 2012 the City of Newport awarded a design build contract to the joint venture of AECOM – C.H. Nickerson for the Station No. 1 Water Treatment Plant Upgrade and the New Lawton Valley Water Treatment Plant. The value of the contract is \$67,000,000.00. The final design of the improvements and permitting for the water treatment plant improvement projects is substantially complete. Construction activities at both facilities began in September 2012. The new improvements at the Station 1 plant were fully operational as of July 31, 2014 and the new Lawton Valley plant went into full scale operation on September 17, 2014.

**WATER FUND  
 (Continued)**



FY 2015 Goal: Inspect one-hundred percent of our public fire hydrants and make necessary repairs within five days.

Accomplishment:

PERFORMANCE MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Percentage of City's public fire hydrants inspected and repaired	100%	100%	100%	100%	100%

FY 2015 Goal: To coordinate all activities of the Water Division to maintain safe and adequate supply reservoirs; to ensure quality drinking water to our customers by complying with the requirements of State and Federal agencies; to invest a prudent budget where system improvements are necessary and toward preventative maintenance; and to communicate effectively with the Public.

Accomplishment:

PERFORMANCE MEASURES	FY2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL
Number of annual quarters during which the City violated the Safe Drinking Water Act (SDWA)	1	-	2	0	0

Additional Accomplishment:

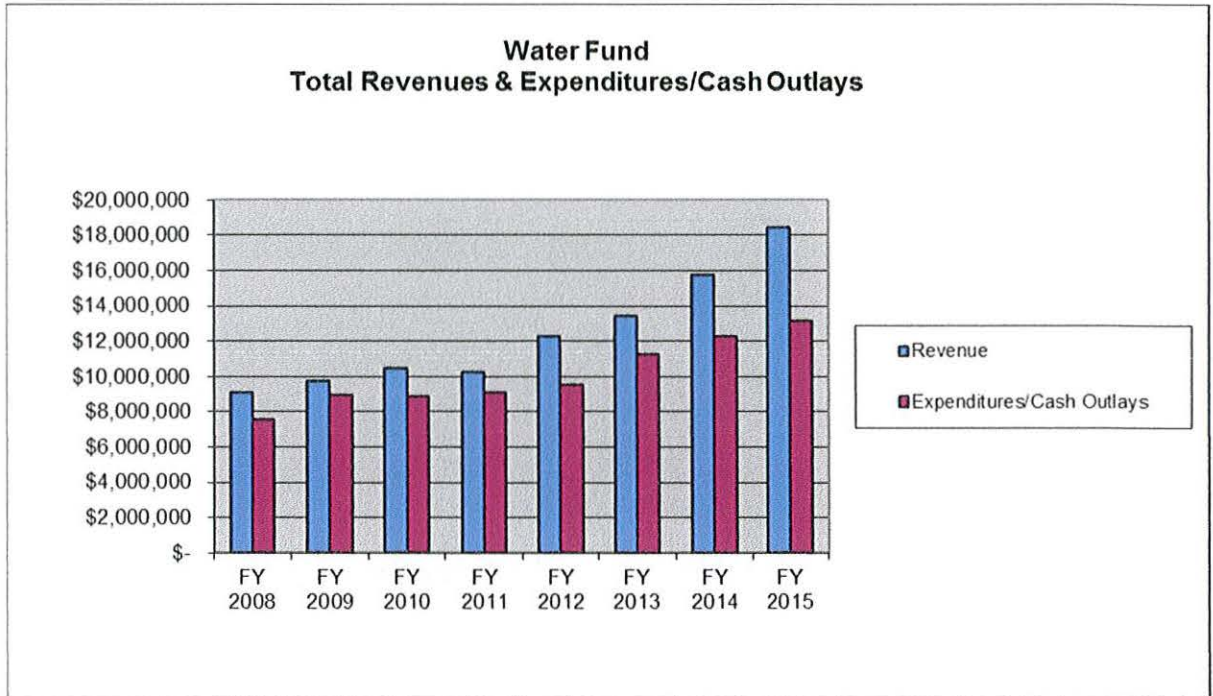
- *Upgraded Station 1 went into service July 2014 and the new Lawton Valley plant went into service Sep 2014. The Design Build Project was completed 3 months ahead of schedule and under budget. The project was awarded in January 2012. Performance exceeds our expectations*
- *Challenges addressing water quality impacts due to with storm water run off at the receiving waters (beaches, harbor, reservoirs)*

