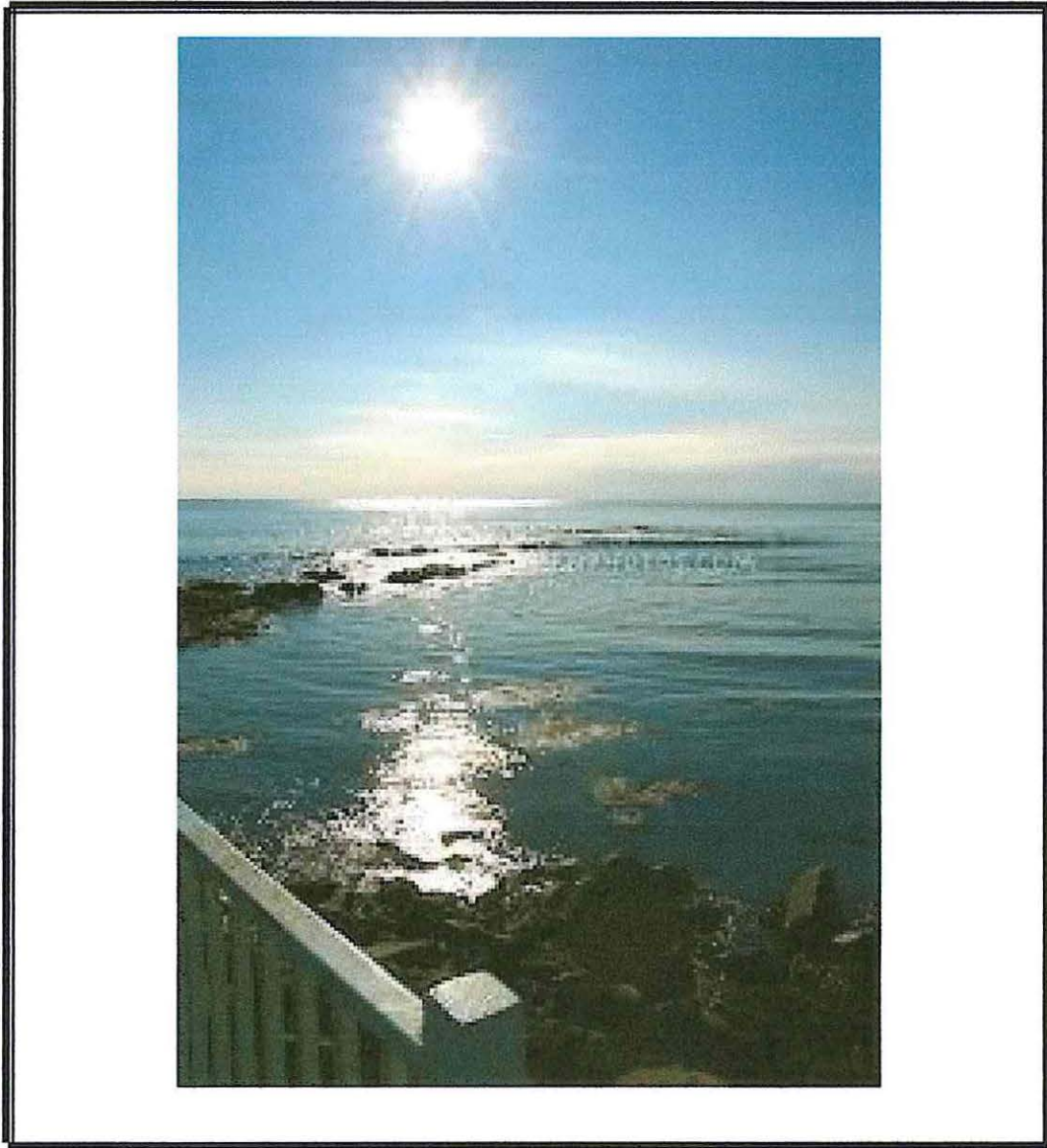


City of Newport, Rhode Island

Eighth Annual Performance Report

Delivery of City Services



Year ending June 30, 2014

CITY OF NEWPORT, RI
Eighth Annual Performance Report
Year Ending June 30, 2014

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**CITY OF NEWPORT
EIGHTH ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2013-2014**

EXECUTIVE SUMMARY

The governmental performance of the City of Newport in Fiscal Year 2014 continues to offer good news for the City organization and the greater community, both in terms of recognition of successes and insights into areas for improvement.

General Fund

An increase in the property tax rate of 3.04% - residential rate was anticipated to increase tax revenues by \$1,821,103 over the prior year's budgeted property tax revenue. Annual property tax revenues, including collections on delinquent taxes from prior years, were \$97,461 less than budgeted. This was offset by increased building permit fees and other service charges, leaving a slight overage in total revenues of \$259,215. Actual expenditures were \$1,415,663 less than budgeted due to tight controls over spending.

Fund Balance

One of the most important measures of a city's financial strength is the level of its fund balance. Fund balance is defined as the excess of an entity's assets over its liabilities also known as excess revenues over expenditures or net assets. Fund balance comes about when and if a municipality's actual revenues exceed actual expenditures in a given year. During this fiscal year the fund balance of the City of Newport's General Fund increased by \$1,108,378.

Fund balance is often known as a reserve, and it allows the City to continue to provide services in the event of revenue shortfalls or unanticipated events. It is also important to preserving the City's bond rating which is currently AA by Standard & Poor's. The rating was confirmed at AA+ in Fiscal Year 2015. The goal in the general fund is to maintain at least 10% of budgeted expenditures in reserve. Fiscal year 2014 ended with an audited general fund balance of \$11,984,991, which was 14.3% of the operating expenditures.

Long-term Debt

At the end of the current fiscal year, the City of Newport had total bonded debt outstanding of \$157,992,213. Of this amount, \$41,993,536 comprised debt backed by the full faith and credit of the government. The remainder of the City of Newport's debt represents bonds secured solely by specified revenue sources (i.e., revenue bonds).

The City of Newport's total bond debt netted an increase of \$25,975,388 (20%) during the current fiscal year. The increase was the result of revenue bond drawdowns of \$31,588,756 primarily for the water treatment plants project. Principal debt payments of \$5,613,365 were made during the year.

State statutes limit the amount of general obligation debt a governmental entity may have outstanding to 3% of its assessed property values. The current debt limitation for the City is \$159,909,784, which is significantly in excess of the City's outstanding general obligation debt.

Revenues

In the recent past, a few new revenues have been added. The City derived \$337,686 in contract service charges from the residential housing complex agreements with the Housing Authority of Newport and with Balfour Beatty (property managers of Ft. Adams military housing). The City continued to search out these types of agreements, as well as explore potential growth in other known revenue streams. The successful Hope VI project, well into development, added new revenues to the City's coffers. A PILOT formula for the mixed-use residential scheme provided the City with revenues of 8% (\$137,706) of gross rental income. An important element in this neighborhood design is to provide housing for residents of varying income levels. Sliding-scale rental agreements will consider the income levels of occupants.

Other Post Employment Benefits

The City of Newport has established an Other Post Employment Benefits (OPEB) Trust to reserve funds for future retiree health and life insurance benefits, where applicable. The City made a contribution of \$500,000 in FY 2014 (\$2,300,000 in FY2013). The School Department contributes the contractually required contribution of teachers who participate in the School's Extended Benefits program. Benefits are not paid from the Trust at this time. They continue to be paid from the City and School's operating funds.

Capital Improvements

The City is addressing major infrastructure needs, including: (1) school facilities, (2) traffic systems, (3) water infrastructure and (4) waste water infrastructure management as part of the redevelopment plan portion of a comprehensive strategic planning model.

Due to fiscal constraints, the approved Capital Improvement Plan (CIP) for FY13-FY14 saw an overall reduction from the Recommended CIP of \$1,596,290 (-3.70%). The transfer from the General Fund was reduced by the entire total of \$1,853,290 (-39.98%); The Water Pollution Control/SRF projects were reduced by \$450,000 (-6.75%); Water/SRF projects increased by \$1,452,000 (4.71%). Included in the General Fund reductions were: the school request of \$360,000 was removed; Overall funding request of \$670,000 for Information and Communication Systems was reduced by \$250,000 (-33.33%); a request of \$70,000 for fire building improvements was reduced by \$58,800 (-84.00%); Parking lot maintenance in the amount of \$150,000 (100%) was shifted for future consideration of the Parking Fund; and funding for the City's park, grounds and playgrounds facilities in the amount of \$225,000 was reduced by \$125,000 (-55.56%). The collective reductions will only defer the respective improvements. The actual number of infrastructure projects currently underway is so significant that it is presumed that the deferred projects will be funded at a later date when it is more likely that they can be completed within the next 12-month fiscal cycle.

Capital asset improvement activity during the current fiscal year included the following:

- \$2,163,436 was spent on road and sidewalk reconstruction and improvements.
- \$933,826 was spent on equipment replacement.
- \$3,523,910 was spent on the new Pell Elementary School.
- \$31,339,495 was spent on water treatment plants, water infrastructure, and mains.
- \$2,826,669 was spent on combined sewer overflow and other water pollution control issues.

The City continues its efforts to promote development of the City's *North End*. Two areas of current focus are the potential realignment of the exit ramps to the Pell Bridge and the potential availability of the former Navy Hospital property. The latter is being excessed through the federal government Base Realignment and Closure (BRAC) process. To complement opportunities for reuse of these two properties, City staff is working with other north end property owners to define more competitive and productive uses of other parcels.

Water Fund

The current water rate structure is in accordance with the Order for Docket 4355 effective May 1, 2013. Docket 4355 changes rates to include the third and fourth rate increase of the multi-year rate plan to support debt service for the Design Build Project of the water treatment plant improvements. The Newport Water Division has implemented an extensive capital improvement plan with the most significant component being the construction of a new water treatment plant at Lawton Valley and the considerable improvements to the treatment processes at the Station 1 water treatment plant on Bliss Mine Road.

Water Pollution Control

The City has been and continues to work toward finding solutions to the burdens on the Water Pollution Control (WPC) infrastructure. The complex WPC system services Newport, Middletown, and the U.S. Navy. The City executed a consent decree in October 2011 with the United States Environmental Protection Agency (EPA); the Rhode Island Department of Environmental Management (RIDEM); and citizen Plaintiffs in response to a law suit alleging that the City is in violation of the Clean Water Act through its CSO discharges. In November 2012 the City submitted to EPA and the RIDEM in accordance with the consent decree a System Master Plan to eliminate CSO discharges for their approval. The consent decree requires compliance with the Clean Water Act achieved by June 30, 2018 unless the System Master Plan recommends an alternate date which is approved by the regulatory agencies. The City's proposed System Master Plan provides for a 20 year implementation schedule in order to maintain affordable rates in accordance with EPA guidance documents. The EPA issued conditional approval of the City's System Master Plan in November 2013. The City reached agreement with EPA and RIDEM on the implementation schedule for the various capital projects identified in the System Master Plan that are required to comply with the consent decree. Judicial approval of the implementation schedule is pending. The City anticipates borrowing an additional amount of \$42,585,000 in revenue bonds for improvements to the wastewater treatment plant.

