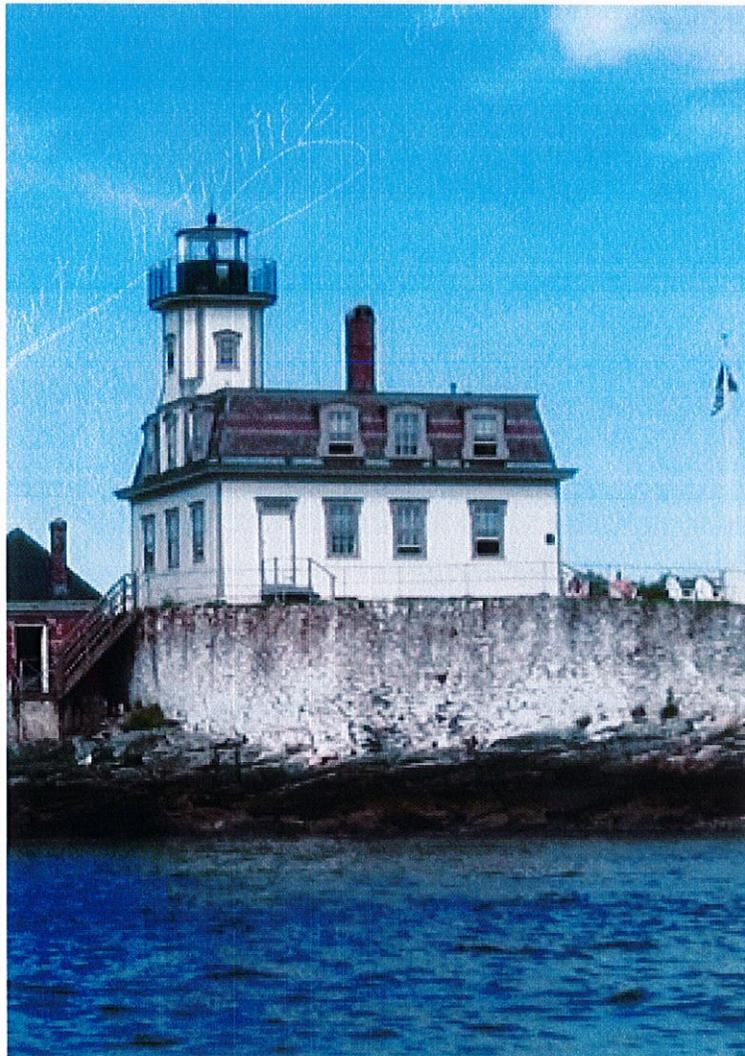


*City of Newport Rhode Island*

*Fifteenth Annual Performance Report  
Delivery of City Services*



Year ending June 30, 2021

**CITY OF NEWPORT, RI**  
**Fourteenth Annual Performance Report**  
**Year Ending June 30, 2021**

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## PURPOSE OF THIS REPORT

This is the City's fifteenth *Service Efforts and Accomplishments* (SEA) Report. It is published in July 2022 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 2020/21, which covers July 1, 2020 through June 30, 2021. 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 & Economic Development, and Zoning & Inspections. These areas of the organization comprise 59.01% of the City’s total General Fund Actual Expenditures for the Fiscal Year 2020-2021 (57.75% of fiscal year 2020 actual expenditures and 57.13% of the fiscal year 2019 actual expenditures). Also included are the following Enterprise Funds: Maritime, Parking, Water Pollution Control, and Water.

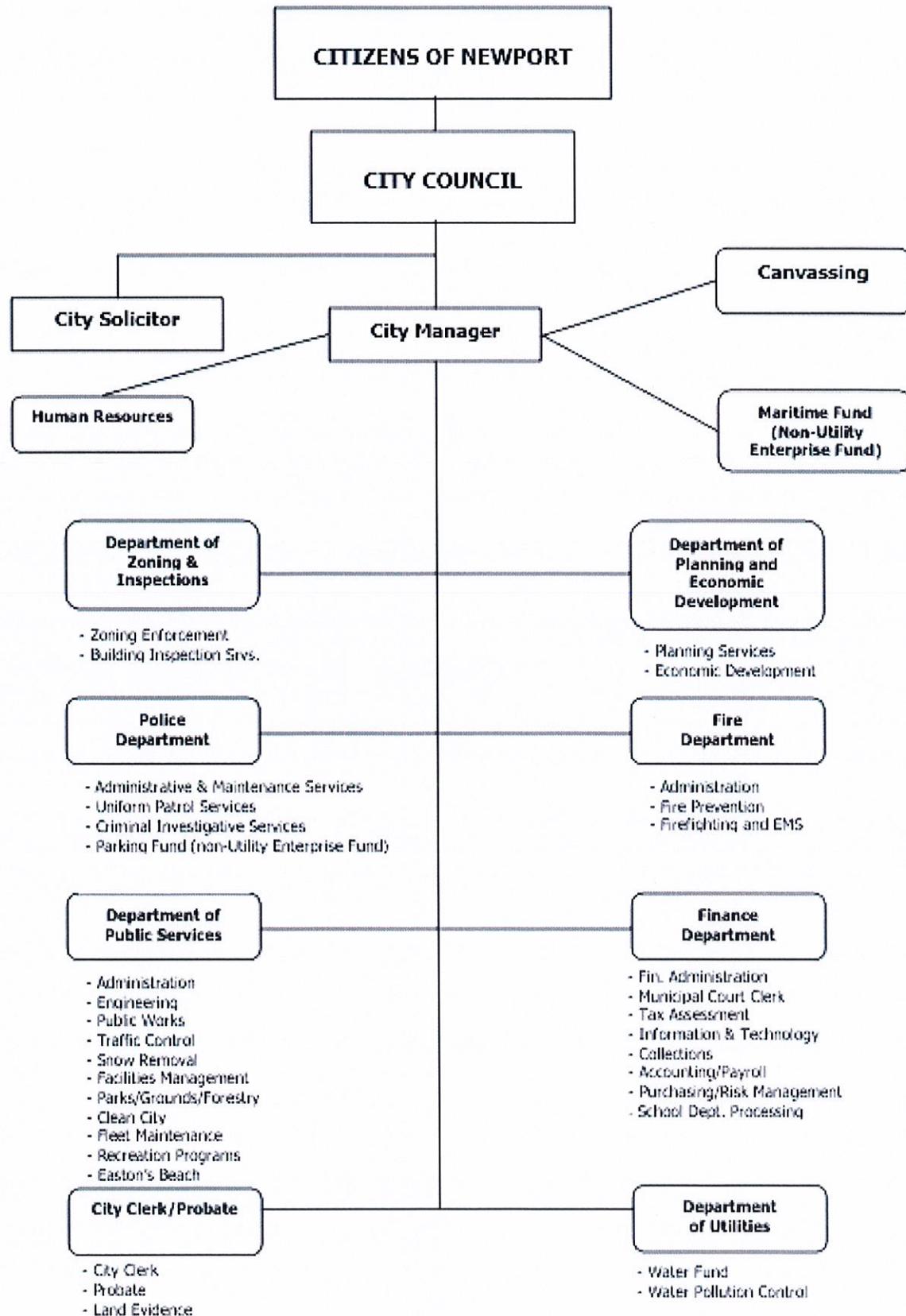
	2020-2021 <u>Actual Expenditures</u>	% of Actual <u>FY 21 Expenditures</u>	Staffing <u>(FTEs)</u>
Human Resources (under City Manager)	\$ 322,323	0.34%	2.25
Canvassing	248,330	0.26%	2
City Clerk	592,623	0.62%	6
Finance	4,583,662	4.79%	23.5
Police Dept.	18,974,009	19.84%	107.5
Fire Dept	20,263,773	21.19%	99
Public Services	10,042,225	10.50%	48.2
Plan & Eco. Development	418,242	0.44%	4
Building, Zoning & Inspections	982,276	1.03%	8
Service Delivery Departments Measured	<u>\$ 56,427,463</u>	<u>59.01%</u>	<u>300.45</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.

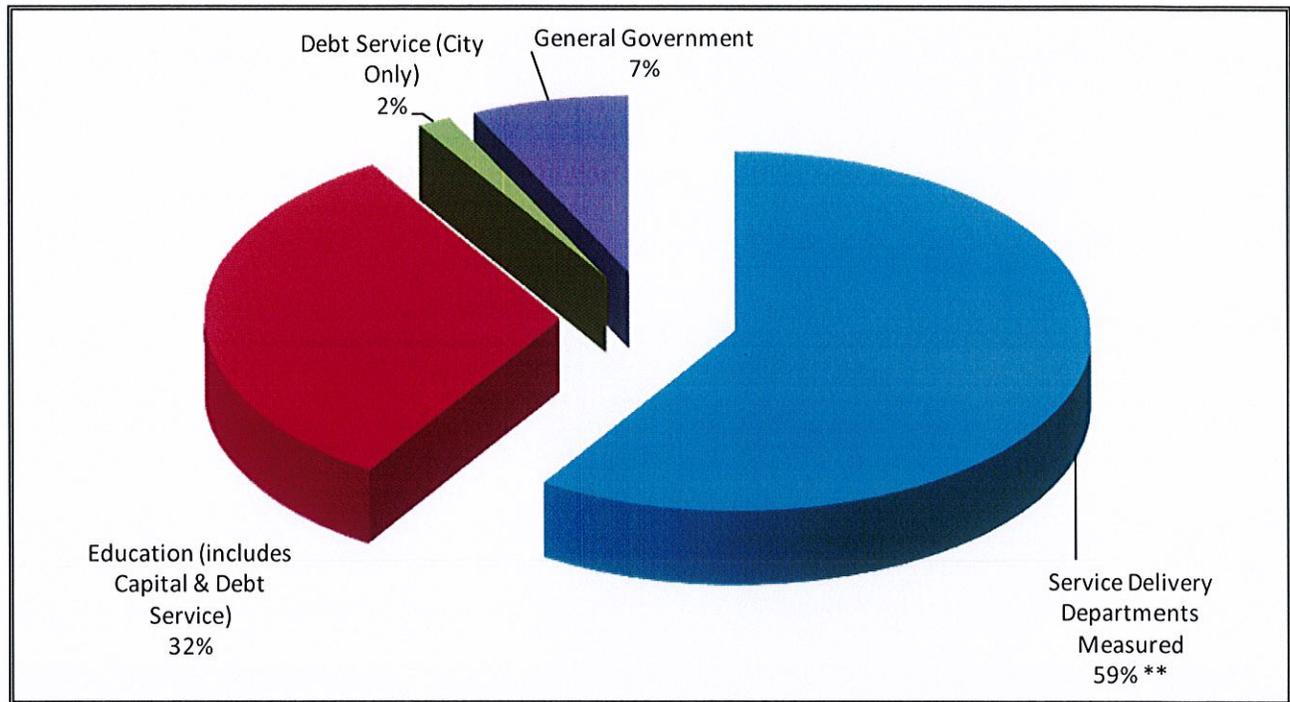
This report does not include information on every program or service delivered by the City government. Most importantly, the School Department, while a key component of the City’s overall budget at a total of 32.24% (30.80% in FY2020; 32.04% in FY2019) of the total (including Capital and Debt Service), 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.

## THE CITY OF NEWPORT, RI



**General Fund Service Delivery Measured ~ 59.01% of Total Actual Expenditures**



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

In considering the scope and limitations of this report, it is important for readers to understand that this is the fifteenth 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 ...

- ◆ Population was 25,163, representing a 1.99% increase from 2010;
- ◆ Population ranked 14<sup>th</sup> among Rhode Island's 39 communities;
- ◆ Median Age was 35.6;
- ◆ 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 386 *Full Time Equivalents (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 2020 & 2021 Adopted Biennial 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 participated 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, had 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 developed universal Cost Measures for valid efficiency comparisons in Firefighting/EMS and Snow/Ice removal. These comparisons allowed 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 followed 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 84.0% of the 2015 Citizen Survey (85.0% in 2009; 87.3% in 2006) (See Appendix A, ETC Community Survey Results: Newport, RI, page 60) 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>

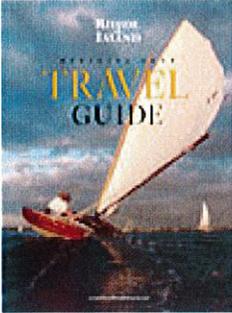
Awarded a grant by the National Center for Civic Innovation to fund the production of our inaugural performance measurement report (FY 2007) using the GASB suggested criteria, Newport continues to

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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

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 70.