Challenge:

- *Ongoing challenges with addressing aging underground infrastructure (installed between the late 1800's to early 1900's)*



**WATER FUND**  
**(Continued)**



## GLOSSARY

**Ad valorem tax** – A tax based on the value of real estate or personal property.

**ASP** - An application service provider (ASP) is a business that provides computer-based services to customers over a network. The application software resides on the vendor's system and is accessed by users through a web browser using [HTML](#) or by special purpose client software provided by the vendor.

**Balanced scorecard** – An approach using multiple measures to evaluate managerial performance. These measures may be financial or non-financial, internal or external, and short-term or long-term. The scorecard allows a determination as to whether a manager is achieving certain objectives at the expense of others that may be equally or more important.

**Budget** – Quantitative plan of activities and programs expressed in terms of assets, liabilities, revenues, expenses (or expenditures), and in some cases, outputs or outcomes. A performance-based budget may express the organizational goals in terms of specific financial and operating objectives.

**Chloramines** - disinfectants used to treat drinking water. Chloramines are most commonly formed when ammonia is added to chlorine to treat drinking water. The typical purpose of chloramines is to provide longer-lasting water treatment as the water moves through pipes to consumers. This type of disinfection is known as secondary disinfection. Chloramines have been used by water utilities for almost 90 years, and their use is closely regulated. More than one in five Americans uses drinking water treated with chloramines. Water that contains chloramines and meets EPA regulatory standards is safe to use for drinking, cooking, bathing and other household uses.

**Comprehensive Annual Financial Report (CAFR)**. Financial report that contains, at a minimum, three sections: 1) Introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

**Consumer Confidence Report (CCR)** - In 1996, Congress amended the Safe Drinking Water Act by adding a provision requiring all community water systems to deliver a brief annual water quality report. The annual report is referred to as a Consumer Confidence Report (CCR). Starting in 2000 and the years that follow, Newport Water must deliver its report for the previous calendar year to consumers by July 1.

The CCR includes information on our source water, the levels of any detected contaminants for the calendar year, compliance with drinking water rules, plus some educational material. The content of the CCR is regulated by the Rhode Island Department of Health (RIDOH) and United States Environmental Protection Agency (USEPA).

The CCR is developed in accordance with the EPA guidance document which explains all of the requirements for report content, format and distribution.

**CDBG** – An acronym for The Community Development Block Grant, one of the longest-running programs of the U.S. Department of Housing and Urban Development, funds local community



development activities such as affordable housing, anti-poverty programs, and infrastructure development.

**CIP** – Capital Improvement Program. The purpose of the CIP is to provide a realistic and predictable projection for the cost of providing facilities maintaining infrastructure, and providing equipment to meet service needs.

**CRMC (RI)** – Rhode Island Coastal Resources Management Council. The Coastal Resources Management Council is a management agency with regulatory functions. Its primary responsibility is for the preservation, protection, development and where possible the restoration of the coastal areas of the state via the issuance of permits for work with the coastal zone of the state.

**CSO** - A combined sewer overflow, or CSO, is the discharge of wastewater and stormwater from a combined sewer system directly into a river, stream, lake or ocean. Combined sewers can cause serious water pollution problems due to combined sewer overflows, which are caused by large variations in flow between dry and wet weather. This type of sewer design is no longer used in building new communities, but many older cities continue to operate combined sewers.

**Department** – A separate part, division, or branch of an organization, government, business or school.

**DUI** – Driving under the influence of alcohol is the act of operating a motor vehicle after having consumed alcohol, or other drugs, to the degree that mental and motor skills are impaired.

**Effort** – The amount of financial and non-financial resources (in terms of money, material, and so forth) that are applied to producing a product or providing a service (output).