Municipal governments are challenged in the current economy to provide the historic level of predictable stable service at a reasonable cost. The economy, rapidly changing technology, and general cultural demands for faster, more efficient service is pressing local government to behave more and more like private industry; focused on efficiency, dynamic and innovative approaches to conventional services, and an earnest interest in cost cutting measures. The City of Newport embraces the competitive spirit of entrepreneurial management tempered with cost-controlling integrity. While annually maintaining a healthy fund balance, City leaders are continuously pursuing an expanded municipal revenue base to offset ambitious growth and improvement strategies. A broader revenue foundation creates greater stability. Continuous investment in capital assets increases the viability and attractiveness of the community. Newport has adopted a fiscal strategy that allocates funds for maintenance and upgrades to capital assets, reduction to long-term debt, and investment in development for the future. As external revenue sources become less predictable it is incumbent on local leaders to fortify fiscal policy with a diversified and balanced plan that protects City assets and ensures the continued provision of essential public services and opportunities.

EIGHTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY 2014
INFORMATION ON HOW TO GET A COPY OF THIS REPORT – SEE BELOW

PURPOSE OF THIS REPORT

This is the City's eighth *Service Efforts and Accomplishments* (SEA) Report. It is published in February 2015 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 2013/14, which covers July 1, 2013 through June 30, 2014. This report also includes the results of the 2009 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.”¹
“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.”²
- 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.”³
(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
- 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

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

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

² Ammons 11-12

³ Ammons 11-12

SCOPE AND LIMITATIONS OF THIS REPORT

Most of the departments that deliver services directly to Newport’s citizens are considered within the body of this report. These Departments/Divisions include: Human Resources, Canvassing, City Clerk, Finance, Police, Fire, Public Services, Planning & Development, and Zoning & Inspections. These areas of the organization comprise 57.45% of the City’s total *General Fund* Actual *Expenditures* for the *Fiscal Year* 2013-2014 (57.14% of the fiscal year 2013 actual expenditures and 55.93% of the fiscal year 2012 actual expenditures). Also included are the following Enterprise Funds: Maritime, Parking, Water Pollution Control, and Water.

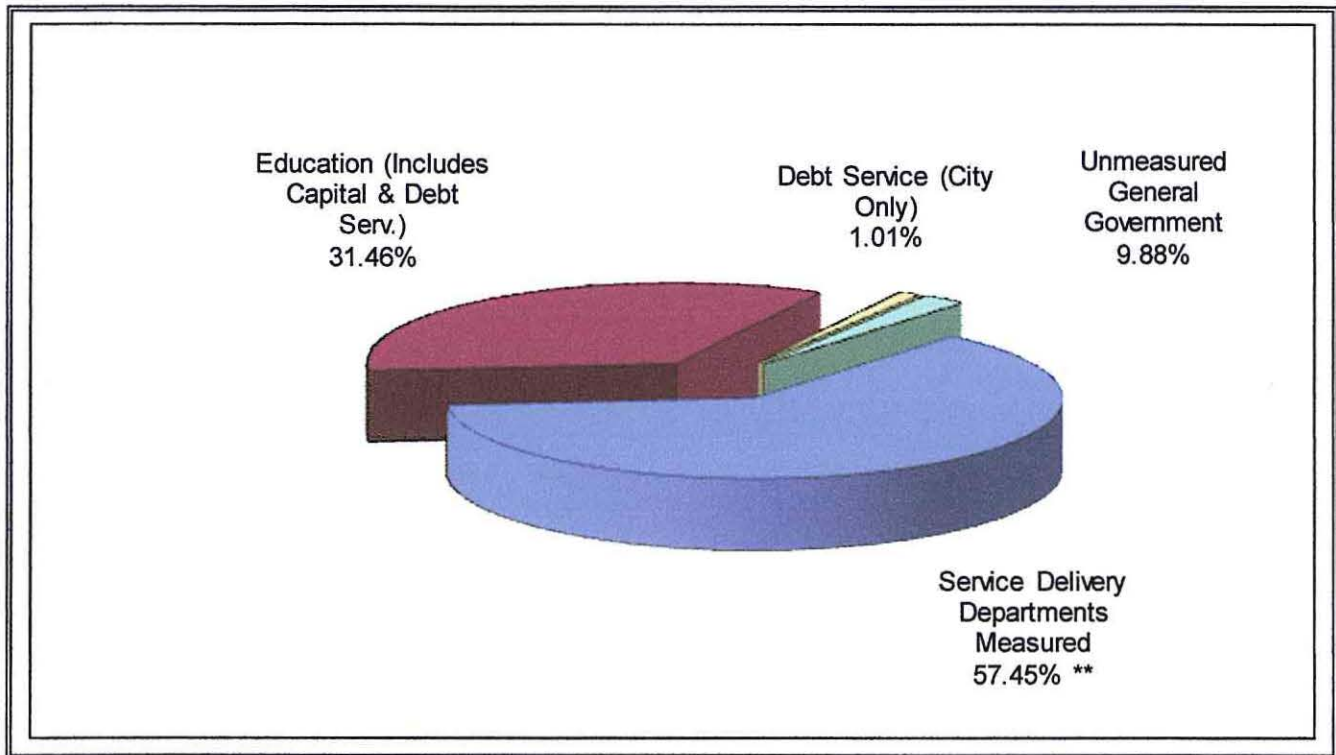
	2013-2014 Actual Expenditures	% of Actual FY 14 Expenditures	Staffing (FTEs)
Human Resources (under City Manager)	\$ 304,954	0.36%	2
Canvassing	171,815	0.20%	2
City Clerk	468,908	0.56%	5
Finance	3,003,251	3.56%	21
Police Dept.	16,282,600	19.33%	104.5
Fire Dept	17,587,981	20.87%	99
Public Services	9,349,629	11.10%	46
Planning and Community Development	486,319	0.58%	5
Zoning & Inspections	745,706	0.89%	9
Service Delivery Departments Measured	<u>\$ 48,401,163</u>	<u>57.45%</u>	<u>293.5</u>

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

This report does not include information on every program or service delivered by the City government. Most importantly, the School Department, while a key component of the City’s overall budget at a total of 31.48% (30.79% in FY 2013; 31.50% in FY 2012) 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. Information Technology, while critical in its support function to overall organizational performance, was not included at this time because of its lack of direct impact on citizens. However, the expenditures for information technology are included in the totals above (Finance). 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.

General Fund Service Delivery Measured ~ 57.45% of Total Actual Expenditures



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

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

BACKGROUND INFORMATION ON THE CITY OF NEWPORT, RI

Did you know ...

According to the 2010 Census, Newport's:

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

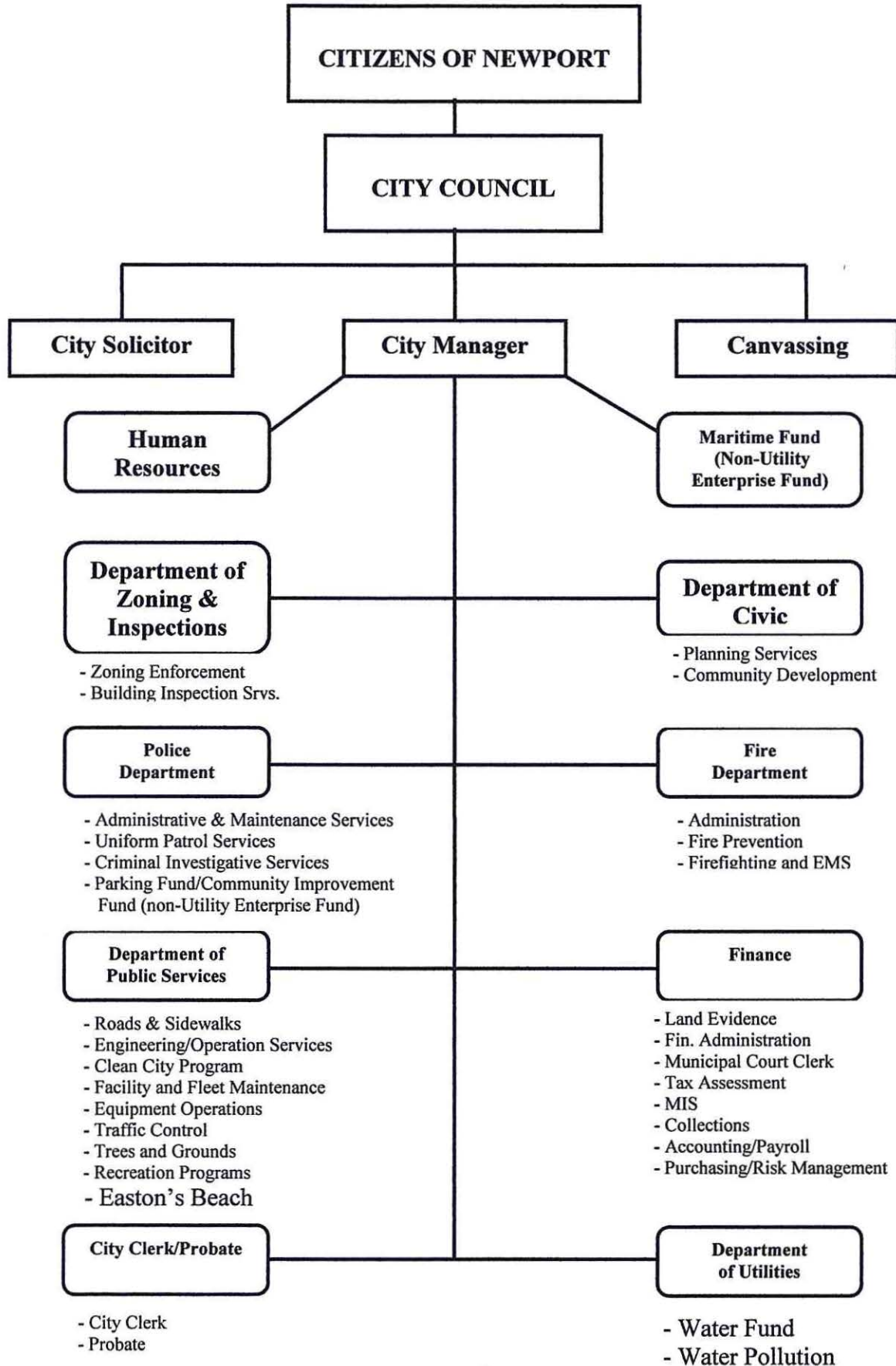
Newport is located at the southern end of Aquidneck Island in Narragansett Bay, about 30 miles southeast of Rhode Island's capital of Providence. The City is bounded by the Atlantic Ocean on the east and the south, Narragansett Bay on the west, and by the Town of Middletown on the northeast. Newport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

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

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

The City of Newport employs approximately 353 Full Time Equivalents (FTEs).

EIGHTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY 2014
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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.⁴ 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 2014 Adopted Budget. Effectiveness and output measures follow those pages. Input measures of full time equivalents and total operating and maintenance expenditures are located within the individual divisions of each department's budget.

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

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

REPORT INTRODUCTION

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

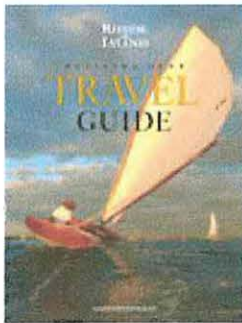
Performance reports like this are part of an ongoing trend among governments to measure and report performance results to citizens. Starting in the 1970's, as the idea developed in the private sector, the concept of measuring performance for governments also began to be considered and it has evolved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

⁴ "Using Performance Measurement for Decision Making," GFOA Recommended Practice on Performance Management 2002

⁵ Ammons 3

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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 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 62.



RESIDENT SATISFACTION SURVEYS

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

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

CITY RESOURCES

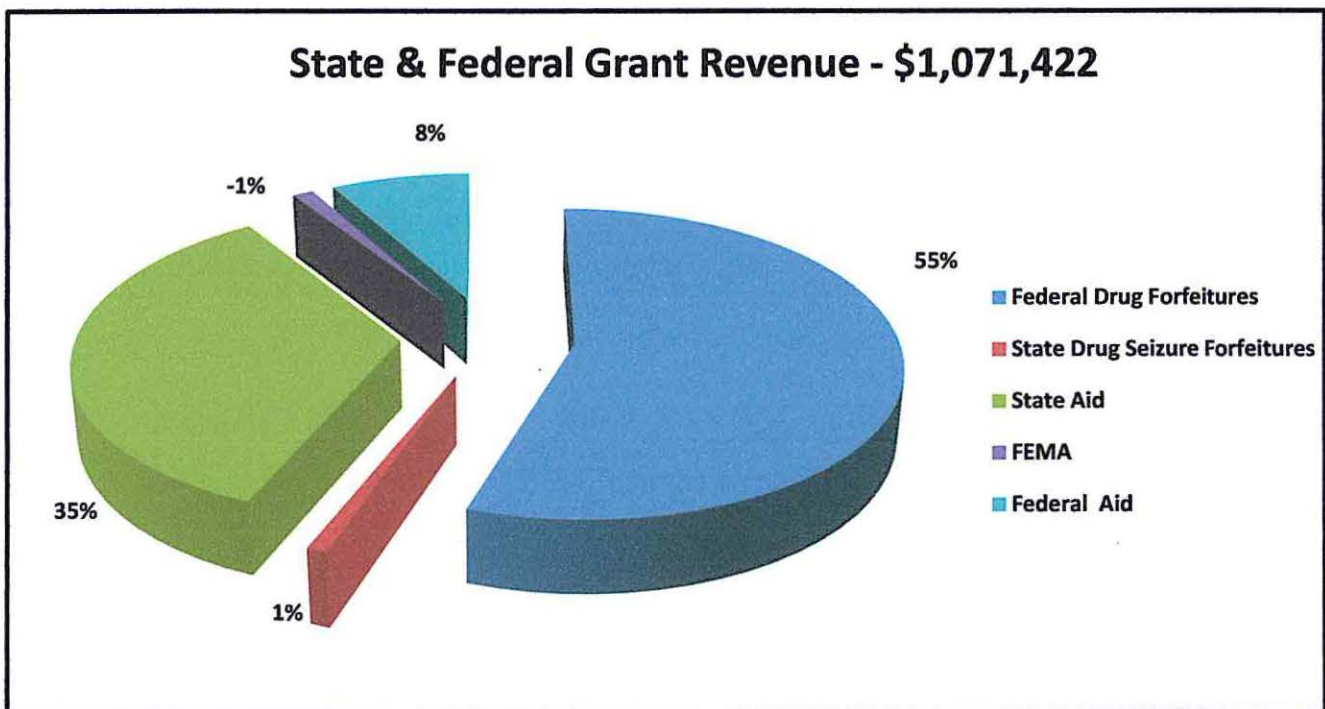
The City's General Fund is supported by *ad valorem* (property) tax, meals and beverage tax, hotel rooms tax, state aid, zoning and development fees, permit fees, fines and other charges, recreation fees, and other miscellaneous revenue sources. General fund expenditures support the following major functions: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

The City's tax base is significantly residential in nature. Residential real property (land and buildings) accounts for 74.45% of total values in FY 2014 (74.63% in FY 2013; 75.03% in FY 2012). Commercial real property (land and buildings), accounts for 20.28% of total values in FY 2014 (20.16% in FY2013; 20.25% in FY 2012). The remaining 5.27% tax base (5.21% in FY2013; 4.72 in FY 2012) is comprised of motor vehicles and tangible property. Local taxes generated 73.02% of general fund revenues in FY 2014 (85.22% in FY 2013; 86.22% in FY 2012).

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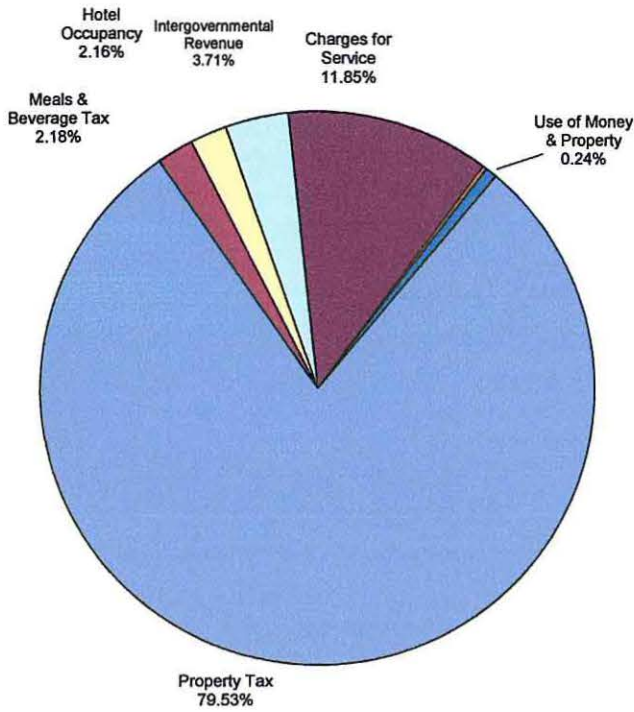
Property taxes of \$67.6 million (\$65.4 million in FY 2013; \$63.8 million in FY 2012), plus state aid and other revenues total to \$85.0 million in General Fund actual revenues (\$81.0 million in FY 2013; \$78.1 million in FY 2012). Of those dollars, 70.98% (70.09% in FY2013; 68.99% in FY2012), or just over \$60,379,687 (\$56,822,868 in FY2013; \$53,928,478 in FY 2012) is dedicated to City services, for a *Per capita* cost of \$2,447.30 (\$2,303.13 in FY 2013; \$2,185.82 in FY 2012). The 6.26% increase is due, in part, to increased debt service in support of the new Pell School, public safety costs and increased capital contribution (over FY2013). The remaining funding is allocated to Newport Public Schools and the Newport Public Library.

Attracting new revenue sources is a continuing challenge. Through the efforts of many Department Directors the City of Newport received a total of \$1,071,422 in State and Federal grants (excluding Enterprise Funds) during FY 2014 as shown below.

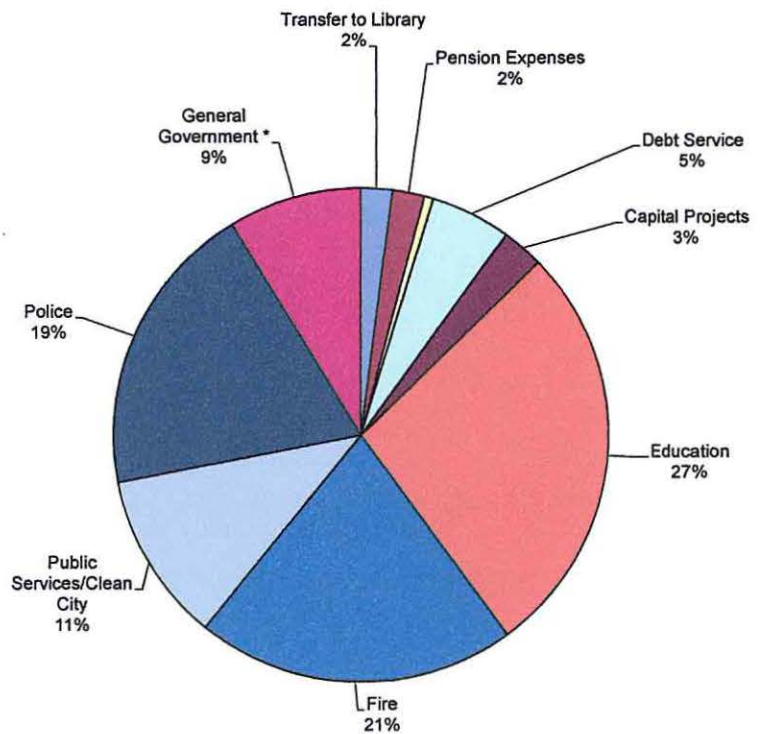


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GENERAL FUND ACTUAL REVENUES FY 2014
\$85,432,648