## **RESIDENT SATISFACTION SURVEYS**

Citizens were involved in the data collection and reporting via the City's 2015 Citizen Survey. In this survey, 1,226 residents (369 residents in 2009; 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://cityofnewport.com/departments/city-manager>). Additional Citizen Surveys are planned for the future input of citizens.

## **CITY RESOURCES**

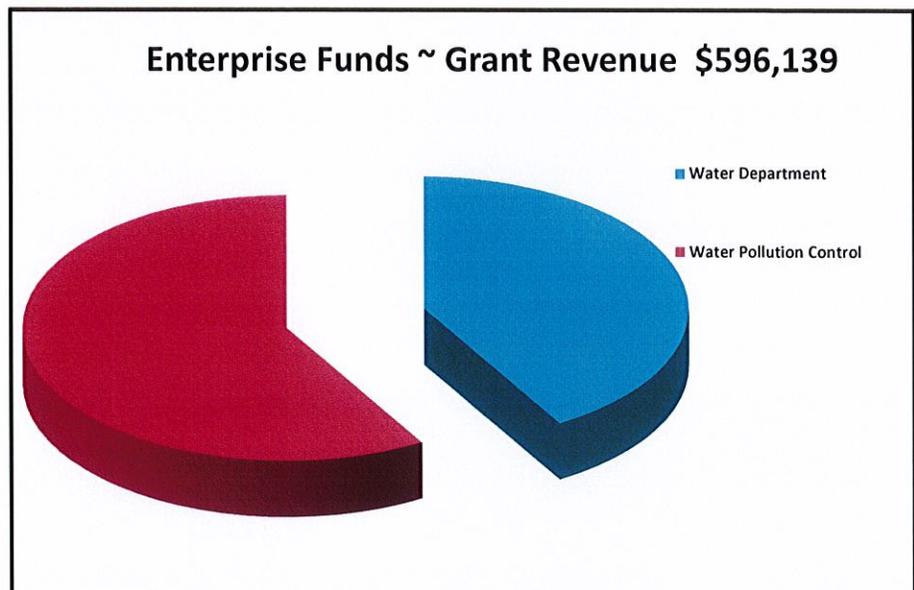
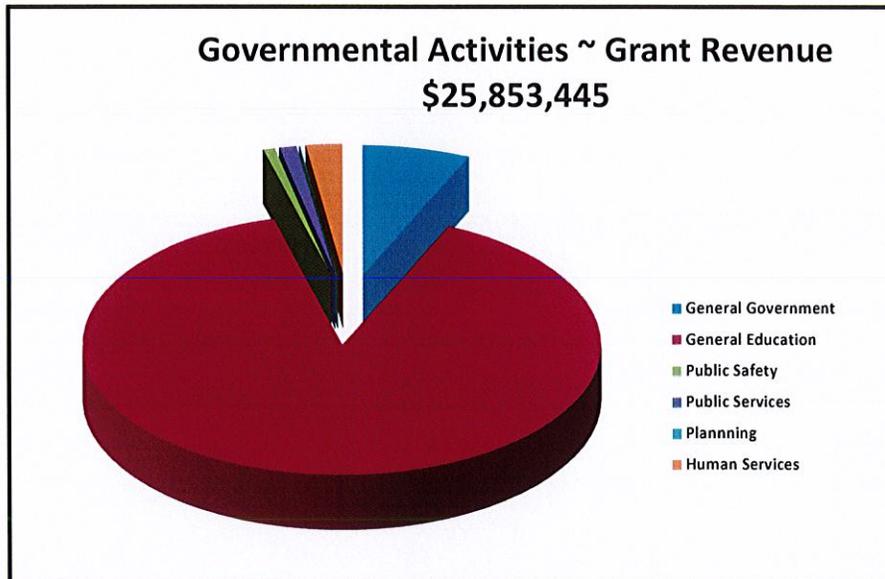
The City's General Fund is supported by *ad valorem* (property) tax, meals and beverage tax, hotel rooms tax, state aid, zoning and development fees, permit fees, fines and other charges, recreation fees, and other miscellaneous revenue sources. General fund expenditures support the following major functions: police, fire, public services, recreation, planning, zoning, inspections, community development, municipal court, and other general governmental services. The City of Newport serves approximately 25,163 year-round citizens (2020 census).

The City's tax base is significantly residential in nature. Residential real property (land and buildings) accounts for 78.67% of total values in FY 2021 (76.12% in FY2020; 76.13% in FY2019). Commercial real property (land and buildings), accounts for 17.67% of total values in FY 2021 (19.82% in FY2020; 19.96% in FY2019). The remaining 3.66% tax base (4.06% in FY2020; 3.91% in FY2019) is comprised of motor vehicles and tangible property. Local taxes generated 84.48% of general fund revenues in FY 2021 (83.02% in FY2020; 84.12% in FY2019).

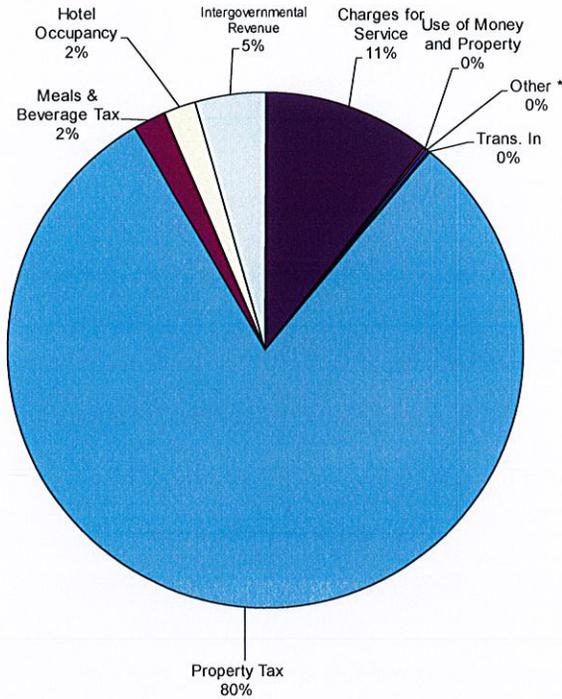
**FIFTEENTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY2021**  
 INFORMATION ON HOW TO GET A COPY OF THIS REPORT – SEE PAGE 1

Property taxes of \$79.3 million (\$78.9 million in FY2020; \$77.3 million in FY2019), plus state aid and other revenues total to \$98.6 million in General Fund actual revenues (\$100.6 million in FY2020; \$97.7 million in FY2019). Of those dollars, 70.66% (71.24% in FY2020; 70.54% in FY2019), or just over \$69,690,909 (\$71,705,774 in FY2020; \$68,981,000 in FY2019) is dedicated to City services, for a *Per capita* cost of \$2,769.58 (\$2,906.36 in FY2020; \$2,795.94 in FY2019). The 4.71% decrease (over FY2020) reflects reductions in revenues primarily from the impact of Coronavirus. The remaining funding is allocated to Newport Public Schools and the Newport Public Library.

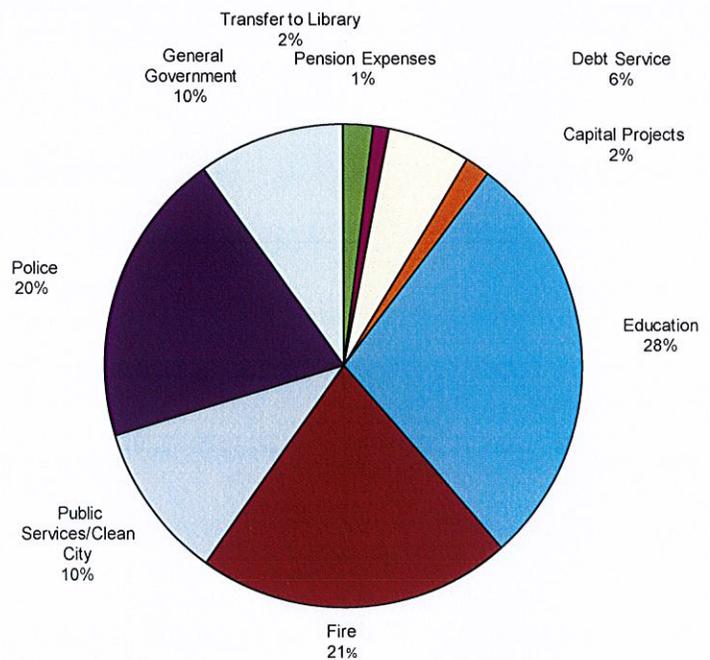
Attracting new revenue sources is a continuing challenge. Through the efforts of many Department Directors the City of Newport received a total of \$26,449,584 in Operating and Capital grants during FY 2021 as shown below.