**Efficiency measure** – The relationship between efforts (or inputs) to outputs or outcomes. Measured by indicators of the resources used or cost per unit of output or outcome. A resource-usage concept, also with a least-cost notion, that is concerned with maximizing outputs at minimal cost or using minimum resources.

**Enterprise Resources Planning System** - is a company-wide computer software system used to manage and coordinate all the resources, information, and functions of a business from shared data stores.

**Evaluation** – A careful examination, analysis, or appraisal; an examination of the reasons or causes of results.

**Expenditures** – An outflow of current financial resources for current operations, capital outlays, or long-term debt principal retirement and interest.

**Fiscal Year** – A 12-month period for which an organization plans the use of its funds. The City of Newport's Fiscal Year begins July 1<sup>st</sup> and ends June 30<sup>th</sup>. Abbreviation: FY.

**General Fund** – City’s primary operating fund. It accounts for all resources of the general government, except those that are required legally or by sound financial management to be accounted for in another fund.

**GIS** - Geographical Information System. A GIS is any system that captures, stores, analyzes, manages, and presents data that are linked to location. In the simplest terms, GIS is the merging of cartography and database technology. GIS systems are used in cartography, remote sensing. Land surveying, utility management, photogrammetry, geography, urban planning, emergency management, navigation, and localized search engines.

**Goal** – The condition or state that one is striving to achieve. Usually long-term and may be beyond what might reasonable be expected to be achieved within one year.

**HVAC** – An acronym that stands for “heating, ventilating, and air conditioning”. HVAC is sometimes referred to as *climate control* and is particularly important in the design of medium to large industrial and office buildings.

**Input measure** – Resources (i.e. expenditures or employee time) used in producing an output or outcome.

**NETS Program** – Newport Emergency Telecommunications System, funded through various federal and state Law Enforcement and Homeland Security grants. Funding allows for the upgrade of the radio equipment in the Police Department’s Dispatch Center and its Emergency Operations Center.

**Outcome measure** – Indicators of actual impact or effect upon stated condition or problem. They are tools to assess the effectiveness of a department’s performance and the benefit derived from it. An outcome measure is typically expressed as a percentage, rate or ratio.

**Output measure** – Completed activities usually referring to internal activity – the amount of work done within the organization. Outputs indicate the workload of the organization. The number of people receiving a service and the number of services being delivered are often used as measures of output.

**Part 1 Crimes** – Include Murder, Manslaughter, Rape, Robbery, Aggravated Assault, Burglary (both Residential and Commercial), Larceny, Auto Theft and Arson.

**Part 2 Crimes** – Include Other Assaults, CCW, Family Offenses, Narcotics, Disorderly Conduct, Vandalism, all other crimes.

**Payment in lieu of taxes (PILOT)** – Payment that a property owner not subject to taxation makes to a government to compensate it for services that the property owner receives from the government that would normally be financed through property taxes.

**Performance Report** – An internal or external report conveying information about the results of an organization’s services and programs.



**Per Capita** – Used to indicate the average per person for a given statistic (e.g. income, expenditures, etc.)

**PCI** – The Pavement Condition Index (PCI) is based on a visual survey of the pavement and a numerical index between 0 and 100 used to indicate the condition of a roadway. The PCI index defines the condition with 100 representing an excellent pavement.

**PUC** – Rhode Island Public Utilities Commission. The Public Utilities Commission comprises two distinct regulatory bodies: a three-member Commission and the Division of Public Utilities and Carriers. Although two distinct regulatory bodies, the Commission and Division generally operate in concert. This is evidenced by the Division’s status as an indispensable party in all Commission proceedings, and the Division’s statutory charge to enforce all directives of the Commission. Both entities may conduct inquiries, investigations and hearings to effectuate their respective duties. Both may issue orders that have the force and effect of law.

**RFP** – A Request for Proposal (RFP) is an invitation for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service. This bidding process is one of the best methods for leveraging a company’s negotiating ability and purchasing power with suppliers.

**RIDEM** – Rhode Island Department of Environmental Management. State agency responsible for programs affecting agriculture, air, coastal resources, fish and wildlife, forests, water resources and watersheds.