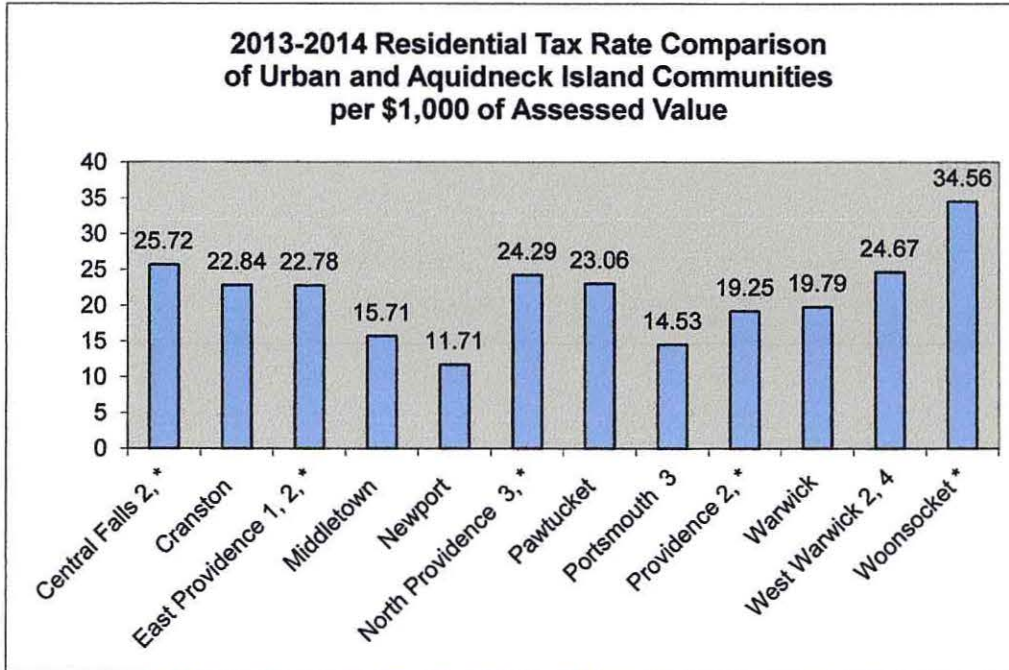


GENERAL FUND ACTUAL EXPENDITURES FY 2014
\$84,254,969



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City of Newport, RI					
Schedule of General Fund Revenues & Expenditures (Budgetary Basis)					
Fiscal Year 2014					
	<u>Original Adopted Budget</u>	<u>Final Amended Budget</u>	<u>Actual Collected</u>	<u>Percent Collected</u>	<u>Prior Year % Collected</u>
General Fund:					
Property Tax	71,434,069	71,434,069	71,336,608	99.86%	99.19%
Intergovern Revenue	2,483,375	2,483,375	3,155,485	127.06%	98.42%
Charges for Service	10,025,765	10,025,765	10,145,698	101.20%	87.10%
Use of money and property	350,000	350,000	208,150	59.47%	0.27%
Other	586,792	586,792	586,707	99.99%	85.95%
Total Revenues	84,880,001	84,880,001	85,432,648	100.65%	97.17%
	<u>Original Adopted Budget</u>	<u>Final Amended Budget</u>	<u>Actual Expenditures</u>	<u>Percent Expended</u>	<u>Prior Year Percent Expended</u>
General Fund:					
Mayor & Council	134,965	134,965	129,122	95.67%	93.10%
City Manager	764,245	764,245	749,896	98.12%	100.33%
City Solicitor	457,666	462,491	454,774	98.33%	96.64%
Canvassing	177,002	177,002	171,815	97.07%	80.59%
City Clerk	483,537	483,537	468,908	96.97%	100.14%
Dept. of Finance	3,141,901	3,155,525	3,003,251	95.17%	99.19%
Police	16,639,678	16,639,678	16,282,600	97.85%	98.72%
Fire	18,289,607	18,301,522	17,587,981	96.10%	98.20%
Public Services	9,702,271	10,277,126	9,349,629	90.98%	100.12%
Civic Investment	517,253	517,253	486,319	94.02%	112.93%
Zoning and Inspections	788,072	788,072	745,706	94.62%	82.30%
Civic Support	95,200	95,200	92,700	97.37%	96.49%
Library Operations	1,721,025	1,721,025	1,721,025	100.00%	100.00%
Pension Expenditures	1,824,460	1,824,460	1,762,358	96.60%	99.82%
Debt Service	3,825,149	3,825,149	4,419,081	115.53%	95.86%
School Operations & Capital	22,959,157	22,959,157	22,959,157	100.00%	100.00%
Unallocated Expenses	1,037,913	1,223,325	1,054,417	86.19%	96.62%
Transfers to Capital	2,320,900	2,320,900	2,320,900	100.00%	100.00%
Transfers to Other Funds	-	-	495,333	100.00%	100.00%
Total Expenditures	84,880,001	85,670,632	84,254,969	98.35%	96.95%



RI Valuation data Tax Roll Year 2013 (Assessed 12/31/12)

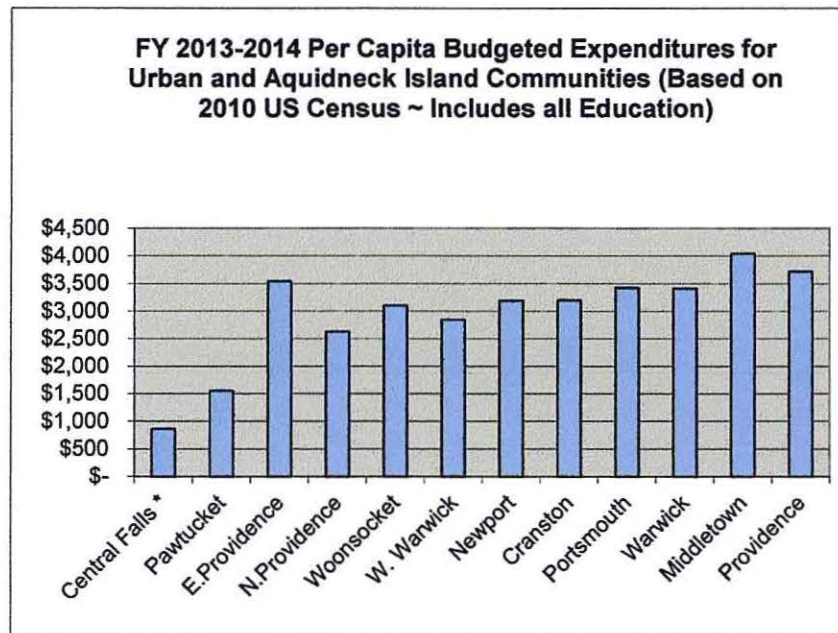
** Denotes Homestead Exemption Available*

1) Rates support fiscal year 2013

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

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

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





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.⁶ 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:



CITY SERVICES

- 1. Provide high quality services to residents, taxpayers and visitors**
- 2. Pursue cost containment strategies**
- 3. Promote easy access to governmental services and information through increased training and technology**
- 4. Maintain a qualified and professional City staff**

⁶ *GFOA Recommended Budget Practice on the Establishment of Strategic Plans (2005)*



PUBLIC HEALTH, SAFETY AND QUALITY OF LIFE

- 1. Protect the health and safety of residents and visitors**
- 2. Promote Clean City, streetscape and zoning programs to proactively address nuisance issues and the appearance of the City**
- 3. Evaluate and address traffic, pedestrian safety and parking needs**
- 4. Address issues of deferred maintenance on City and School infrastructure, facilities and parks**
- 5. Maintain a fair balance between resident, commercial enterprise and tourism needs**



PRESERVATION OF ASSETS

- 1. Preserve historic and natural assets of the City**
- 2. Protect the harbor and promote resident and visitor use and enjoyment**
- 3. Actively pursue federal, state and local grants to maintain historic and natural assets**



RECREATION, ARTS & TOURISM

- 1. Provide additional restrooms throughout the City**
- 2. Provide additional restrooms throughout the City**
- 3. Improve and expand facilities for youth activities**
- 4. Encourage and promote the Visual and Performing Arts community**
- 5. Promote the use of the harbor for national and international events**



REDEVELOPMENT

- 1. Actively promote redevelopment in the north end**
- 2. Evaluate and promote the redevelopment of the Long Wharf and Central Newport areas**
- 3. Actively plan and promote redevelopment of the Gateway Visitor's Center**

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

Contact info:

Michael Coury, Human Resources Administrator

Email: mcoury@cityofnewport.com

Telephone: (401) 845-5443

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



Use of Resources: The Division of Human Resources employs 2.5 full time employees. Of the City’s total General Fund expenditures, the Division of Human Resources utilizes 0.36% (0.36% in FY 2013; 0.40% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$12.36 (\$11.46 in FY 2013; \$12.55 in FY 2012). In terms of a median home valued at \$350,000, \$14.83 of the annual property tax bill in 2014 of \$4,099 funded the Division of Human Resources.

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

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

DIVISION OF HUMAN RESOURCES (continued)

Accomplishments:

- *Distribution and processing of annual Medical Verification surveys to over 500 retirees and plan participants.*
- *Development of a City-employee 'Customer Service Program' committee.*

Challenges:

- *Revision of documents and staff training concerning City's employee appraisal process and documentation.*
- *Development of 'Employee Only' portal on City's website.*
- *Settlement of Union Collective Bargaining Agreements.*

CANVASSING AUTHORITY

Contact info:

Rick O’Neill, Canvassing Clerk

Email: ro'neill@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 .20% (0.27% in FY2013; 0.23% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$6.96 (\$8.54 in FY 2013; \$7.24 in FY 2012). In terms of a median home valued at \$350,000, \$8.36 of the annual property tax bill in 2014 of \$4,099 funded the Canvassing Authority.

FY 2014 Goal: To continuing working with the Secretary of State Elections Division and the Board of Elections to implement the next phase of the National Change of Address (NCOA) process.

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

FY 2014 Goal: To recruit new poll workers from high school and college and from diverse multi-cultural groups.

Accomplishment: *Work in progress via community outreach.*

DEPARTMENT OF PUBLIC RECORDS

Contact info:

Kathy Silvia, City Clerk

Email: ksilvia@cityofnewport.com

Telephone: (401) 845-5351

Scope of Operations: The Department of Records is responsible for serving as Clerk of the Council, Clerk of the Board of License commissioners, Probate Clerk, Registrar of Vital Statistics, Recorder of Deeds, 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 .56% (0.69% in FY 2013; 0.69% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$19.00 (\$22.13 in FY 2013; \$21.64 in FY 2012). In terms of a median home valued at \$350,000, \$22.81 of the annual property tax bill in 2014 of \$4,099 funded the Department of Public Records.

FY 2014 Goal: To enable the Council to make decisions by delivering complete Council agenda packets at least five days before meeting.

Accomplishments: This goal has consistently been reached over the course of the fiscal year.

Current Council dockets are available to the public at:

<http://clerkshq.com/default.ashx?clientsite=newport-ri>

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

<http://clerkshq.com/default.ashx?clientsite=newport-ri>

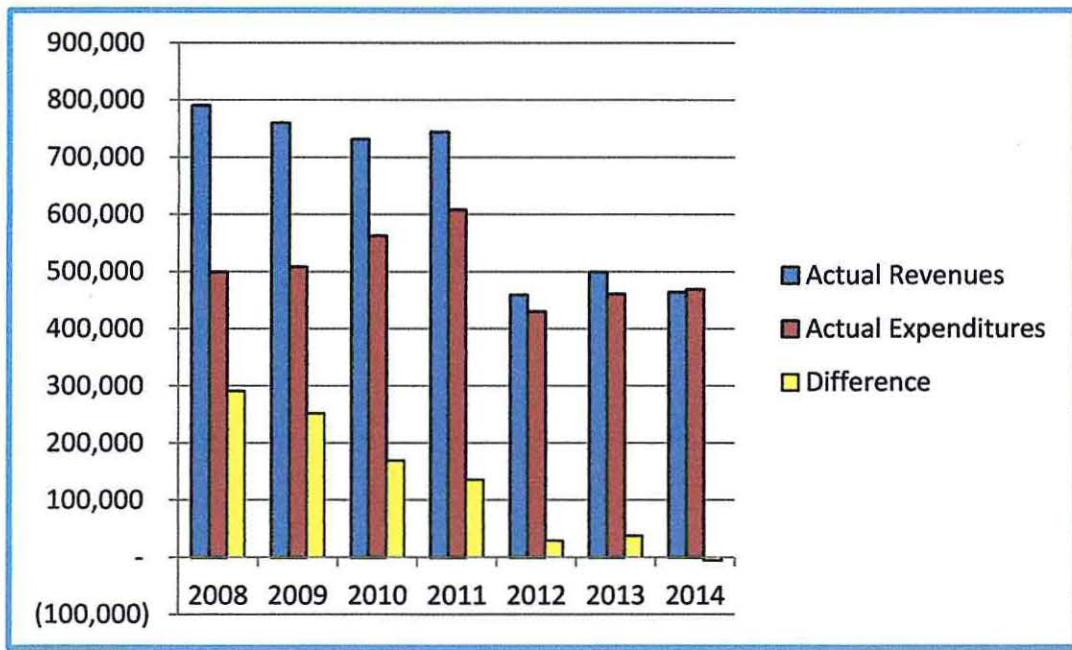
DEPARTMENT OF PUBLIC RECORDS (continued)