**GENERAL FUND ACTUAL REVENUES FY2021**  
**\$98,632,397 (Budgetary Basis)**

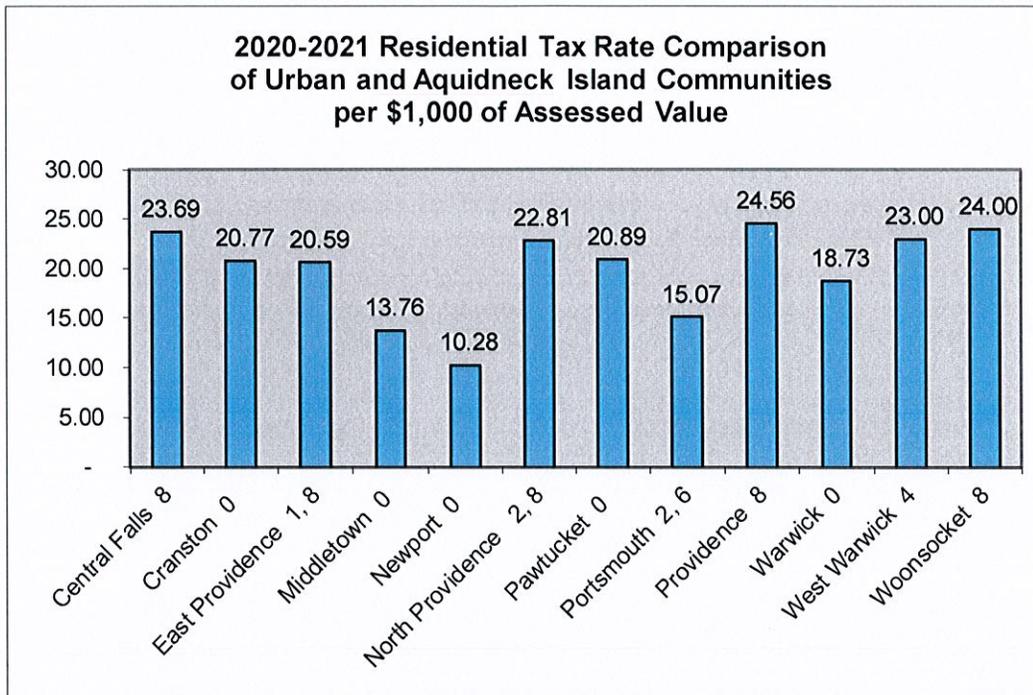


**GENERAL FUND ACTUAL EXPENDITURES FY2021**  
**\$95,616,238 (Budgetary Basis)**



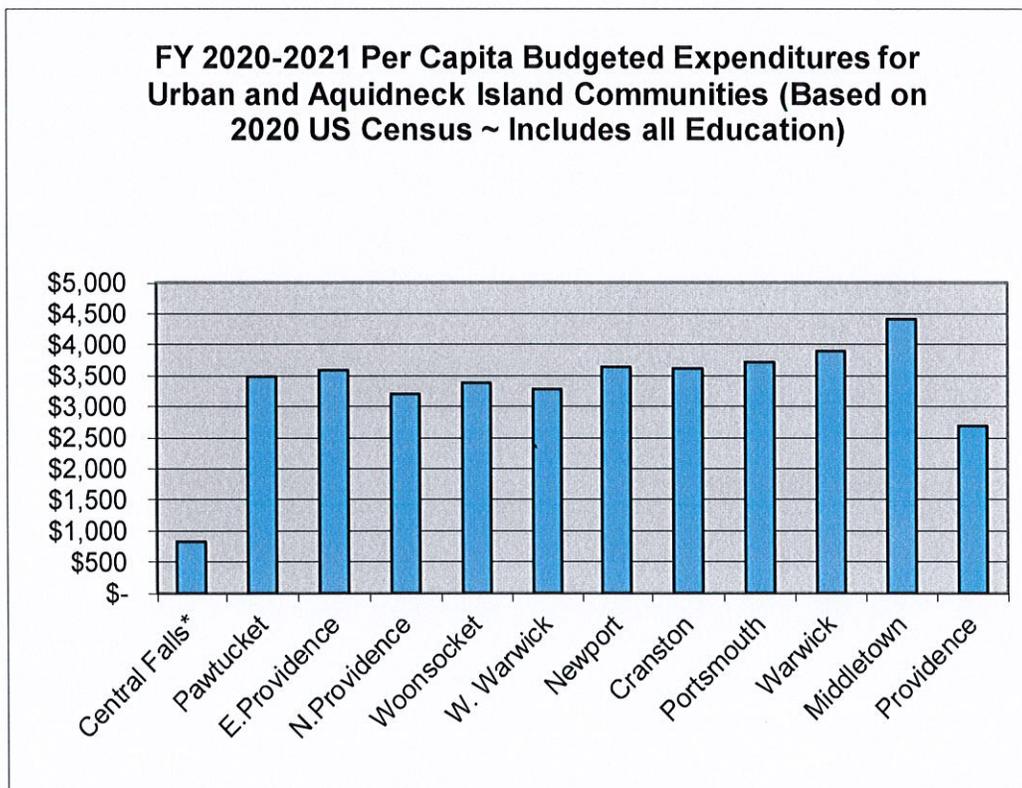
**FIFTEENTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY 2021**  
 INFORMATION ON HOW TO GET A COPY OF THIS REPORT – SEE PAGE 1

<b>City of Newport, RI</b>					
<b>Schedule of General Fund Revenues &amp; Expenditures (Budgetary Basis)</b>					
<b>Fiscal Year 2021</b>					
	<b>Original Adopted Budget</b>	<b>Final Amended Budget</b>	<b>Actual Collected</b>	<b>Percent Collected</b>	<b>Prior Year % Collected</b>
<b>General Fund:</b>					
Property Tax	83,425,756	83,425,756	83,323,484	99.88%	99.57%
Intergovern Revenue	3,948,072	3,948,072	4,444,828	112.58%	101.44%
Charges for Service	8,808,769	8,808,769	10,417,183	118.26%	107.34%
Use of money and property	178,000	178,000	157,177	88.30%	404.40%
Other	81,500	81,500	191,853	235.40%	77.65%
Transfers In	-	-	97,872	100.00%	100.00%
Appropriated Fund Balance	-	-	-	0.00%	0.00%
<b>Total Revenues</b>	<b>96,442,097</b>	<b>96,442,097</b>	<b>98,632,397</b>	<b>102.27%</b>	<b>102.50%</b>
	<b>Original Adopted Budget</b>	<b>Final Amended Budget</b>	<b>Actual Expenditures</b>	<b>Percent Expended</b>	<b>Prior Year Percent Expended</b>
<b>General Fund:</b>					
Mayor & Council	149,273	149,273	146,850	98.38%	65.10%
City Manager	1,084,931	1,085,931	938,741	86.45%	90.43%
City Solicitor	536,231	536,231	500,706	93.38%	93.89%
Canvassing	264,280	265,376	248,330	93.58%	88.75%
City Clerk	591,337	595,589	592,623	99.50%	100.09%
Dept. of Finance	4,786,568	4,822,086	4,583,662	95.06%	99.72%
Police	19,040,587	19,123,746	18,974,009	99.22%	100.24%
Fire	20,218,471	20,358,394	20,263,773	99.54%	102.52%
Public Services	10,291,033	11,079,906	10,042,225	90.63%	91.21%
Planning & Eco. Development	540,505	544,193	418,242	76.86%	82.34%
Building, Zoning & Inspections	948,534	957,118	982,276	102.63%	100.61%
Civic Support	145,200	145,200	144,200	99.31%	99.83%
Library Operations	1,933,958	1,933,958	1,933,958	100.00%	100.00%
Pension Expenditures	843,000	843,000	1,001,870	118.85%	98.38%
Debt Service	5,358,097	5,358,097	5,334,660	99.56%	99.78%
School Operations	27,007,530	27,007,530	27,007,530	100.00%	100.00%
Unallocated Expenses	1,100,000	772,682	872,021	112.86%	219.98%
Transfers to Capital	1,602,562	1,602,562	1,602,562	100.00%	147.59%
Transfer Out	-	28,000	28,000	100.00%	0.00%
<b>Total Expenditures</b>	<b>96,442,097</b>	<b>97,208,872</b>	<b>95,616,238</b>	<b>98.36%</b>	<b>100.91%</b>

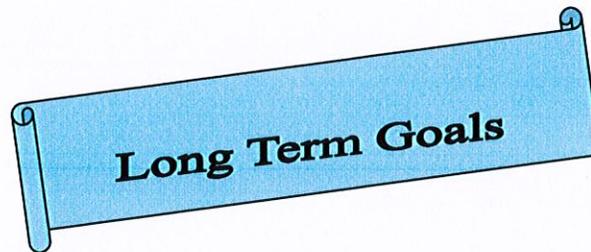


*RI Valuation data Tax Roll Year 2021*

- 1) Rates support fiscal year 2020
- 2) Municipality had a revaluation or statistical update effective 12/31/19
- 4) Four different tax rates depending on code, lowest residential rate is shown
- 6) Motor vehicles assessed at 70%
- 8) Denotes homestead exemption available



*\*Does not include education*



## 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:**

Newport is the most livable, diverse, and year-round community in New England; an innovative place to live, work, play, learn, and raise families.

### **Mission:**



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;



Ensure Newport is a safe, clean and affordable place to live and work and our residents, young and old, enjoy a high quality of life;



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



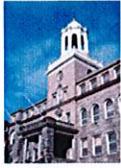
Achieve excellence in everything we do, invest in the future of the community, especially the education of our children, and work closely with our businesses and institutions to sustain a healthy economic and tourism climate for residents and visitors;



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)



Deliver quality and cost effective municipal services to residents, businesses, institutions and visitors resulting in the highest achievable levels of customer satisfaction;

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

#### **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.

##### **Transportation and Mobility**



Encourage and promote multi-modal transportation alternatives (bus, trolley, harbor shuttle, light rail, bicycles and walking paths) within the City and improve connections to the region.

##### **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; 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 2.25 full time employees. Of the City’s total General Fund expenditures, the Division of Human Resources utilizes 0.34% (0.35% in FY2020; 0.36% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$12.81 (\$14.34 in FY2020; \$14.44 in FY2019). In terms of a median home valued at \$450,000, \$15.70 of the annual property tax bill in 2021 of \$4,626 funded the Division of Human Resources.

FY2021 Goal: To attract and retain qualified employees for the City of Newport, RI

<b>PERFORMANCE MEASURES</b>	<b>FY2019 ACTUAL</b>	<b>FY2020 ACTUAL</b>	<b>FY2021 PROJECTED</b>	<b>FY2021 ACTUAL</b>
New Hires	22	19	10	20
Separations	22	18	20	27
Average # of FTEs	350	350	350	350
Annual Turnover %	6%	5%	6%	7.7%

## DIVISION OF HUMAN RESOURCES (continued)

### Accomplishments:

- *This year has been a very difficult year to maintain City services at a level that our customer comes to expect due to a 12-month City hiring freeze and, after the freeze was lifted, the difficulties in obtaining qualified applicants to staff our full and part time positions. However, throughout these challenges the City managed to staff over 100 seasonal employees and keep all of its beaches, parks, recreational activities open while maintaining traffic enforcement throughout its busy summer season. The success of this was due in part to implementing creative incentives for seasonal hires and superior management tactics from our City leadership.*
- *Since the onset of COVID-19, the City has and continues to maintain the safety and well-being of our City workforce. From providing our employees with the necessary supplies they may need to remain healthy within the work environment to accommodating employees with creative and necessary workplace measures, the City Administration has been receptive to employee concerns and proactive in providing the necessary safety protocols, especially for its Uniform Police and Fire employees. In addition to COVID-19 safety measures, the City has also provided continuous Wellness Programs, Employee Assistance communications and related tools to assist in the employee's overall mental and physical health.*

### Challenges:

- *City recruitment for all City positions will continue to be a challenge for the 2021 and 2022 calendar years. Staffing has been a challenge nationally due to COVID-19, the media's coverage on improper conduct from Police Officers and the reality of many workers seeking to conduct their jobs remotely on an indefinite basis even as businesses begin to reopen and employers are desperate for qualified workers.*
- *To settle negotiations with three of the City's labor unions – Council 94, FOP and IAFF.*

## CANVASSING AUTHORITY

Contact info:

Tracy Nelson, Canvassing Clerk

Email: [tnelson@cityofnewport.com](mailto:tnelson@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 0.26% (0.20% in FY2020; 0.24% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$9.87 (\$8.24 in FY2020; \$9.74 in FY2019). In terms of a median home valued at \$450,000, \$12.10 of the annual property tax bill in 2021 of \$4,626 funded the Canvassing Authority.

FY 2021 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.*

Additional Accomplishments:

- *Successfully conducted a highly contentious presidential election amidst COVID (November, 2020) AND an additional special election (March, 2021) during COVID.*
- *Successfully adapted to predominantly mail ballot elections and implementation of in-person early voting.*
- *Conducted a complete audit of the voter registration files for the first time since I've been here (2016).*
- *Canvassing Authority's Clerk was certified in compliance with the Access to Public Records Act (APRA) July 31, 2020.*

## CANVASSING AUTHORITY (continued)

### Challenges:

- *Planned purchase of security bags for transport of election supplies to the polling locations was delayed because of the spending freeze, due to anticipated decreased revenue resulting from COVID;*
- *Audit mentioned above would have been conducted prior to the general election; however, it was not completed until spring 2021 when we returned to working in the office full time (vs remotely).*

### Awards:

- *Both the Canvassing Clerk and support Clerk received citations from Secretary of State Nellie Gorbea “in recognition of our extraordinary service to our state during the 2020 election cycle”*

## 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, Land Evidence Records, 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 .062% (0.56% in FY20; 0.56% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$23.55 (\$23.62 in FY2020; \$22.32 in FY2019). In terms of a median home valued at \$450,000, \$28.87 of the annual property tax bill in 2021 of \$4,626 funded the Department of Public Records.

FY 2021 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:

[https://www.cityofnewport.com/en-us/i-want-to/view/city-council-agendas-\(1\)](https://www.cityofnewport.com/en-us/i-want-to/view/city-council-agendas-(1))

Prior Council dockets, minutes, ordinances and resolutions are available to the public at:

<https://www.cityofnewport.com/en-us/city-hall/city-council/city-council-agendas-minutes>

**DEPARTMENT OF PUBLIC RECORDS (continued)**

FY2021 Goal: For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to the City Clerk’s office.