**RIDOH** – Rhode Island Department of Health. The Department of Health is a multifaceted state agency with broad-ranging public health responsibilities

**RIDOT** – Rhode Island Department of Transportation. State agency charged with construction, maintenance and inspection of a wide range of transportation infrastructure.

**Scope** – The programs or services covered by a report, or the extent of a report’s coverage of an organization.

**Service efforts and accomplishments (SEA)** – Measures of the resources used, the effect of their use, and the efficiency with which they are used. These measures include measures of service efforts (the amount of financial and non-financial resources used), measures of service accomplishments (outputs and outcomes), and measures that relate efforts to accomplishments (efficiency).

**SRF** – State Revolving Fund. The Rhode Island Clean Water Finance Agency administers State revolving loan funds created under Title VI of the Federal Clean Water Act and its State counterpart. The Agency also administers the revolving loan fund created under the Federal Safe Drinking Water Act, as amended.

**Trihalomethane** – Trihalomethanes (THMs) are chemical components in which three of the four hydrogen atoms of methane (CH<sub>4</sub>) are replaced by halogen atoms. THMs are also environmental pollutants, and many are considered carcinogenic.

**UV Disinfection** – An Ultraviolet (UV) disinfection system transfers electromagnetic energy from a mercury arc lamp to an organism's generic material (DNA and RNA). The effectiveness of a UV disinfection system depends on the characteristics of the wastewater, the intensity of the UV radiation, the amount of time the microorganisms are exposed to the radiation, and the reactor configuration.



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# 2015 *DirectionFinder*<sup>®</sup> Survey

## Executive Summary Report

### City of Newport, Rhode Island

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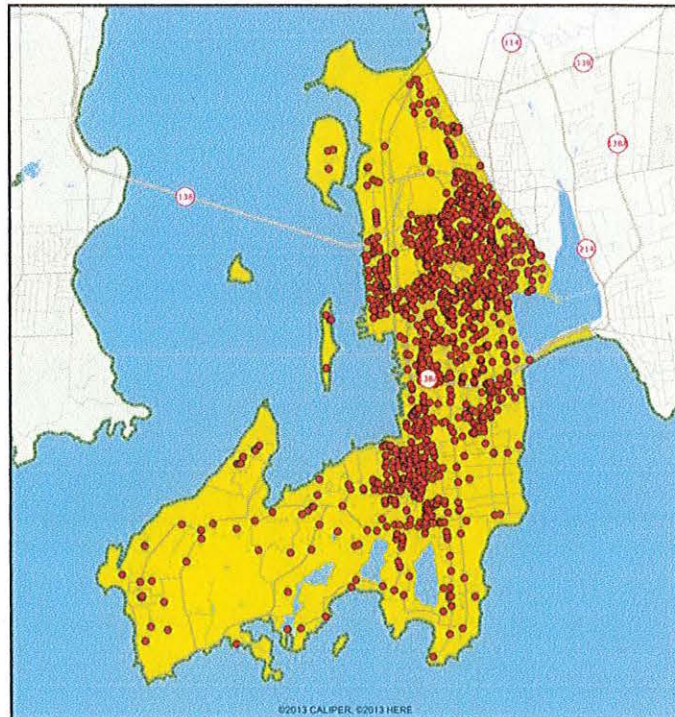
#### Overview and Methodology

ETC Institute administered the *DirectionFinder*<sup>®</sup> survey for the City of Newport, Rhode Island during June and July of 2015. The purpose of the survey was to assess citizen satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City's ongoing planning process. This is the second time ETC Institute has administered the *DirectionFinder*<sup>®</sup> survey for the City of Newport; the first one was administered in 2006.

The 2015 survey was six (6) pages long and took the average person approximately 15-20 minutes to complete. It was administered by mail, phone and the Internet to a random sample of residents in the City of Newport. Approximately two weeks after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone or online.

Of the 8,000 randomly-selected households that received the survey, 1,226 completed the survey. The overall results of 1,226 households have a precision of at least +/-2.8% at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (mail vs. phone vs. Internet).

In order to understand how well services are being delivered in different areas of the City, ETC Institute geocoded the home address of respondents to the survey. The map on the right shows the physical distribution of respondents to the resident survey based on the location of their home.