FY 2014 Goal: To scan all property records from 1700's to 1910; To facilitate all property records being available on-line. Contract was entered into while division of property records was still part of City Clerk's Office. The City Clerk will continue overseeing the project

PERFORMANCE MEASURES	FY 2014 TARGET	FY 2014 ACTUAL
Percent property records from 1700's to 1910 scanned	100%	100%

PERFORMANCE MEASURES	FY 2014 TARGET	FY 2014 ACTUAL
Percent property records from 1700's to 1910 available on-line.	100%	100%

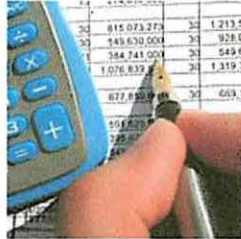
Additional Accomplishment: *Located original historical documents from 1780-1824 which are now in the hands of the RI State Archives to begin the preservation and official identification*



The Dept. of Public Records collected approximately \$5,416 more in revenue than its cost of operation in FY 2013/14.

DEPARTMENT OF FINANCE

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



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

Use of Resources: The Finance Department employs 22 full time employees. Of the City’s total General Fund expenditures, the Department of Finance utilized 3.56% (3.68% in FY 2013; 3.75% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY2014 of \$121.72 (\$118.50 in FY 2013; \$117.72 in FY 2012). In terms of a median home valued at \$350,000, \$146.09 of the annual property tax bill in 2014 of \$4,099 funded the Department of Finance.

FY 2014 Goal: To provide friendly, courteous and professional assistance to citizens coming to City Hall to pay City taxes and fees or inquire on financial issues.

Accomplishment:

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of Collections citizen satisfaction cards completed at fiscal year end	76	74	68	21	23
Percent scoring Excellent in all six areas of satisfaction	86.84%	95.95%	91.18%	90.48%	91.30%

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of Assessing citizen satisfaction cards completed at fiscal year end	10	5	27	0	23
Percent scoring Excellent in all six areas of satisfaction	100%	80.00%	74.07%	0%	91.30%

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

DEPARTMENT OF FINANCE (continued)

Additional Performance Data:

FY 2014 Goal: Adopted Budget is awarded the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award and is posted to the City’s website within 90 days following the budget approval.

GFOA's Distinguished Budget Presentation			
Fiscal Year	Date Council Approved	Date Submitted	Award Received
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

Adopted Budget Posted to City's Website			
Fiscal Year	Date Council Approved	Date Posted	
2014	6/26/2013	9/26/2013	
2013	6/27/2012	9/27/2012	
2012	6/08/2011	9/09/2011	
2011	6/23/2010	9/23/2010	
2010	6/24/2009	8/31/2009	
2009	6/25/2008	9/25/2008	
2008	6/13/2007	9/13/2007	
2007	6/14/2006	9/1/2006	
2006	6/22/2005	9/9/2005	

The City’s Comprehensive Annual Financial Report (CAFR) is awarded GFOA’s Certificate of Achievement for Excellence in Financial Reporting and is posted to the City’s website by December 31, 2013.

GFOA's Cert. of Achievement for Excellence in Financial Reporting		
Fiscal Year	Date Submitted	Award Received
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

CAFR Posted to City's Website		
Fiscal Year	Date Trans. to Council	Date Posted
2013	1/9/2014	1/10/2014
2012	1/16/2013	1/17/2013
2011	1/11/2012	12/28/2011
2010	12/16/2010	1/28/2011
2009	12/30/2009	1/25/2010
2008	12/11/2008	1/6/2009
2007	11/21/2007	2/20/2008
2006	12/1/2006	2/20/2008

POLICE DEPARTMENT

Contact info:
 Gary T. Silva, Chief of Police
 Email: 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, having reduced its force of sworn officers from 86 to 78 through attrition. Of the City’s total General Fund expenditures, the Police Department utilizes 19.33% (19.73% in FY 2013; 18.53 in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$659.94 (\$635.74 in FY 2013; \$581.98 in FY 2012). In terms of a median home valued at \$350,000, \$792.05 of the annual property tax bill in 2014 of \$4,099 funded the Police Department.

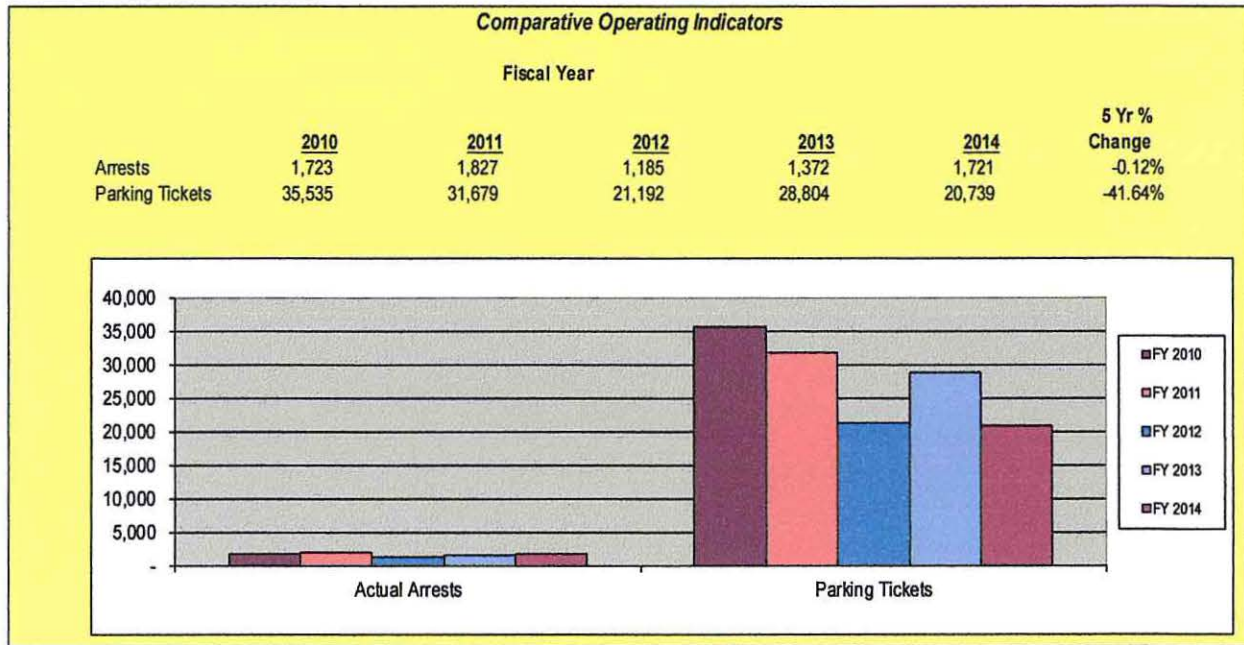
76.4% of citizens responding to our 2009 Citizen Survey (70% in 2006) were satisfied with the overall quality of police services.

FY 2014 Goal: Improve traffic safety and enhance traffic flow.

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

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY2013 ACTUAL	FY 2014 ACTUAL
Number of supplemental enforcement details	210	242	258	302	355

POLICE DEPARTMENT
(continued)



Additional Accomplishments:

- *Initiated and completed upgrades to the police station public restrooms, implementing ADA enhancements.*
- *For the winter season beginning in December 2013 and ending in February 2014, 207 residents who were sick, elderly or with special needs were serviced by the Snow Shoveling Program of the Community Oriented Policing Unit, with participation of members of the Newport Fire Department.*
- *Implementation of VizSafe wireless smartphone application for public safety purposes. The free app is available for citizens to download to smartphones and allows sharing of visual content to police and monitored by Dispatch personnel.*

POLICE DEPARTMENT
(continued)

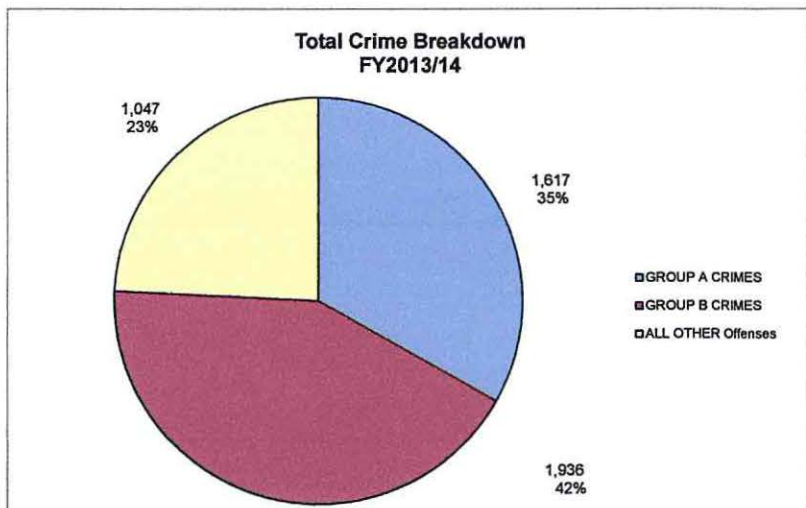
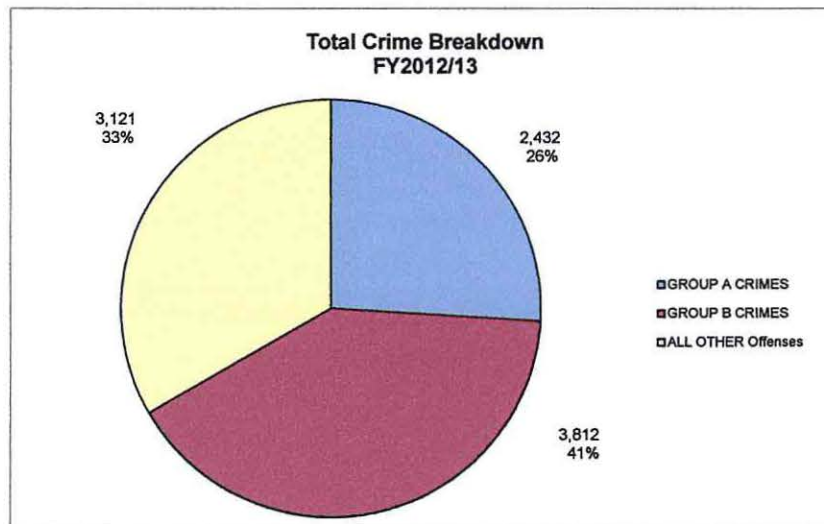
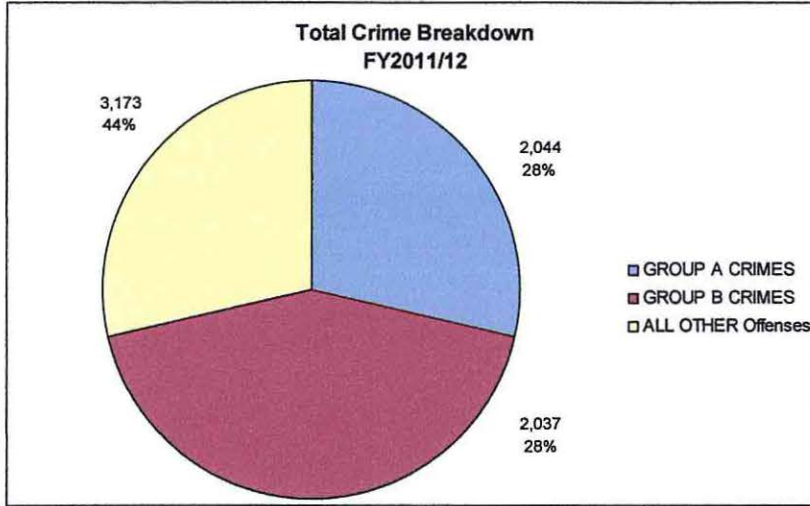
Challenges:

- *During fiscal year 2014, five sworn personnel retired. This has resulted in a combination of one supervisor promotion and other specialty position appointments. This has presented professional development opportunities for personnel, organization restructuring and maintains the department in a continuous transitioning state. This presents positive challenges to continuity of services and operations.*
- *Implementation of on-line reporting process for citizens continues to be delayed, resulting from other unanticipated needs necessitating redirection of funds and diversion of project initiation. This remains a desired goal. In the alternative, increased the use of the department Facebook social media site to enhance community outreach, information sharing and customer service.*

Awards:

- *In March 2014, receipt of the Rhode Island Interlocal Trust Safety Enhancement Grant. The \$1000 award applied to the department exercise room equipment, an ongoing process of promoting health and wellness within the workforce.*
- *In May 2014, the police department annual awards ceremony was held to recognize exceptional performance for calendar year 2013. Thirty-three awards were distributed among 25 sworn personnel.*

POLICE DEPARTMENT ~ STATISTICS
(continued)



FIRE DEPARTMENT

Contact info:
Peter D. Connerton, Sr., Fire Chief
Email: pconnerton@cityofnewport.com
Telephone: (401) 845-5911

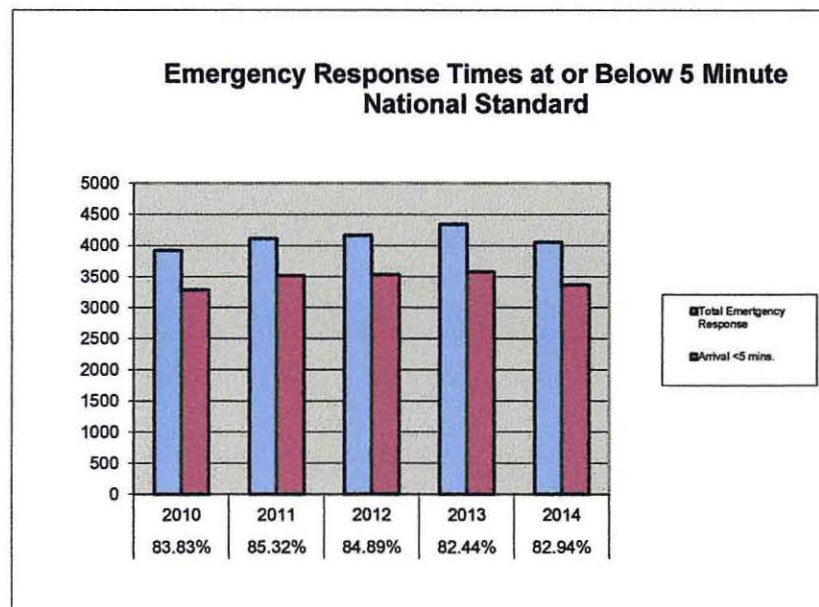


Scope of Operations: The mission of the Newport Fire Department is to preserve lives and property within the community by providing services directed at the prevention and control of fires, accidents, and other emergencies, while maintaining the highest standards of professionalism, efficiency, and effectiveness.

Use of Resources: The Fire Department employs 99 full time employees. Of the City's total General Fund expenditures, the Fire Department utilized 20.87% (20.70% in FY 2013; 20.81% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 14 of \$712.84 (\$667.08 in FY 2013; \$653.49 in FY 2012). In terms of a median home valued at \$350,000, \$855.55 of the annual property tax bill in 2014 of \$4,099 funded the Fire Department.

96.6% of citizens responding to our 2009 Citizen Survey (86% in 2006) were satisfied with the overall quality of fire services.

FY 2014 Goal: To minimize loss of life and property through efficient response and effective use of suppression forces to an incident.



FIRE DEPARTMENT
(continued)

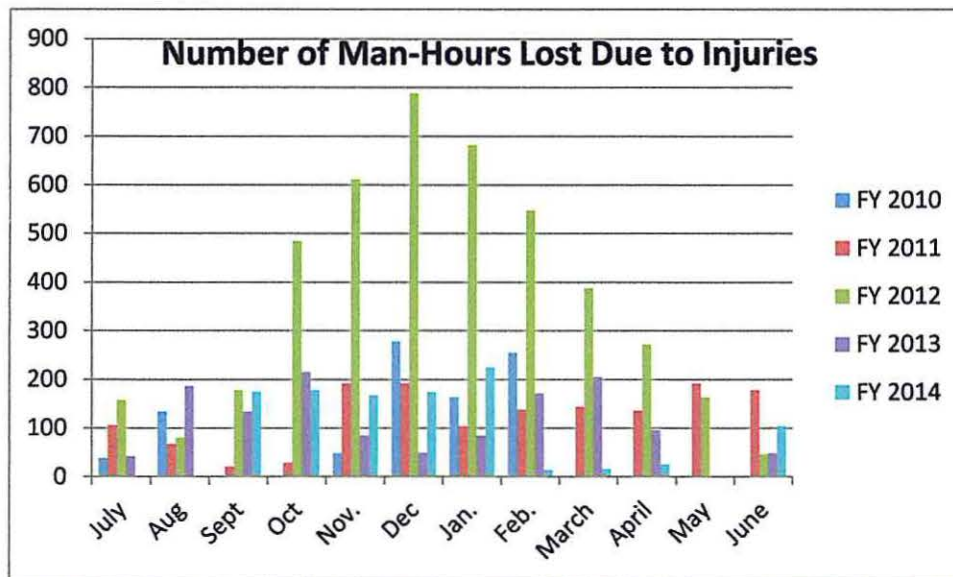
FY 2014 Goal: Provide that places of public accommodation and assembly are inherently safe for the citizens of and visitors to the City of Newport, Rhode Island. Through inspection and follow up, bring 250 buildings into compliance with the Rhode Island Fire Safety Code. The inspections will be focused on occupancy types that have historically attributed to large loss of life from fire, buildings of increased risk as determined by the Fire Prevention Division, and complaints from the general public.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY2013 ACTUAL	FY2014 ACTUAL
Bring 250 buildings into compliance with the Rhode Island Fire Safety Code.	366	348	265	460	389

FY 2014 Goal: Continue with the firefighter physical and wellness program. Personnel account for approximately ninety percent of the department’s annual operating budget, which makes it, by far, the greatest operating expense. This initiative would raise the firefighter’s awareness of the benefits of better health through annual physicals and wellness education, and in turn the City should realize fewer days lost to sickness and injury.

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

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



Majority of FY2014 man-hours lost was due to a single major injury suffered in September 2013. Firefighter returned to light duty status as of Jan. 30, 2014.

FIRE DEPARTMENT
(continued)

Accomplishments:

- *Newport Firefighters conducted 18 Community CPR Classes for members of the public, local businesses, civic organizations, college students and other City employees instructing a total of 136 people in CPR and First Aid*
- *Twenty members of the department took part in the RI Fire Academy taught NFPA 1041 Fire & Emergency Service Instructors class, held at NFD Headquarters, earning that certification. While personnel were allowed to attend on duty the majority of participation took part on their own off duty time and they attended uncompensated.*
- *Seventeen members of the department took part in the RI Fire Academy sponsored Firefighter I & II Challenge process and earned those certifications. All of the Firefighters attaining these certifications attended the testings, both written & practical portions, on their own off duty time uncompensated and in more than a few instances utilized their Vacation Time to take part.*
- *On duty Newport Fire Department personnel completed the renovations of the kitchens at both Station 5 and Station 2*

Challenges:

- *Implementing the Civilian Dispatch function and making the Administration understand the importance of this task staying within the department. Bringing all interested parties together in agreement to accomplish this goal was never truly achieved. However, common ground was found with the City Manager's Office, the Human Resources Department, the Collective Bargaining unit and the Fire Department Administration. As a result a plan was derived that will keep the function within the NFD and provide for similar cost savings to that of the Civilian dispatch scheme. In addition, the Memorandum of Agreement provides for savings not just in the Dispatcher role, but also in delaying monetary benefits to the Firefighters who serve in this capacity that will ultimately provide the City savings in Pension payments or require that the employee work longer to achieve those benefits.*

Awards:

- *Five members of the Newport Fire Department received the State of Rhode Island Life Saving Medal for their efforts in resuscitating Mr. Jerry Jones after he went into cardiac arrest in December of 2012. Captain Thomas Welch (retired), Firefighter Richard Wheeler, Firefighter Jared Leary, Firefighter David Downes, and Firefighter Stephen Currey.*

DEPARTMENT OF PUBLIC SERVICES

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



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

Use of Resources: The Department of Public Services employs 40 full time employees. Of the City's total General Fund expenditures, the Department of Public Services utilized 11.10% (9.58% in FY2013; 9.48% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 14 of \$378.94 (\$308.75 in FY 13; \$297.69 in FY 12). The increase reflects the absorption of three additional divisions (Recreation Administration, Recreation Programs, and Easton's Beach). In terms of a median home valued at \$350,000, \$454.80 of the annual property tax bill in 2014 of \$4,099 funded the Department of Public Services.