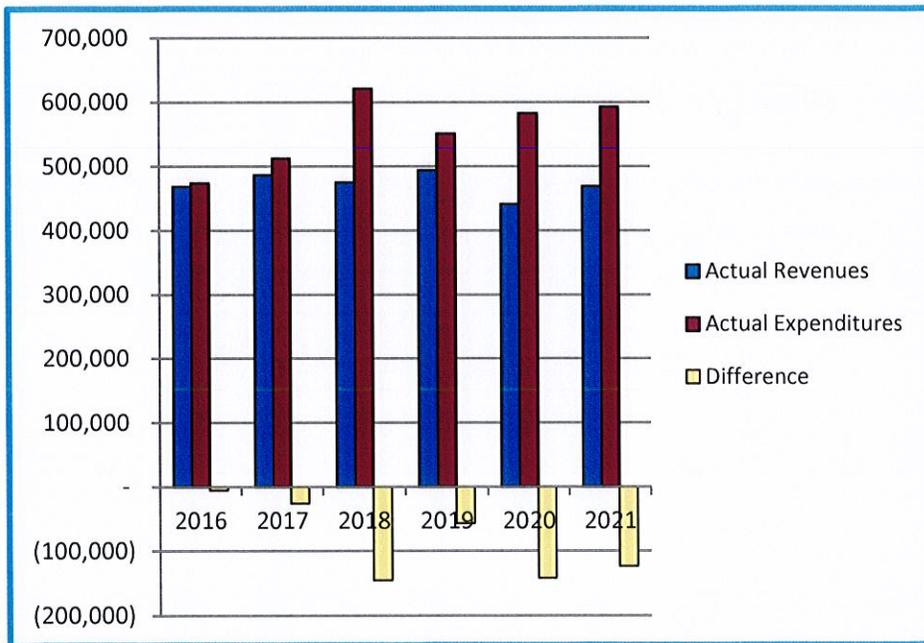
Accomplishments:

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ACTUAL
Number of City Clerk citizen satisfaction cards completed	47	16	5	5	0
Percent scoring Excellent in all six areas of satisfaction	91.49%	93.75%	100%	100%	N/A

*City Hall was closed since March 1, 2020 due to COVID-19*

Challenges:

- *Conducting department business and Council meetings*



*The Dept. of Public Records collected approximately \$123,761 less in revenue than its cost of operation in FY 2020/21, due, for the most part, to effects of the pandemic.*

## 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, Municipal Court, Assessing, Billing & Collections, Accounting, School Accounting, Payroll and Information Technology.

**Use of Resources:** The Finance Department employs 23.5 full time employees. Of the City’s total General Fund expenditures, the Department of Finance utilized 4.33% (4.25% in FY2020; 4.38% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY2021 of \$163.25 (\$171.58 in FY2020; \$174.27 in FY2019). In terms of a median home valued at \$450,000, \$200.15 of the annual property tax bill in FY2021 of \$4,626 funded the Department of Finance.

**FY 2021 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.

**Accomplishments:**

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of Collections citizen satisfaction cards completed at isca	4	4	1	4	0
Percent scoring Excellent in all six areas of satisfaction	100%	75%	100%	100%	N/A

*FY2020 & FY2021: No citizen satisfaction cards completed due to shuttering of City Hall (pandemic)*

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of Assessing citizen satisfaction cards completed at fiscal	6	9	3	0	0
Percent scoring Excellent in all six areas of satisfaction	100%	100%	100%	N/A	N/A

*FY2020 & FY2021: No citizen satisfaction cards completed due to shuttering of City Hall (pandemic)*

**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 (16<sup>th</sup> consecutive year)*
- *Certificate of Recognition for Distinguished Budget Presentation (16<sup>th</sup> consecutive year)*
- *Award for Outstanding Achievement in Popular Annual Financial Reporting (8<sup>th</sup> consecutive year)*

**DEPARTMENT OF FINANCE (continued)**

Additional Performance Data:

FY 2021 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
2022 & 2023	6/9/2021	9/9/2021	Yes
2020 & 2021	6/12/2019	10/21/2019	Yes
2018 & 2019	6/28/2017	9/22/2017	Yes
2016 & 2017	6/24/2015	9/24/2015	Yes
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

FY2021 Goal: The City’s *Annual Comprehensive Financial Report* 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
2021	12/29/2021	Yes
2020	12/29/2020	Yes
2019	12/31/2019	Yes
2018	12/30/2018	Yes
2017	12/30/2017	Yes
2016	12/30/2016	Yes
2015	12/31/2015	Yes
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

**DEPARTMENT OF FINANCE (continued)**

FY2021 Goal: The City's 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>		
<b>Fiscal Year</b>	<b>Date Submitted</b>	<b>Award Received</b>
2021	1/30/2022	Yes
2020	1/30/2021	Yes
2019	1/30/2020	Yes
2018	1/28/2019	Yes
2017	2/9/2018	Yes
2016	1/25/2017	Yes
2015	1/29/2016	Yes
2014	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 19.98% (19.14% in FY2020; 18.76% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$754.03 (\$772.40 in FY21; \$746.59 in FY2019). In terms of a median home valued at \$450,000, \$924.43 of the annual property tax bill in 2021 of \$4,626 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 2021 Goal:** Improve traffic safety and enhance traffic flow.

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY 2020 ACTUAL	FY2021 ACTUAL
Number of meetings attended/held by Traffic Unit	122	104	118	109	47

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY 2020 ACTUAL	FY2021 ACTUAL
Number of supplemental enforcement details	463	413	488	346	73

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

Additional Accomplishments:

- *The Community Policing Unit conducted several community outreach programs, including but not limited to the annual Summer Camp for area youths, after school fishing and archery for students, Halloween Spooky Train ride for children, Secret Santa for Seniors, Holiday Shop with a Cop for children, Be My Valentine for Senior Citizens, Operation Juice Box for Kids, Commemorative Police patches for charitable support, Hero Package Foundation to support children with cancer.*
- *The Newport Police Department participates in the Rhode Island Police Chiefs' Association Twenty for 2020 campaign. This voluntary program established 20 commitments from Rhode Island law enforcement to citizens to enhance and further foster positive police-community relations, transparency in police operations, community trust, and professionalism in policing.*

Challenges:

- *All of the information provided for this reporting period may seem disproportionate to previous reporting periods. This is attributed to a necessary differential police response to all operations resulting from the ongoing COVID-19 Pandemic. Police operations became involved with emergency measures beginning in February 2020, and continue to the present. It was necessary to suspend certain services, increase certain services, and maintain a minimum of certain services. Therefore, some information provided will be abnormally high, some abnormally low, and some relatively similar to previous reporting periods when viewed with a historical perspective. The economic impact of the pandemic and associated impact to the fiscal health of the city, and by association the police department budget, continues to the present. It has been necessary to scrutinize spending practices more closely and focus on essential spending only, which may delay acquisition of equipment or delivery of select services.*

## FIRE DEPARTMENT

Contact info:

Humphrey Donnelly, Fire Chief  
 (work during report period done by  
 retired Chief, Brian Dugan)

Email: [hdonnelly@cityofnewport.com](mailto:hdonnelly@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 21.32% (20.65% in FY20; 20.13% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$804.57 (\$833.27 in FY20; \$800.87 in FY2019). In terms of a median home valued at \$450,000, \$986.38 of the annual property tax bill in 2021 of \$4,626 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 2021 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.

**Measurement:** Through inspection and follow up, bring 500 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	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Bring 500 buildings into compliance with the Rhode Island Fire Safety Code.	599	572	501	543	1042

**FY 2021 Goal:** Streamline and expedite the plan review process, thus reducing the time contractors wait for plan approval making Newport the model community in the State for efficient fire code plan review. State Fire Code and City Ordinance allow 90 days to complete a review of plans for fire code compliance.

**Measurement:** Increase the percentage of plans reviewed within 15 days to 75%.

**FIRE DEPARTMENT  
 (continued)**

PERFORMANCE MEASURES	FY2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Percentage of plan reviews completed within 15 days	82%	96%	66%	74%	96%

FY 2020 Goal: Provide fire safety education to juveniles, the elderly, and college students. These groups have shown through statistical data to be at an increased risk from fire.

Measurement: Have at least 1750 educational contacts within these groups, through the use of use of NFD open houses, Salve RA training, Newport Night Out, elderly housing site visits, and Fire Prevention Week school visits in October.

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of fire prevention educational contacts with at-risk citizen groups	1556	1507	1303	1325	125

*Social distancing related to the Covid pandemic had an extremely large impact on public education in FY2021*

Accomplishments:

- *The Department was awarded an Assistance to Firefighters Grant in the amount of \$422,654.00. The grant will be used for the purchase of mobile and portable radios.*
- *The Department in coordination with the Town of Middletown and the Aquidneck Island Emergency Volunteer Alliance (AIEVA) successfully administered over sixteen-hundred (1600) Covid-19 vaccinations to our residents in 2021.*

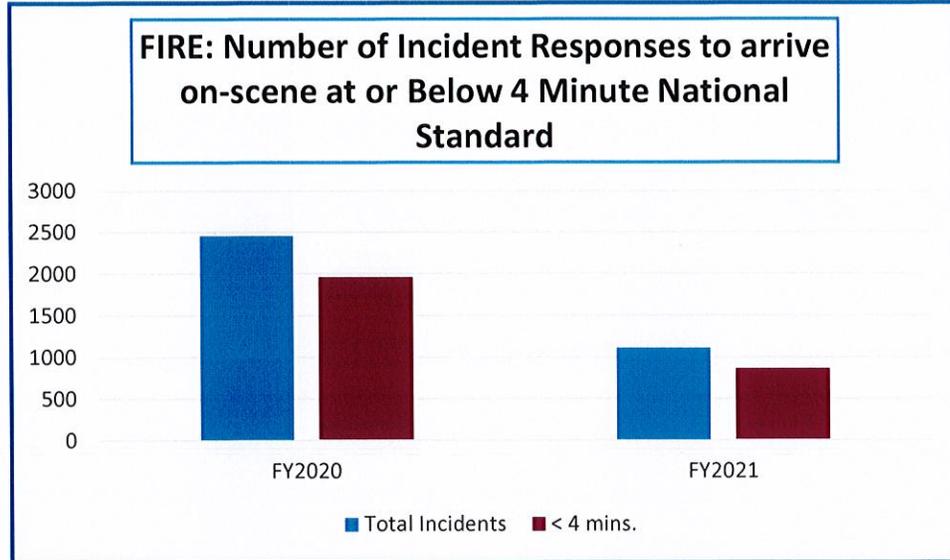
Challenges:

- *Covid presented challenges throughout the FY2021. A shortage of personal protection equipment (PPE) made responses and protection of staff extremely difficult. Social distancing requirements delayed and/or prevented group training which is essential to efficient and effective firefighting and EMS service delivery.*

Honors and Awards:

- *Three firefighters earned their EMT - Paramedic Certification*
- *Deputy Chief Humphrey “Harp” Donnelly earned his Masters Degree in Public Administration from Anna Maria College.*

**FIRE DEPARTMENT**  
**(continued)**



**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, grounds maintenance, recreation and beach services.

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 9.91% (10.74% in FY20; 11.41% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$373.76 (\$433.49 in FY20; \$454.02 in FY2019). In terms of a median home valued at \$450,000, \$458.23 of the annual property tax bill in 2021 of \$4,626 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 2021 Goal: Provide a paved road system that has a pavement condition that meets municipal objectives.