This report contains:

- an executive summary of the methodology and major findings
- charts depicting the overall results of the survey
- benchmarking data that show how the survey results for Newport compare to other communities
- importance-satisfaction analysis to help the City use survey data to set priorities
- tabular data for the overall results to each question of the survey
- a copy of the survey instrument
- GIS maps that show the results of selected questions as maps of the City (published separately as Appendix A)
- Open-ended comments by residents (published separately as Appendix B)

***Interpretation of “Don’t Know” Responses:*** The percentage of persons who gave “don’t know” responses is important because it often reflects the level of utilization of City services. For graphing purposes, the percentage of “don’t know” responses has been excluded to facilitate valid comparisons with other communities. The percentage of “don’t know” responses for each question is provided in the Tabular Data Section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

## **Major Findings**

- **Residents were generally satisfied with the overall quality of life in the City of Newport.** Most of the residents surveyed *who had an opinion* were satisfied with Newport as a place to visit (93%) and as a place to live (84%). Residents were least satisfied with Newport as a place to go shopping (45%).
- **The City’s efforts to promote the City were mixed.** The highest levels of satisfaction with promotion of the City, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: the City’s efforts to manage tourism (55%) and City sponsored special events (54%). Residents were least satisfied with how well the City communicates and shares information (35%).
- **Road improvements were supported over all other financial initiatives.** The highest levels of satisfaction with various financial initiatives, based upon the combined percentage of “very supportive” and “supportive” responses from residents *who had an opinion*, were: road improvements (90%), economic development (75%), the seawall rebuilding program (70%), and the sewer/CSO infrastructure rebuilding (70%). Residents were least supportive of the Innovation Hub (53%).



- **Public Safety Services**
  - **Police.** The highest levels of satisfaction with police services, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: the responsiveness to calls for assistance (73%), the overall quality of police services (70%), and efforts to prevent crime (61%). Residents were least satisfied with vehicle noise enforcement (35%) and congestion management (32%).
  - **Fire.** The highest levels of satisfaction with fire services, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: the responsiveness to fire emergencies (90%) and rescue services (89%). Residents were least satisfied with fire prevention education (58%).
- **Public Services.** The highest levels of satisfaction with public services, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: curbside recycling services (77%), trash removal (76%), and overall quality of public works (45%). Residents were least satisfied with the maintenance of streets (11%).
- **Planning and Zoning.** The highest levels of satisfaction with planning and zoning, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: enforcement of noise ordinances (38%), retail and commercial property maintenance enforcement (37%), and residential property maintenance enforcement (33%). Residents were least satisfied with the removal of trash cans/bins on non-pickup days (31%).
- **Parks and Recreation.** The highest levels of satisfaction with parks and recreation, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: the quality of City parks (80%), quality of City beaches (69%), and management of the harbor (66%). Residents were least satisfied with the quality of biking routes (33%).
- **Public Education.** The highest levels of satisfaction with public education, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: the quality of educational facilities (45%) and quality of elementary school education (41%). Residents were least satisfied with the quality of high school education (28%).
- **Administrative Services.** The highest levels of satisfaction with administrative services, based upon the combined percentage of “very satisfied” and “satisfied” responses from residents *who had an opinion*, were: feeling of safety in the City (67%), the overall quality of life in the City (62%), and the image of the City (59%). Respondents were least satisfied with the effectiveness of the City administration’s communications with the public (25%).

- **Utilities.** The highest levels of satisfaction with utilities, based upon the combined percentage of “very satisfied” and “satisfied” responses from *residents who had an opinion*, were: the city’s efforts to minimize disruptions to water service (73%) and water pressure in homes (64%). Residents were least satisfied with the taste of their tap water (35%).
- **Most emphasis over the next two years.** Residents chose public education as the city service that should receive the most emphasis over the next two years; the second choice was public services and the third choice was utilities.
- **City information is communicated most often through the newspaper, Internet.** Sixty-eight percent (68%) of those surveyed currently receive information about the City from the Newport Daily News. When asked which electronic sources are used to get information, 77% selected the Internet (general use) as their first choice.