	FY2017	FY 2018	FY 2019	FY 2020	FY2021
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Percentage of lane-miles having an acceptable PCI (>= 70)	73.5/96.8 75.9%	73.8/96.8 76.2%	74.2/96.8 76.7%	74.3/96.8 76.8%	74.5/96.8 77.0%

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

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

Additional Achievements:

- *Completed FY '20 road improvements on Carroll Avenue (Morton Avenue to Old Fort Road) and Old Fort Road, Gibbs Avenue, Ernest Street, High Street, School Street, and Division Street, e.g., pavement markings, street signs, and Flexi-Pave in tree wells.*
- *Completed sidewalk improvements on Kay Street, Dr. Marcus Wheatland Blvd, Birkhead Place, and Gibbs Avenue.*
- *Completed seawall improvements at Storer Park and Goat Island Causeway, including sidewalk accessibility improvements.*
- *A comprehensive assessment of the Public Services fleet was completed. Six (6) vehicles were found to be in poor condition and in need of replacement. This included two (2) full-size pickup trucks with plows, one (1) midsize pickup truck with plow, two (2) large dump trucks with plows and sanders and one (1) midsize SUV. As COVID-19 conditions improved and the spending freeze was lifted, the vehicles were approved to be replaced and all have been ordered. Due to supply chain issues the three pickup trucks are backordered until late 2021; the two large dump trucks are backordered until spring 2022; and the SUV is scheduled for delivery September 2021.*
- *In September of 2020, staff began keeping records of the ongoing litter problem throughout the city. From September 1, 2020 thru June 30, 2021 city staff collected 6,034 pounds of litter.*
- *The city hosted RIRRC's Fall Eco Depot event in September 2020 at Easton's Beach, servicing 586 vehicles and collecting 36,258 pounds of household hazardous waste.*
- *The Public Services Street Sweeping web page has been redesigned to better improve time lines to help residents know when their street may be swept. Residents can now view streets to be swept daily as well as current route lists.*
- *The Queen Anne Square Maintenance Trust contracted with a company specializing in maintenance of decorative fountains to restore the table stone fountain in the park. The firm successfully completed necessary repairs in the fall of 2020, returning the fountain to regular operation in 2021.*
- *Funded in part by PY 2016 CDBG GRANTS, at the Coggeshall Park Playground a handicapped accessible sidewalk from the street to the playground along with associated park amenities were installed. As part of the department's sidewalk improvement program, additional ADA sidewalk improvements now better connect the park to the neighborhood sidewalks. City staff restored the Evert Street fence and installed an ADA-accessible bench to fully complete the project's scope of work.*

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

- *The RIDEM 2018 Small Recreation Grant project to install a modular unisex restroom and other amenities at Miantonomi Memorial Park was completed. (The restroom building was installed and opened for the 2019 season utilizing a controlled timed lock system.) A RIDEM grant extension allowed for surplus funds to be used for additional amenities and to construct a new ADA access sidewalk and entry plaza. Amenities purchased/installed by staff, included bike racks painted to match the building, a new stainless-steel bottle-filler with a pet bowl, and replacement of adjacent picnic tables and grills.*
- *Grounds Division staff installed six trailer loads, approximately 180 tons of ¾ gravel base, in Miantonomi Park with the material provided for free to the city by Bike Newport through an ALT Neighborhood Merritt Grant. The materials were utilized to repair rutted roadways and to improve trails for walkers and biker riders.*

Challenges:

*Roadway and seawall improvement capital funding zeroed out for fiscal year. Lack of funding has dramatically impacted the 2021 construction calendar as well as construction activities into the beginning of 2022.*

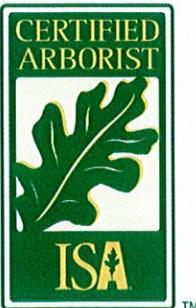
- *As noted in previous years, removal of debris from Ocean Drive (stones, shells and seaweed coming over the concrete wall onto the roadway) continues to be challenging and requires cleaning several times a month in addition to specific storm-related clearings. Ocean Drive was cleaned 42 times in FY20/21.*



## DEPARTMENT OF PUBLIC SERVICES (continued)

- *Historically low staffing levels was the primary challenge for the Parks, Grounds and Forestry Division for all FY 2021 and into 2022. Although the COVID-19 related hiring freeze ended mid-year, three full time vacancies remain. There was some success towards the end of the year filling seasonal positions, but the individuals had no previous experience, so a training period was required before productivity expectations could be met.*
- *A number of new tasks needed to be accomplished related to reduction of COVID-19 restrictions. They included the restoration of closed park amenities and the restoration of water services that had been shut off for extended periods of time, There were also new demands including the addition of a “Fall 2” school season that began in early spring, requiring preparation of athletic fields and the installation of equipment for traditional fall sports (football & soccer) while at the same time staff had to complete preparations for the resumption of typical spring sports.*
- *Illegal dumping on city streets and at City Yard of large bulky items (televisions, mattresses and household furniture) along with hazardous waste and contamination of the City Yard self-service cardboard dumpster have increased disposal costs and left the city with limited resources to investigate and prosecute offenders.*
- *The city has been dealing with a long-term significant increase in litter and overflowing city trash barrels throughout the city requiring staff response on a daily basis. Due to the COVID-19 Pandemic, Public Works was left with no seasonal staff and required fulltime staff to respond. This prevented larger street and sidewalk projects and service requests from being addressed in a timely manner.*
- *Due to COVID-19, textile recycling bin partner Big Brothers Big Sisters of Rhode Island (BBBSRI) suspended operations in April 2020. All collection bins were removed and curbside pickups were suspended, limiting residents’ options to dispose of textiles. Fortunately, BBBSRI’s operations resumed in January 2021, recycling 79,415 pounds of textiles for the remainder of FY’21.*

### Honors and Awards:



*City Forester Charles Ridolf received the International Society of Arborists’ (ISA) credential “Certified Arborist” in December 2020. The credential, achieved by rigorous examination, represents that the individual is trained and knowledgeable in all aspects of arboriculture and adheres to the ISA Code of Ethics that strengthens the credibility and reliability of the workforce.*

## DEPARTMENT OF PUBLIC SERVICES (continued)



*The Public Works Assistant Superintendent and Senior Clerk Typist applied for the Rhode Island Resource and Recovery “Backyard Composting in the Urban Setting Grant Program.” This grant was awarded to the city on March 17, 2021 for the sum of \$2,237.50. This allowed qualified residents who attended a webinar to purchase compost bins at a discounted price of \$10.00 each. Seventy-six bins were distributed at the discounted rate. Each compost bin represents 500 pounds diverted from the landfill every year for 10 years. For fiscal year 2020-2021 the city has distributed 93 compost bins for a total of 46,500 pounds diverted from the landfill per year or a total of 465,000 pounds for the ten-year period.*



*The Public Services Department received grant funding through the state of Rhode Island’s “Take it Outside Grant Funding Program” in the amount of \$40,171.64 for 70 new water filled barriers with accessories in January 2021. The purpose of these barriers is to help local business extend and support outdoor dining service.*



*With the help of a State Preservation Grant (SPG), the city of Newport restored the historic windows at the Edward King House (1847), a National Historic Landmark building. The project, managed by the department’s Facilities Management Division, was a recipient of a Rhode Island Historical Preservation & Heritage and Preserve Rhode Island “2020 Rhody Award for Historic Preservation.”*

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



*Re-designation as Bicycle Friendly City – Bronze Level Award from League of American Bicyclists (8th consecutive year).*

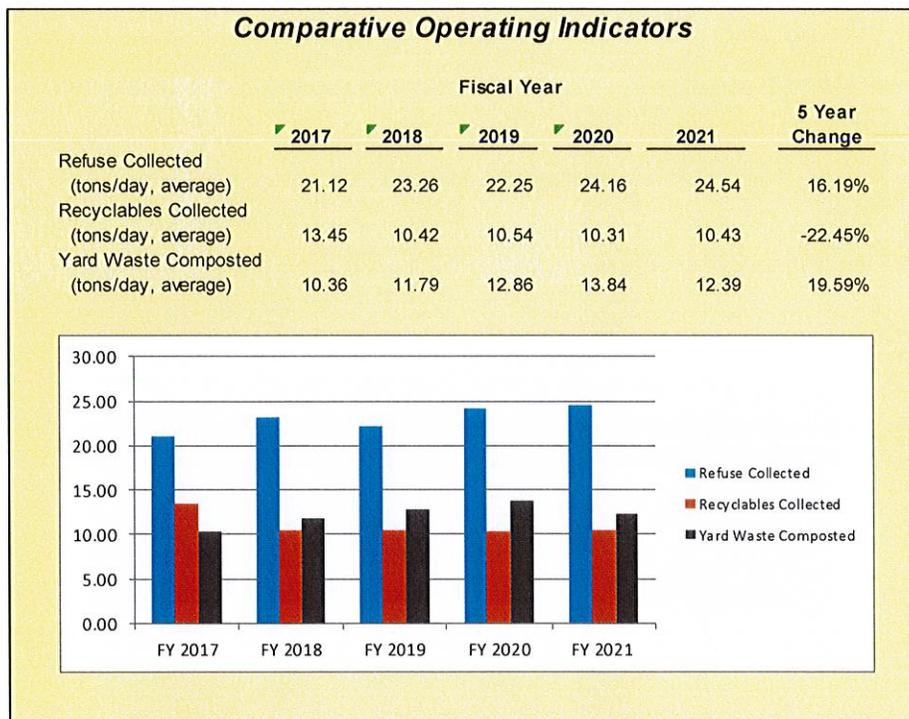


**DEPARTMENT OF PUBLIC SERVICES**  
**Division of Solid Waste Collection & Disposal**



**FY 2021 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:

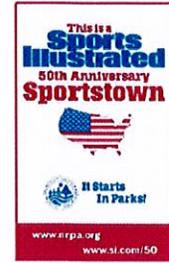


**FY 2021 Goal:** Increase the amount of leaves and yard waste disposed of through a composting program by 10%, from 1100 tons diverted to composting to 1200 tons composting.

	FY2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY2021 ACTUAL
<b>PERFORMANCE MEASURES</b>					
Tons of leaves and yard waste diverted to composting	1416	1356	1443	1591	1400

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

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



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 2021 Goal: To provide healthy and positive recreation programs and community events that will meet the leisure needs of the citizens of Newport.

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Net increase in new/expanded programs/classes since FY2017	18	16	25	25	23

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Number of youth recreation program participants	1,716	1,819	1,794	1,757	1,234

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Outreach to Community Agencies ~ Number of programs, including schools	32	43	38	37	15

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Number of "free" community special events	50	44	49	49	7

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

Accomplishments:



*In addition to our scheduled 2020 Summer Camp Season (conducted with COVID-19 precautions), we offered two bonus summer camp weeks due to delayed start of school year to September 14, 2020.*



*Socially Distanced Halloween Drive Thru event at Easton's Beach was a success. A total of 215 children were served. The event involved 20 vendors, five sponsors for inflatable equipment, two donations of pumpkins (30 total), one donation of carved pumpkins (15) from Village House Nursing Home and volunteers from Rogers High School, Middletown Community Baptist Church, Salve Regina and Gaudet Middle School.*



*Holly Jolly Drive Thru event took the place of our annual Santa's Workshop event with 270 tickets sold in advance. The event was free for Newport residents and \$5 per child for non-residents. Sixteen families/individuals/businesses sponsored the event, and volunteers from Rogers High School and Portsmouth High School assisted with the event.*

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

Challenges:

- *The Recreation Office continues to receive numerous tourism calls since the closure of the Discover Newport Gateway Visitor Center.*
- *Commercial use of tennis courts and parks: We continue to receive many complaints of private lessons at our tennis courts tying up too many courts.*
- *Due to COVID-19 and indoor space limitations, we received numerous requests from fitness studios to utilize park areas for outdoor fitness classes.*

Awards:

- *Rhode Island Department of Education and Human Services (RIDE): Received two grants for Summer Camp (\$13,500) and Specialty Camp (\$1,700) for the safe operation of summer camps during COVID-19 emergency. As well as an additional \$3,500 grant for the two bonus summer camp weeks to be held in September.*
- *RI Foundation of Newport County: Received \$1,500 grant for middle school campers to design and maintain a small garden outside the Martin Recreation Center.*
- *FH Prince Memorial Fund: Received \$4,000 grant from Prince Trust for First Tee Golf Program to be implemented in summer camp program.*



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



Contact info:

Erik Reis, Recreation Administrator

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 Division of the Department of Public Services 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 2021 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	FY17 Season	FY18 Season	FY19 Season	FY20 Season	FY21 Season
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Total Number of Rotunda Ballroom facility	68	57	38	0	0
% variance of facility rentals	11.5%	-16.2%	-33.3%	-100.0%	0.0%