## **TRENDS**

The significant increases and decreases among all of the items assessed from 2006 to 2015 are listed below and on the following page. Changes of +/-3% or more are considered statistically significant.

### **Significant Increases**

- Quality of educational facilities (+22%)
- Quality of middle school education (+17%)
- Overall quality of public schools (+15%)
- System leadership and management (+13%)
- Quality of elementary school education (+12%)
- Quality of high school education (+10%)
- How well the City communications and shares information (+8%)
- Level of support for seawall rebuilding program (+7%)
- Quality of City beaches (+6%)
- Vehicle noise enforcement (+6%)
- Ratings of the City as a place to go shopping (+5%)
- Overall quality of public works (+3%)
- Fire inspections (+3%)



### **Significant Decreases**

- Quality of youth recreation programs (-3%)
- Mowing and trimming of grass on private property (-3%)
- Snow plowing (-3%)
- Street sweeping (-3%)
- Maintenance of sidewalks (-3%)
- Parking enforcement (-3%)
- Ratings of the City as a place to live (-3%)
- Residential property maintenance enforcement (-4%)
- Efforts to prevent crime (-4%)
- Quality of city leadership (-4%)
- Water pressure in the home (-4%)
- Ratings of the City as a place to work (-4%)
- Overall quality of life in the City (-5%)
- Removal of trash cans/bins on non-pickup days (-5%)
- Image of the City (-6%)
- Efforts to minimize disruptions to water service (-6%)
- Maintenance of streets (-6%)
- Ratings of the City as a place to retire (-7%)
- Overall appearance of the City (-9%)
- Feeling of safety in the City (-11%)
- City sponsored special events (-12%)
- Overall quality of the City's administrative services (-13%)
- City efforts to manage tourism (-16%)

### **Opportunities for Improvement**

**Recommended Priorities for the Next Two Years.** In order to help the City of Newport identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance that residents placed on each city service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with services over the next two years. If the city wants to improve its overall satisfaction rating, it should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Based on the results of the Importance-Satisfaction (I-S) Analysis, ETC Institute recommends the following:

- **Overall Priorities for City Services:** maintenance of streets and maintenance of sidewalks.
- **Overall Priorities for Promotion Management:** how well the City communicates and shares information, City efforts to manage tourism, and level of civic involvement in municipal affairs.
- **Overall Priorities for Financial Initiatives:** none of the proposed projects were identified as “very high” or “high” priorities.



**NINTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY 2015**  
INFORMATION ON HOW TO GET A COPY OF THIS REPORT – SEE PAGE 1

Feedback Form

*Please take a moment to complete this form and give us your feedback on this report. Please email ([esceppa@cityofnewport.com](mailto:esceppa@cityofnewport.com)), mail it to Elizabeth Sceppa, Finance Dept., 43 Broadway, Newport, RI 02840, or fax it to: 401 848-5750. Your comments will help us to improve this report in the future. Thank you!*

- 1) Was it clear to you from the report why this report is being done? Circle one: YES NO
- 2) Was it clear to you from the report what areas of city government would and would not be reviewed and discussed? Circle one: YES NO
- 3) Were the goals and objectives of the City of Newport departments discussed in the report clearly stated within the report? Circle one: YES NO
- 4) Was there enough information about each City department discussed in the report for you to form a reasonably complete picture of how each department uses resources (people and money)? Circle one: YES NO
- 5) Did the report include enough information on the key measures of performance for each department: Circle one: YES NO
- 6) Was the information from the citizen survey reported on in this report understandable to you as a reader? Circle one: YES NO
- 7) Was the information from the citizen survey reported on in this report useful to you as a reader? Circle one: YES NO
- 8) Was the report overall easy for you as a reader to understand? Circle one: YES NO
- 9) Was the report overall useful to you as a reader? Circle one: YES NO

How did you learn of this report? \_\_\_\_\_

How much time did you spend reading this report? \_\_\_\_\_

What part or parts of the report were the most interesting and useful to you? Why \_\_\_\_\_

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What part or parts of the report were the least interesting or useful to you? Why \_\_\_\_\_

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What changes would you suggest be made to this report to improve it in the future?

What areas would you like to see measured or added to this report that were not included?