*No Rotunda events due to COVID-19 pandemic*

PERFORMANCE MEASURES	FY17 Season	FY18 Season	FY19 Season	FY20 Season	FY21 Season
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Number of full season bathhouse rentals	208	202	201	0	223
Rate of full season bathhouse rentals	92.4%	89.8%	89.3%	-100.0%	99.1%

*No bathhouse rentals due to COVID-19 pandemic*

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

Additional Accomplishments:

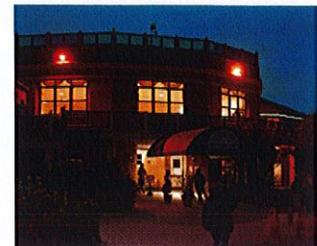
- *The Official 2020 Beach Season ended with zero COVID-19 cases, moving to a skeleton crew for the fall/winter to winterize and work on projects*
- *Easton's Beach Shoulder Season September 8- October 31. Traditionally, beach parking fees ended on Labor Day. In 2020, the daily parking rate stayed in effect totaling \$104,505 in found money for the period September 8-October 31, inclusive.*
- *Easton's Beach Bath Houses are completely sold out for the 2021 season – haven't been sold out in over a decade.*
- *FY21 Beach Parking Revenue collected \$1.098 million, or approx. \$350,000 more than FY20, a 45% increase. Biggest factors contributing to increase are the expansion of charging May 1 until Memorial Day weekend, after Labor Day through October 31, after hours from 4-6pm*

Challenges:

- *Beach suffered a significant amount of damage from a November 30 coastal storm, including damage to the second level railing, roof shingles blown off, Rotunda awning ripped, and severe damage to a section of seawall in front of bathhouses. Rhode Island Interlocal Trust assessed damage and mobilized its contractors who repaired all damaged items.*
- *Staffing shortages continue to be an issue. For summer 2021 season, a differential pay program was put in to place giving beach staff a \$3 per hour pay increase and lifeguards a \$5 per hour pay increase starting the week of July 4 through Labor Day.*

Awards:

- *RI Interlocal Trust: Awarded \$1,000 grant for the purchase of a flammable liquid safety cabinet for Easton's Beach.*



**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 fourteenth year we are reporting performance on the City's urban tree management.*



*Newport Tree Conservancy Tree Huggers Summer Camp*

Accomplishments:

- *Newport's spring and fall street-planting programs added 69 new trees in FY2021 including 58 bare root trees and 10 B& B tree plantings. The B&B plantings focused on replacement park trees or memorial park trees and the replacement of poisoned trees in King Park.*
- *The City of Newport celebrated its 31<sup>th</sup> year of obtaining the national Tree City USA status for the Arbor Day Foundation*
- *The City in partnership with the Newport Tree Conservancy and the Newport Health Equity zone continue the reforestation of Miantonomi Park with a second annual planting of another 60 new native trees in forest floor areas cleared by city staff. The trees were planted with the aid of neighborhood children and their families in coordination with the Newport Health Equity Zone.*

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

- *The Newport Tree Conservancy (NTC) received a grant to fund equipment and staff to administer a volunteer Tree Corp that has taken on the care of young trees planted on city property. Staff utilize a new truck, watering tank and trailer to water, weed and maintain mulch tree rings around new trees to insure they survive allowing city staff to focus on hazard tree mitigation. In coordination with city forestry personnel NTC staff go out into the field twice a week. In coordination with the division the Newport Tree Conservancy has begun their new Volunteer Tree Corp program. Volunteers can sign up for a weekly workday to maintain mulched tree wells around young park and school trees. <https://www.newporttreeconservancy.org/volunteer>*
- *The Newport Tree Conservancy has received a grant from RIDEM to plant 250 new trees in the city's North End neighborhood utilizing the Tree Equity GIS tool developed by the State of RI in partnership with American Forests. The planting will include bare root, balled and container trees planted over two fall and one spring planting season concluding in January of 2022.*
- *Due to COVID-19 restrictions the annual Arbor Day celebration and all Arboretum week activities that had been planned were postponed until the fall of 2021. The National Arbor Day foundation has waived the ceremony requirement and only requires a proclamation as a condition for retaining Tree City USA status*



*Newport Tree Conservancy staff with new truck and watering tank for young tree care.*

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

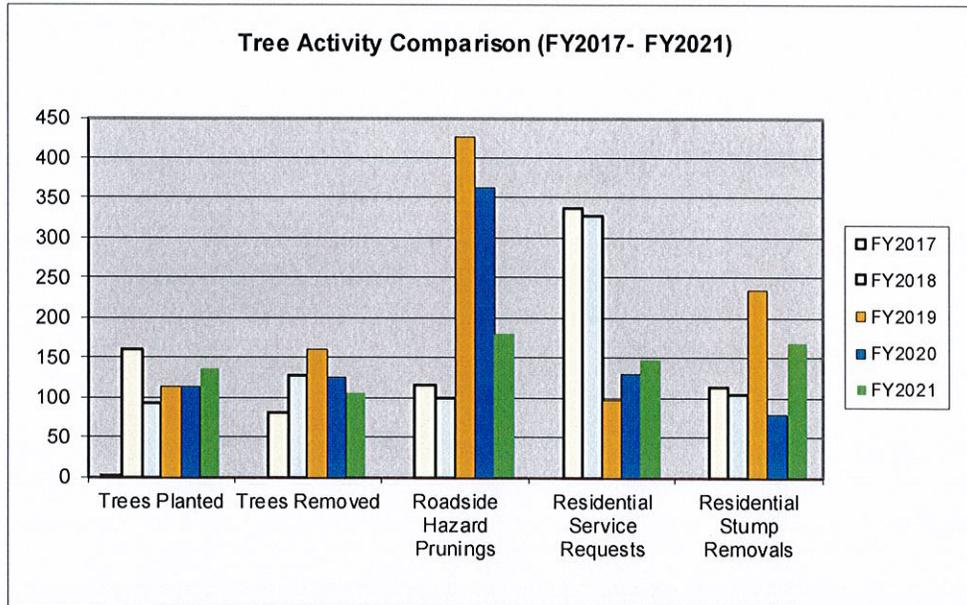
Challenges:

- *A canker disease, identified with the Assistance of RIDEM, USFS and URI Cooperative extension, continues to kill hundreds of public and private English Oaks trees. Emerald Ash Borer has also been found locally. Although a large number of young ash trees are being treated by the Newport Tree Conservancy older ash trees too large to economically treat will need to be removed as the infestation spreads.*
- *In addition to operational challenges during the COVID-19 crisis, budget related hiring freezes reduced the division work staff. Although the freeze ended, normal staffing levels have not yet resumed. Hazard tree mitigation work is being given priority. The non-emergency forestry service request backlog is slowly being reduced with the assistance of new seasonal staff.*
- *COVID-19 also impacted the fundraising ability of the city's partner organization the Newport Tree Conservancy reducing the number of new trees plantings they could sponsor during the fiscal year. Newly received grants targeting neighborhoods with low tree equality scores will boost plantings in future years.*



*Newport Tree Conservancy Tree Corp weeding and mulching young trees.*

**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 & Open Space Commission*
  - b. *Parks, Grounds & Forestry 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. *In FY 2020 expended per capita of \$11.35*
4. An Arbor Day Observance and Proclamation
  - a. *Canceled because of COVID-19 restrictions.*



**DEPT. of PLANNING & ECONOMIC DEVELOPMENT**

Contact info:

Patricia Reynolds, Dir. of Planning and  
 Economic Development

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Telephone: (401) 845-5450



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

Use of Resources: The Department of Planning and Economic Development employs 4.0 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 0.44% (0.42% in FY20; 0.17% in FY2019) to perform their duties – or a per capita cost to citizens (per 2020 census) in FY21 of \$16.62 (\$17.00 in FY20; \$6.78 in FY2019). In terms of a median home valued at \$450,000, \$20.38 of the annual property tax bill in 2021 of \$4,626 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 2020 Goal: Develop and coordinate long and short-range plans and efforts for the community that embrace and encourage innovative growth and development, stewardship of the City’s natural resources, and foster an enhanced quality of life for all residents.

PERFORMANCE MEASURES	FY2021 ACTUAL
Percent of the Planning Board’s Development Review Regulations completed by end FY2022	50%

Additional Accomplishments:

*Since the reorganization of the department, A total of eight (8) grant awards have been received, totaling close to \$900,000. These grants support a range of activities from resiliency projects, to an accurate census count for our community; from the installation of electric vehicle charging stations, to updating the City’s Hazard Mitigation Plan; and importantly this year, funds to support local businesses affected by the pandemic in the form of working capital for microenterprises, to equipment for continued outdoor commerce.*

**DEPT. of PLANNING & ECONOMIC DEVELOPMENT**  
**(Continued)**

*In addition, the City has received Project Year 19 ((PY 19) Community Development Block Grants (CDBG) funds of approximately \$700,000. Projects include improvements to the Florence Gray Center and the Kingston Avenue Playground. The Planning and Economic Development Department maintains City's CDBG program, which is administered by Church Community Housing Corporation.*

- The Department completed the first amendment to the City's 2017 Comprehensive Plan, the incorporation by reference of the completed North End Urban Plan and the related text amendment to the 2017 Comprehensive Plan. The amendment was unanimously approved by the City Council at the February 10, 2021 meeting, and approved by the State of Rhode Island on April 14, 2021. The North End Urban Plan will help to inform municipal planning for the area.*
- The Hazard Mitigation Plan Update began on February 21, 2021, and the Hazard Mitigation Committee's kickoff meeting was held on March 11, 2021. The purpose of the Plan is to identify local policies and actions that can be implemented to reduce risk and losses from natural hazards. Updating the Plan is a requirement to maintain eligibility for disaster and hazard mitigation funding.*
- The City first Transportation Master Plan is currently underway and will provide a comprehensive analysis of the City's future transportation needs and offer potential solutions and implementation measures. A March 19, 2021 kickoff meeting was held, with a project team composed of City and State staff and the consultant selected to complete Newport's Transportation Master Plan, Toole Design Group. The project team, which includes Public Services and Planning staff, is hopeful in-person public engagement will be possible as early as this summer, with additional public engagement in summer 2022, public health permitting. The Newport Transportation Master Plan will build off of the State's recently adopted Rhode Island Long-Range Transportation Plan, which includes the State's first-ever Bicycle Mobility Plan and Transit Master Plan. The goal is to develop a plan for Newport and access points to Newport that promotes the use of all transportation modes, especially active transportation (bicycling and walking) and transit and ridesharing in order to reduce vehicular traffic during the peak summer tourism season. Vehicular circulation will be addressed in the plan, as will parking availability and supply.*
- A Rhode Island Foundation grant was awarded to the City to provide funding for outreach events to promote the census throughout the community, but primarily in the low and moderate income (LMI) neighborhoods which had particularly low participation rates in 2010. The Planning Department worked with local organizations to promote participation in the census. Funds were originally to be expended by July 2020, but the deadline was extended due to the COVID-19 pandemic. The Census ended in October of that year. Newport's efforts were so successful, they were used as a model for other communities throughout the State.*

**DEPT. of PLANNING & ECONOMIC DEVELOPMENT**  
**(Continued)**

- *Electrify RI, RI Office of Energy Resources (OER) provided funding to support the deployment of light duty electric vehicle charging stations. The funds were made available in compliance with the State’s Beneficiary Mitigation Plan (BMP) which detailed how the VW Diesel Settlement Environmental Trust Fund would be invested. In March of 2020 the City was approved for the installation of three (3), Level II Electric Charging Stations at the entrance to the Gateway Center parking lot, with a value of \$30,000. The Charging Stations have been installed, inspected by the Office of Energy Resources and are now completely operational.*
- *The primary goal of economic development, as stated in the City’s 2017 Comprehensive Plan, is to develop a robust and diverse economy, providing suitable employment opportunities for residents, and a stable tax base. To achieve this goal, the department continues to work with existing business to enhance retention and expansion, to support and build on thriving sectors, and to foster new business development with a focus on attracting and growing our technology sector with businesses that represent new and innovative concepts and technologies. While diversification of the economic base is important, Newport must always find ways to support its tourism sector. To this end, 2020 saw the development of over 141 new hotel rooms, with the construction of two new hotels, Hammett’s Hotel, a mixed-use facility with retail and restaurant space and the Brenton Hotel. In addition, two hotels have been fully approved by the city and are expected to be under construction this year, a 40 room hotel on Broadway and a 21 room boutique hotel and restaurant on Lee’s Wharf. A waterfront restaurant and new marina facility have been proposed for Perry Mill Wharf, complimentary facilities and uses that will continue to support and expand tourism in the city.*

Challenges:

- *The COVID -19 pandemic continued to be a challenge and significantly affected the Department’s ability to hold public meetings. This forced the Department to be creative in how public outreach was conducted and how public input was gathered.*
- *In March of 2020, the Resiliency Specialist began working reduced hours.*

Awards and Honors:

- *Planning Staff represents the city on the Statewide Planning Technical Review Committee*
- *The Planning Director has been appointed to the LACC of the Governor’s Workforce Board and reappointed to Coastal Resources Management Council.*

**DEPT. of ZONING and INSPECTIONS**

Contact info:

William Hanley II, Building Official

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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 10 full time employees. Of the City’s total fund expenditures, the Department of Zoning and Inspections utilized 1.03% (0.97% in FY20; 1.11% in FY2019) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY21 of \$39.04 (\$39.15 in FY20; \$44.24 in FY2019). In terms of a median home valued at \$450,000, \$47.86 of the annual property tax bill in 2021 of \$4,626 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 2021 Goal: Increase enforcement of nuisance regulations and code compliance to protect and promote the health, safety and welfare of the community.

	FY2017	FY2018	FY2019	FY2020	FY2021
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Percent increase of municipal inspections	69.0%	-11.0%	3.0%	9.2%	-3.4%
Actual # of inspections:	3807	3390	3491	3813	3685

	FY2017	FY2018	FY2019	FY2020	FY2021
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Percent increase of housing inspections	130.1%	-25.4%	-18.5%	-7.4%	-26.1%
Actual # of inspections:	2352	1755	1430	1324	979

	FY 2017	FY2018	FY2019	FY2020	FY2021
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
Number of calendar days for initial inspection of code violations.	<3	<3	<3	<3	<3

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

Accomplishments:

- *The department is preparing for the five year CRS Recertification as a Class 7. Successful recertification will allow property owners to continue to save 15% on flood insurance premiums*
- *3,066 permits were issued and \$1,447,872.00 in fees were collected.*
- *163 Zoning applications were processed*
- *444 Historic District Certificates of Appropriateness Applications were processed*

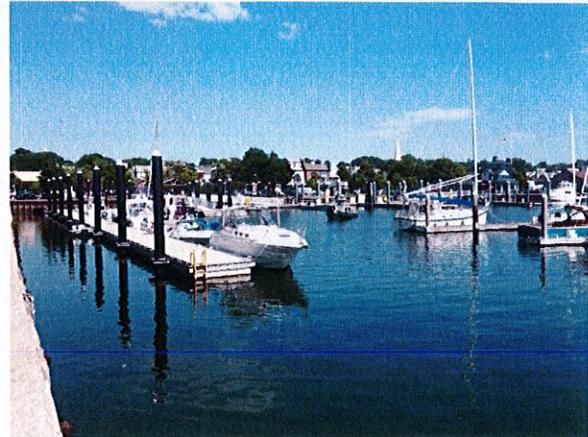
Challenges:

- *The department continues to experience a high volume of construction projects with several hotels and multi and single family dwelling projects under review.*
- *Zoning Board and Historic District Commission continue to process and hear large numbers of applications. The zoning board has held two meetings per month in order to decrease the backlog and scheduled special meetings for larger and more complicated projects.*

## 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;



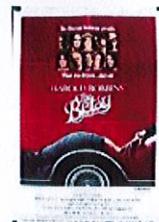
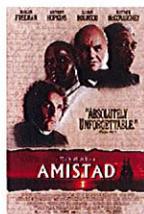
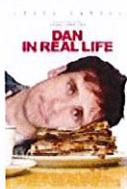
- King Park Auto & Trailer Parking, Boat Launch and Permit Information;



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



- Permits for Movie, Television and Photography Productions.



## MARITIME FUND

Contact info:  
 Stephen Land, Harbormaster  
 Email: [SLand@cityofnewport.com](mailto:SLand@cityofnewport.com)  
 Telephone: (401) 845-5818



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 2021 Goal: Continue State mandated inspection system of vessels for discharge related infractions by inspection of 50 vessels annually.

Accomplishments:

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of State mandated inspections	54	53	51	45	0

*Project will continue. No data was collected after September, 2019 due to COVID 19.*

Additional Achievements:

- *Utilization of the Kings Park Stone Pier dinghy dock stickers; became a much more usable public access facility for the community members.*
- *Speeding sign campaign was a success*

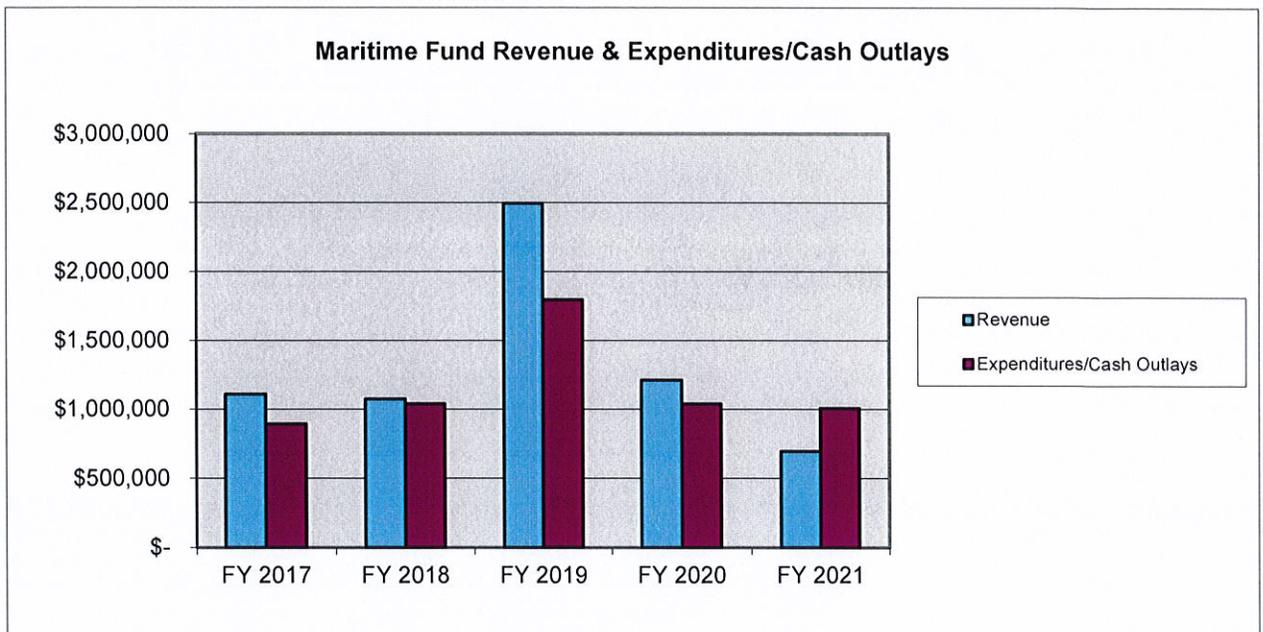
## MARITIME FUND (continued)



Newport Harbormaster Fleet in front of the office

### Challenges:

- *Maintaining training for temporary seasonal staff due to current situation with COVID*
- *Lack of boat engine parts and equipment to run the harbor effectively*
- *Trouble keeping up to date with the monthly mooring compliance procedure*



## PARKING FUND

Contact info:

Pat Segerson, Transportation Supervisor

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

Telephone: (401) 845-5712



**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)

FY2021 Goal: Ensure compliance with all ADA standards at City’s parking facilities and improve accessibility to City’s parking facilities

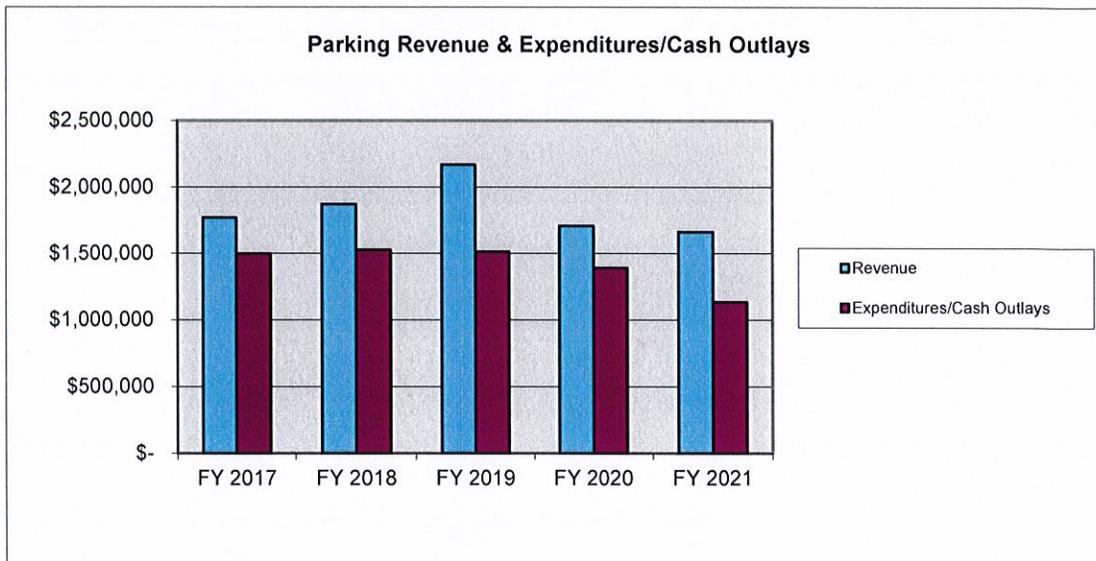
PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ACTUAL
Number of ADA improvements to City’s parking facilities	2	1	1	2	1

Accomplishments:

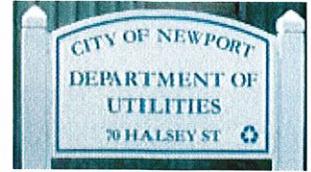
- *Through Public Services, a contract was awarded to repair the stair towers at the Gateway Parking Garage.*
- *Issued an RFP for the City’s Parking Operations, consolidating the parking lots and parking meters, which should result in a more efficient operation and a more favorable contract for the city.*

Challenges:

- *Revitalization of the Mary St. parking lot.*



## **DEPARTMENT OF UTILITIES**



Contact info:

Rob Schultz, Jr., Director of Utilities  
(work during report period done by  
Julia Forgue, PE, retired Utilities Director  
Email: [RSchultzue@cityofnewport.com](mailto:RSchultzue@cityofnewport.com)  
Telephone: (401) 845-5601

WPC is responsible for wastewater and stormwater system servicing Newport. WPC provides wastewater treatment on a wholesale basis to the Town of Middletown and Naval Station Newport. The City Council establishes the sewer use charge, which funds both wastewater and stormwater. The Town of Middletown and Naval Station Newport pay per their contracts. Middletown is invoiced quarterly based on a fixed percentage of operating costs per 1985 contract and debt service allocation for ICI, LWFM, and DBO Plant Improvements.

The City entered into a service agreement with Suez to operate and maintain the wastewater treatment facilities, two CSO facilities, several sewer pump stations, and the UV stormwater disinfection system. WPC and Suez are regulated by a complex regulatory framework established by the US Environmental Protection Agency (EPA) and the Rhode Island Department of Health (RIDOH). The City and Suez operated under a Rhode Island Pollutant Discharge Elimination System (RIPDES) Permit No. RI0100293, administered by the to operate the wastewater facilities.

WPC's wastewater collection system consists of approximately 97 miles of gravity sewers and force mains, ranging in diameter from 2 inches to 84 inches, delivering wastewater to the City's Water Pollution Control Plant (WPCP) on JT Connell Highway in the City of Newport. The City also receives wastewater flow via two force mains from Middletown and three force mains from Naval Station Newport. An additional 9 miles of privately owned and operated force mains connect to the City's collection system, primarily located throughout the southwestern part of the City. The system's aboveground assets include the WPCP, 16 pump stations, and 2 CSO treatment facilities. There is also one belowground combined sewage storage conduit, the Narragansett Avenue Storage Conduit.

WPC's stormwater collection system is comprised of 2,378 catch basins and directed through a network of pipes and swales to one of the 50 outfalls. In addition to the City-owned system, there are 456 RIDOT catchbasins and 427 Private catchbasins with an associated network of pipes and swales to noncity outfalls.

## 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.

*70.0% of citizens responding to our 2015 Citizen Survey (89.6 in 2009) indicated support for the City's Sewer/CSO Infrastructure rebuilding.*

FY 2021 Goal: To ensure effective storm water management.

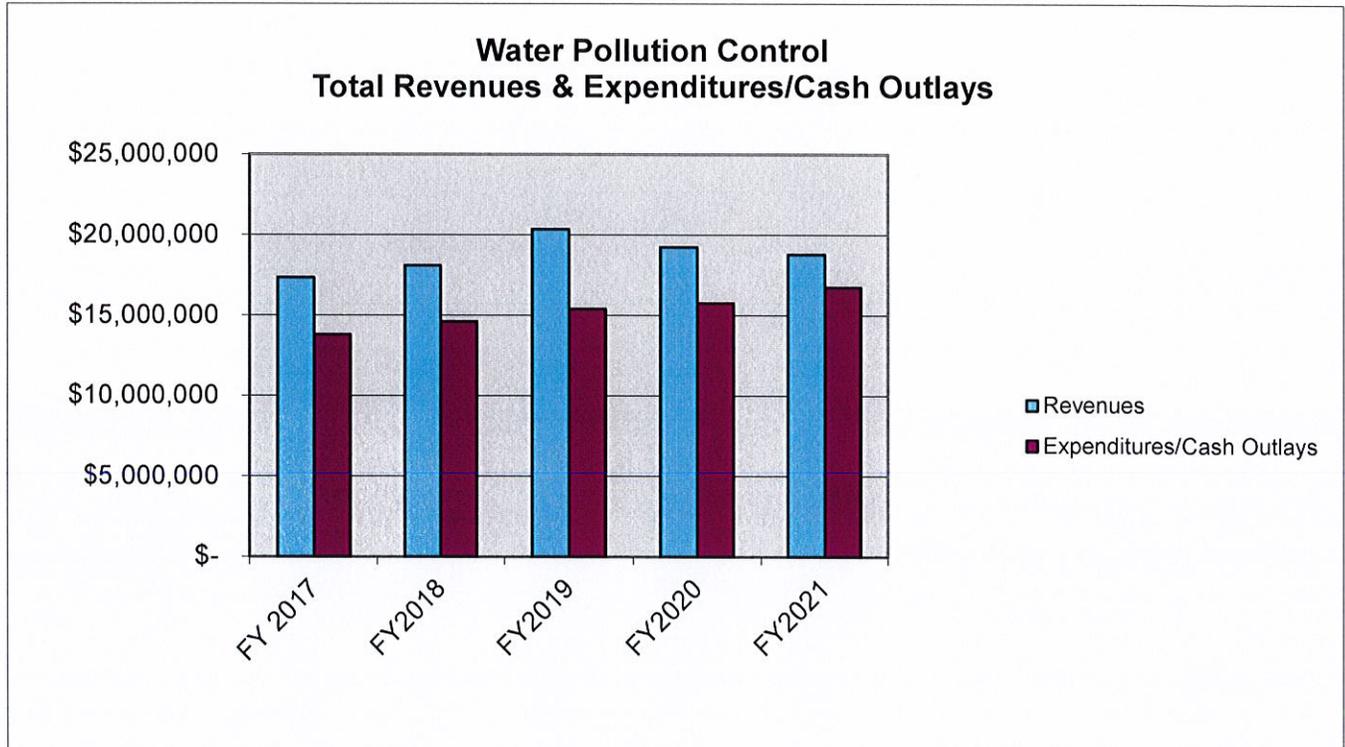
PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of catch basins cleaned	214	572	437	1078	587

PERFORMANCE MEASURES	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL
Number of catch basins repaired	27	59	60	21	38

Challenges:

- *Revenue for WPC Fund impacted due to reduced water sales.*
- *The significant challenges are aging underground infrastructure, and we will continue to experience the impacts of climate change. The City had 2020 and 2021 with storms above the 100-Year Storm or 1% annual chance. We had a 300-Year event or 0.003 % annual chance.*

**WATER POLLUTION CONTROL**  
**(Continued)**



## **WATER FUND**



The original Newport Waterworks system dates back to 1876. In 1881, the Newport Water Works Company was incorporated and was succeeded by the Newport Water Corporation in 1929. The City of Newport (City) has owned and operated the water system since 1936. The City Charter indicates the City's legal authority to own and operate the water system. The water system is currently known as the Newport Water Division (NWD).

The Water Division system consists of nine (9) surface water reservoirs, two (2) treatment plants, five (5) water storage facilities, raw and treated water booster pump stations, and approximately 200 miles of distribution piping. NWD has about 14,895 retail customers, including ten (10) connections with the Naval Station Newport and wholesales water to Portsmouth Water and Fire District.

NWD has a complex regulatory framework and is responsible for providing drinking water that meets or exceeds standards established by the US Environmental Protection Agency (EPA) and the Rhode Island Department of Health (RIDOH). NWD operates under a Public Water System License No. 1592010 administered by RIDOH. The Rhode Island Public Utilities Commission regulates revenue, rate structure, and other commission directives for the Water Division. Additional regulations govern the raw water supplies and dams governed by the Rhode Island Department of Environmental Management (RIDEM) and Coastal Resources Management Council.

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

<https://www.cityofnewport.com/city-hall/departments/utilities/drinking-water/filing-dockets>

<http://www.ripuc.ri.gov/eventsactions/docket/4025page.html>



FY 2021 Goal: Inspect one-hundred percent of our public fire hydrants and make necessary repairs within five days.

Accomplishment:

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY2018 ACTUAL</b>	<b>FY2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Percentage of City's public fire hydrants inspected and repaired	100%	100%	100%	100%	100%

FY 2021 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:

<b>PERFORMANCE MEASURES</b>	<b>FY2017 ACTUAL</b>	<b>FY2018 ACTUAL</b>	<b>FY2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY2021 ACTUAL</b>
Number of annual quarters during which the City violated the Safe Drinking Water Act (SDWA)	0	1	1	1	0

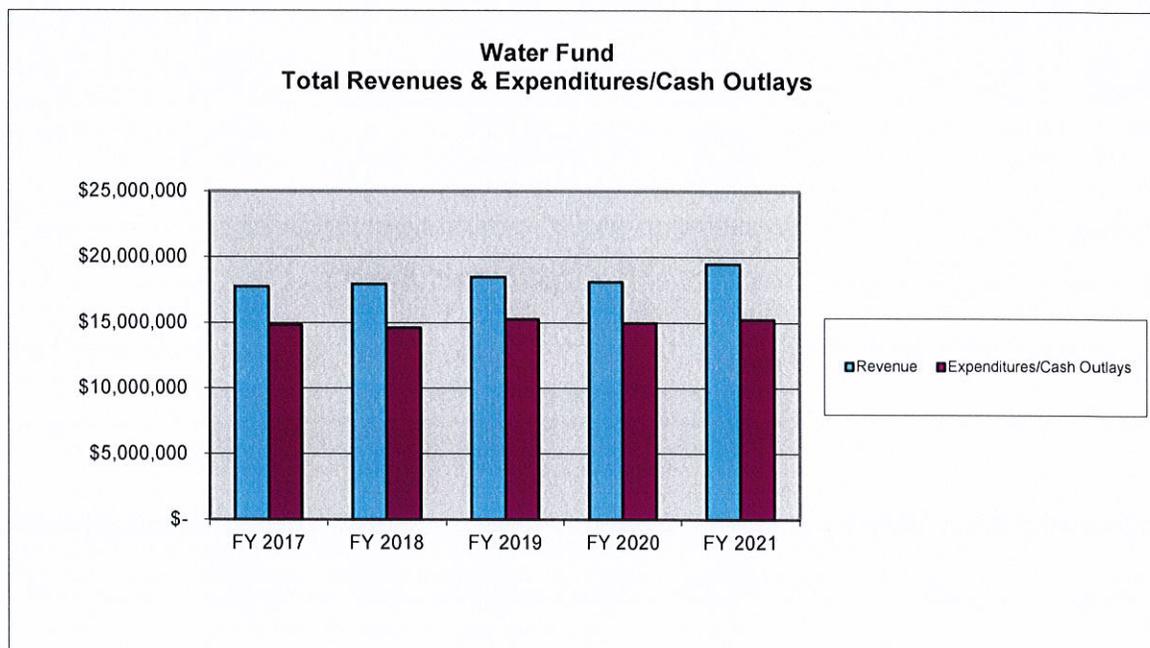
## WATER FUND (Continued)

Additional Accomplishments:

- *Produced 2,210,683,044 Gallons of Drinking Water*
  - *Zero Violations of the Safe Drinking Water Act*
- *100% of the City's 1,047 Fire Hydrants were inspected and in working condition.*
- *Started Implementation of BEACON Advanced Metering Analytics*

Challenges:

- *Revenue for Water Fund impacted due to reduced water sales.*
- *The significant challenges are aging underground infrastructure, and we will continue to experience the impacts of climate change. The City had 2020 and 2021 with storms above the 100-Year Storm or 1% annual chance. We had a 300-Year event or 0.003 % annual chance.*



## 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.

**Annual Comprehensive Financial Report** - 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.

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

## Executive Summary Report

### City of Newport, Rhode Island

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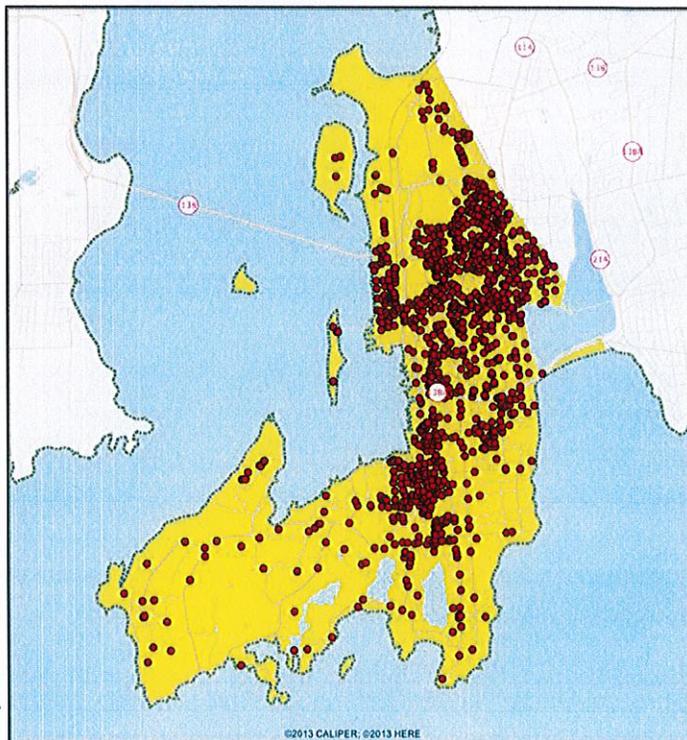
#### Overview and Methodology

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 communicates 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.

**FIFTEENTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY2021**  
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 J. 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 of service would you like to see measured or added to this report?