67.33% of citizens responding to our 2009 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 2014 Goal: Provide a paved road system that has a pavement condition that meets municipal objectives.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Percentage of lane-miles having an acceptable PCI (>= 70)	47.4/96.8 48.97%	55.6/96.8 57.44%	67.02/96.8 69.24%	72.4/96.8 74.79%	72.76/96.8 75.17%

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

DEPARTMENT OF PUBLIC SERVICES
(continued)

Accomplishments: *Roadway Improvements completed (9.26 miles) reflecting FY 2014 expenditures:*

<u>Street Name</u>	<u>Limit 1</u>	<u>Limit 2</u>	<u>Length</u>
Beacon Hill Road	Harrison Avenue	Hammersmith Road	0.837
Brenton Road	Ruggles Avenue	Harrison Avenue	0.154
Casey Court	Coggeshall Avenue	Dead End	0.067
Champlin Street	Rhode Island Avenue	Eustis Avenue	0.231
Charles Street	Marlborough Street	River Lane	0.014
Charles Street	River Lane	Washington Square	0.049
Dexter Street	Hillside Avenue	City Limit	0.225
Dixon Street	Spring Street	Bellevue Avenue	0.174
Easton Beach East	Memorial Boulevard	Memorial Boulevard	0.057
George Street	Ruggles Avenue	Dead End	0.053
Harold Street	Old Fort Road	Carroll Avenue	0.101
Hazard Road	Ocean Avenue	Ocean Avenue	0.049
Lowndes Street	Middleton Avenue	Annandale Road	0.089
Maher Court	Coggeshall Avenue	Dead End	0.067
Morgan Street	Palmer Street	Harrison Avenue	0.085
Murray Place	Coggeshall Avenue	Dead End	0.089
Norman Street	Old Fort Road	Palmer Street	0.094
Palmer Street	Old Fort Road	Dead End	0.131
Rose Street	Old Fort Road	Carroll Avenue	0.070
Ruggles Avenue	Carroll Avenue	Coggeshall Avenue	0.329
Ruggles Avenue	Lawrence Avenue	Ochre Point Avenue	0.113
Stacey Street	Norman Street	Palmer Street	0.044
Vaughan Avenue	Morton Avenue	Bateman Avenue	0.165
Total			3.287

DEPARTMENT OF PUBLIC SERVICES
(continued)

Additional Achievements:

- *Integrated Recreation Department and Easton's Beach into Public Services Department. PS now houses seven divisions.*
- *Success in applications for grant funding for several projects, including RIHPHC grant for Cliff Walk repairs, RIDEM grant for Hunter Park Tennis Court upgrades and ADA accessibility, RIDEM grant for Eisenhower Park lighting upgrades, and NRF grant for Coddington Cemetery, allows City to undertake more infrastructure improvements.*
- *Hurricane Sandy Cliff Walk repairs, including work in cooperation with RIDOT, completed June 2014. Full length of Cliff Walk reopened.*
- *Building Envelope Survey reports completed. Surveys will be used for capital project programming for work in 2014-15.*
- *Energy efficient lighting upgrades in City facilities reduced costs and enhanced work spaces throughout City buildings.*

Challenges:

- *Multiple winter storms, many occurring late evening/overnight and weekends, challenged snow removal/plow teams. State and nationwide shortage of salt along with frigid winter temperatures challenged city staff to develop alternate measures of keeping streets safe and travel lanes open.*
- *Easton's Beach fire the week prior to Memorial Day weekend opening challenged staff to open on time and provide basic rest room and shower facilities to beach goers.*
- *Reduced facilities at Easton's Beach for bath house users/renters resulted in decreased bath house revenues.*
- *Upper limit of yearly solid waste cap approached for the first time.*
- *RI Attorney General's office decision deeming City Hall as inaccessible for City Council meetings challenged staff to make other arrangements under Open Meetings Law.*

Honors and Awards:

- *Francis J. Marinaccio, Assistant City Engineer, was selected to the APWA Emerging Leader Academy. This was an elite, year-long cohort program culminating in an award ceremony and conference presentation at the 2014 national APWA conference.*
- *Bill Riccio appointed to the RI Municipal Advisory Council on Statewide Permitting.*

DEPARTMENT OF PUBLIC SERVICES
(continued)



- *Bronze Bicycle Friendly City Award from League of American Bicyclists.*
- *City of Newport was recognized for its involvement in RI Smart Growth Awards for Queen Anne Square and Bike Newport Initiatives.*



- *Received RIDEM Open Space Recreation Grant for \$75,000 for the Hunter Park tennis courts and a RIDEM Historic parks grant for \$100,000 to replace the Eisenhower Park lights.*
- *Received RPHHC historic preservation grant in the amount of \$254,118 for restoring damage from Hurricane Sandy.*

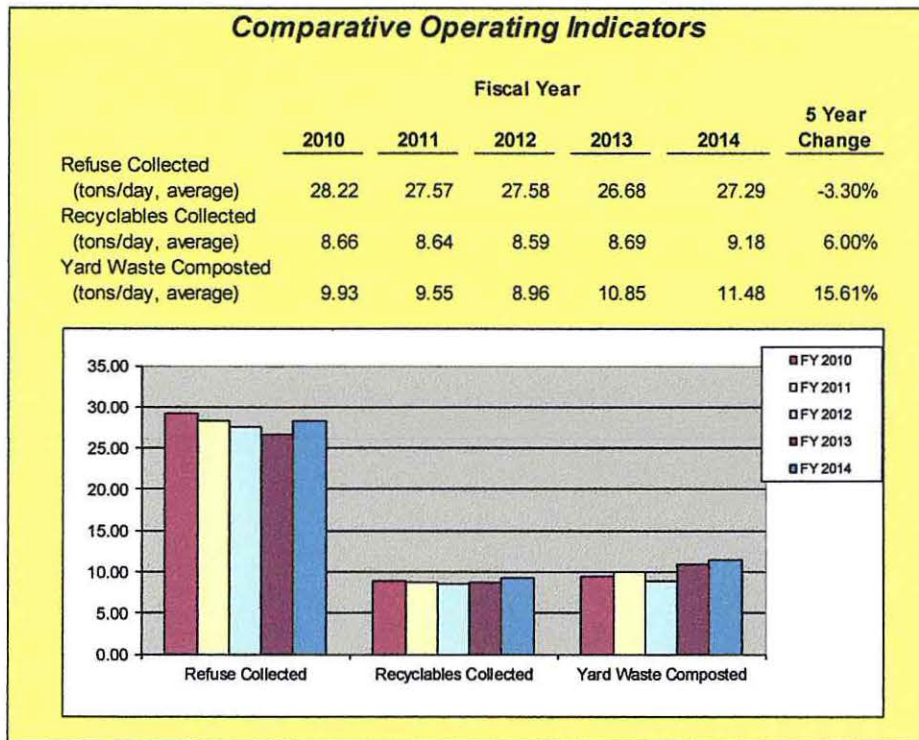


DEPARTMENT OF PUBLIC SERVICES
Division of Solid Waste Collection & Disposal



FY 2014 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:

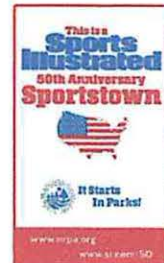


FY 2014 Goal: Increase the amount of leaves and yard waste disposed of through a composting program by 10%, from 1100 tons diverted to composting to 1200 tons composting.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Tons of leaves and yard waste diverted to composting	1267.43	1257.24	1203.23	1570.21	1401.95

DEPARTMENT OF PUBLIC SERVICES
Division of Recreation

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



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

79.47% 62.8% of citizens responding to our 2009 Citizen Survey (62.8% in 2006) were satisfied with the overall quality of Parks, Recreation & Tourism services, with the biggest concern being the condition of City beaches.

FY 2014 Goals: To provide healthy and positive recreation programs and community events that will meet the leisure needs of the citizens of Newport.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Net increase in new/expanded programs/classes since FY 2008	11	6	25	20	18

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Outreach to schools - No. of programs	12	4	16	15	15

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Outreach to Community Agencies ~ Number of programs	14	10	21	23	22

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of "free" community special events	44	48	46	38	38

DEPARTMENT OF PUBLIC SERVICES
Division of Recreation (continued)

Accomplishments:

- *The Newport Recreation Children's and Family Night Performances were provided free of cost to residents and visitors of Newport. The Recreation staff once again secured full sponsorship at no cost to Newport taxpayers.*
- *Sponsorships also enabled The Recreation Division to offer a series of Tennis tournaments for residents as well as visitors in numerous age divisions.*
- *The Recreation Division continues to coordinate the use of all sports facilities and park use agreements. The Division is also working to increase facility rental revenue during non-program and non-school use time*



Challenges:

- *The Recreation Division continues to see increased requests for program scholarship aid. Staffing costs continue to rise with an increase in the minimum wage. This increase challenges staffing levels as the "seasonal budget" remains nearly level funded.*
- *The lack of on line registration requires registrants to print/mail in a registration form or physically stop in to the Recreation office. Program information (registration forms) is currently distributed by email, website, press releases & school handouts.*
- *The need for specialized camp programs is putting a strain on budgeted accounts. These outside specialty camp agencies must be paid from a budgeted account even though all of the programs are being fully paid for by participants.*

Awards:

- *In March 2014, Newport Recreation Tennis volunteer and Newport Tennis Ambassador Frank Gaj was awarded the R.I. Recreation and Parks, Volunteer of the Year award for R.I. (Steamer Ricci Award)*
- *Our Recreation summer camp was accepted in the Newport Public School's summer feeding program. Camp participants were provided a free lunch daily all summer.*
- *Newport Recreation was awarded a \$1,000 Walmart grant for our Children's night performances at Easton's Beach.*

DEPARTMENT OF PUBLIC SERVICES
Division of Easton’s Beach



Contact info:
 Erik Reis, Beach Manager
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 Telephone: (401) 845-5813

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

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

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

FY 2014 Goal: To continue to upgrade and improve beach facilities to increase revenue at Easton’s Beach through new and repeated patron visits and to provide safe and clean facilities.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Total Number of Rotunda Ballroom facility	56	80	92	99	113
% variance of facility rentals	Base Line	42.86%	15.00%	7.61%	14.14%

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

PERFORMANCE MEASURES	2010 Season ACTUAL	2011 Season ACTUAL	2012 Season ACTUAL	2013 Season ACTUAL	2014 Season ACTUAL
Total number of season parking sticker sales	952	941	941	1108	936
% annual variance of season parking sticker sales	Base Line	-1.16%	0.00%	17.75%	-15.52%

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

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

Additional Accomplishments:

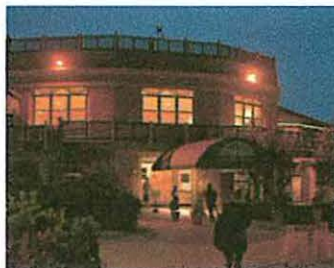
- *In 2014, Newport Beaches had only one swimming closures due to elevated enterococci bacteria;*
- *In 2014, Rotunda Ballroom usage and revenues were at an all-time high, hosting 113 events*

Challenges:

- *Easton's Beach faces minimal downtime for preventative maintenance, especially in the Rotunda Ballroom area. Formal programming from late April to early December, and winter recreation activity (known as the 'Beach Bounce') from mid-December to mid-March, hamper the ability to do repairs.*

Awards:

- *Newport, RI was voted #4 by Yankee Magazine as one of New England's 25 Best Beach Towns <http://www.yankeemagazine.com/article/features/best-beach-towns-new-england>*
- *Easton's Beach was voted #4 by Wikia in its Top 10 New England Beaches http://top10.wikia.com/wiki/New_England_Beaches*



DEPARTMENT OF PUBLIC SERVICES
Division of Urban Tree Management

Contact Info:
Scott Wheeler, Tree and Parks Supervisor
Email: swheeler@cityofnewport.com
Telephone:



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

Accomplishments:

- *Newport's spring and fall street-planting programs added 87 new trees in FY2014 including 42 bare root trees and 45 B& B tree plantings focused on the restocking of trees lost from coastal flooding and storm damage related to Hurricane Sandy and the Nemo Blizzard*
- *The eighth annual planting of daffodils in Newport with 22,000 on the Cliff Walk north of Shepard Ave. In addition to the public planting the Daffodillian campaign gave away free bulbs for planting on private property. It is estimated a total of 250,000 bulbs have been planted to date.*
- *In support of Arbor Day and in honor of Newport 375th anniversary a Japanese Maple Tree was planted at Newport City Hal on Friday April 25, 2014. A Japanese maple was selected to acknowledge the importance of our sister city friendship with the City of Shimoda Japan.*
- *The City partnership with the Newport Tree Society to launch the Newport Arboretum has resulted in our professional accreditation as a Level I Accredited Arboretum, awarded through the Morton Register of Arboreta.
<http://newportarboretum.org/home/2014/newport-arboretum-receives-professional-accreditation/> The week of activities during Arboretum Week 2014 included kids activities, tree walks, garden tours and lectures.*

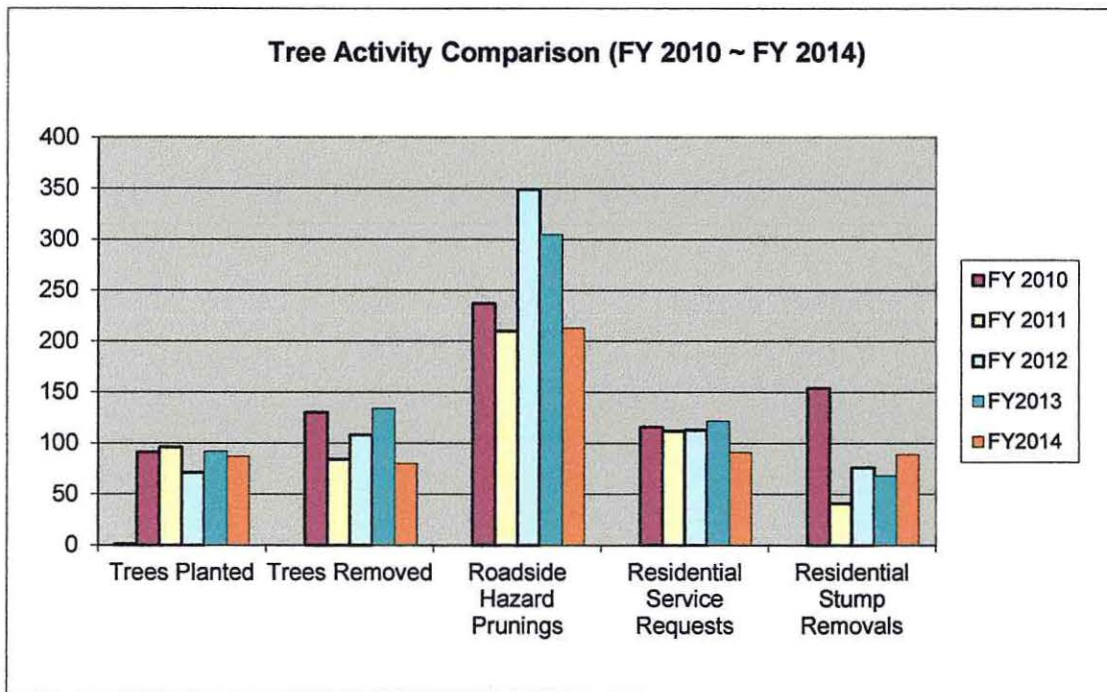
Challenges:

- *An unidentified disease has resulted in the death of hundreds of public and private English Oaks across the city. The oaks that in many cases had full canopies of leaves in the fall did not leaf out at all in the spring or in some cases the top half of the tree canopy had died.. The disease has been a problem for a number of years in and around Miantonomi Park but there was a drastic increase in mortality across coastal Rhode Island Communities where English Oak is a dominant naturalized forest tree. To eliminate the public hazard from dead street and park trees for the first time in over 20 years a private tree company was contracted to assist city staff eliminate the backlog of removals*

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

Challenges (continued):

- *The city launched a large scale tree replanting program targeted primarily around the replacement of coastal park trees lost to flooding and establishment of the new Children’s Arboretum at Pell School. Unfortunately following a wet early spring drought has set in requiring city crews to devote more hours to watering public tree planting that has been required in the past 20 years.*



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

Four Standards of Tree City USA:

1. A Tree Board or Department
 - a. *Newport Tree Commission*
 - b. *Buildings & Grounds Division of Urban Tree Management program*
2. A Tree Care Ordinance
 - a. *Chapter 12.36*
3. A Community Forestry Program With an Annual Budget of at Least \$2 Per Capita
 - a. *Of the City's total General Fund expenditures, the Division of Urban Tree Management utilized 0.28% (0.28% in FY2013; 0.29% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY 2014 of \$9.00 (\$9.00 in FY 2013).*
4. An Arbor Day Observance and Proclamation
 - a. *Held at Aquidneck Park on April 25, 2014*



Newport 2013 Tree of the Year

DEPT. of CIVIC INVESTMENT/PLANNING

Contact info:

Paul Carroll, Dir. of Civic Investment

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Telephone: (401) 845-5450



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

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

Use of Resources: The Department of Civic Investment employs 4 full time employees. Of the City's total fund expenditures, as offset by the City's annual Community Development Block Grant revenue, the Department utilizes .51% (.41% in FY 2013; .40% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of \$17.29 (\$13.36 in FY 2013; \$12.60 in FY 2012). In terms of a median home valued at \$350,000, \$20.76 of the annual property tax bill in 2014 of \$4,099 funded the Department.

52.34% of citizens responding to our 2009 Citizen Survey (30.5% 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 2014 Goal: Support the redevelopment of future surplus elementary school buildings including development of a plan for their future recommended use as directed by Council.

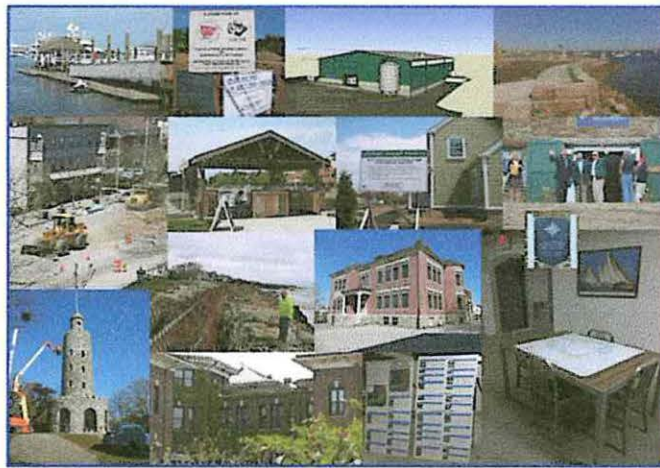
Significant movement on the redevelopment of the Sheffield School as a potential technology accelerator/incubator. City is pursuing a public-private partnership for this project. During the period, a Request for Proposal (RFP) was completed for a preferred developer. The City Council approved the preferred developer for the project contingent on US EDA Grant award. Currently, business plan and US EDA grant application is in process and will be submitted third quarter FY2014.

The US EDA grant application with suggested changes by the US EDA's regional office in Philadelphia was submitted in the last Quarter of 2014. During that period, the City has been receiving positive feedback on the application. On August 25, 2015 the City received notification of a reimbursement grant in the amount of \$1,674,984 for the development of the former Sheffield School as a technology incubator/accelerator (Newport Techwork).

DEPT. of CIVIC INVESTMENT/PLANNING
(Continued)

During the period, three additional schools (Underwood, Coggeshall and Cranston-Calvert) were surplus. The department issued a Request for Information (RFI) for a Real Estate Evaluation/Brokerage Service. The goal of this effort is to provide guidance to the City on best possible usages for these properties. The RFI closed during the period. At the end of this period, the review of the responses currently are in progress.

Prudential was chosen as the real estate consultant for this project. Evaluations and suggested best uses from the consultant are expected for City review in the First Quarter of 2015.



Current Projects~ Dept. of Civic Investment

Additional Accomplishments:

- *Major movement forward with the North End Innovation Hub;*
- *Submission of a \$1.6 million US EDA for repurposing the Sheffield School as Sheffield Technology Accelerator (US EDA notification imminent);*
- *Efforts with Middletown and Portsmouth to receive from DOD rejection of the Bureau of Indian Affairs claim on the Navy Hospital property;*
- *Submission to RI Department of Administration of a CDBG Sandy Disaster Relief grant application with South Kingstown and the Rhode Island Nursery and Landscaping Association (RINLA) for the \$10 million Green Infrastructure Job Placement grant (anticipated notification of grant from DOA is September).*

Challenges:

- *The Major challenges faced by the department have been staff issues and a larger capacity issue*

Awards:

- *Special Achievement in GIS Award from ESRI to the City and Melissa Barker in particular. This award was part of a global competition that saw over 100,000 US and foreign submissions by national governments, states/provinces, local cities/towns and the private sector. The Newport award was one of only 153 awards given.*

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 utilizes 0.89% (1.09% in FY 2013; 1.02% in FY 2012) to perform their duties – or a per capita cost to citizens (per 2010 census) in FY14 of 30.22 (\$35.10 in FY 2013; \$32.18 in FY 2012). In terms of a median home valued at \$350,000, \$36.27 of the annual property tax bill in 2014 of \$4,099 funded the Department of Zoning and Inspections.

52.34% of citizens responding to our 2009 Citizen Survey (30.5% in 2006) were satisfied with the overall quality of Planning, Zoning, Development & Inspections, with the biggest concerns being enforcing

FY 2014 Goal: Increase enforcement of nuisance regulations and code compliance to protect and promote the health, safety and welfare of the community.

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Percent increase of municipal inspections	45.58%	39.72%	-15.27%	67.11%	138.90%
Actual # of inspections:	642	897	760	1270	3034

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Percent increase of housing inspections	17.79%	29.34%	-26.93%	18.23%	66.93%
Actual # of inspections:	801	1036	757	895	1494

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of calendar days for initial inspection of code violations.	<5	<5	<4	<4	<4

DEPT. of ZONING and INSPECTIONS
(Continued)

Accomplishments:

- *Bill Hanley, Building Official, as Chairman of the Board of Directors of the New England Building Officials Education Association, presided over its 48th annual educational seminar at U-Mass Amherst. The seminar provided classes for over 300 building officials from RI, MA, CT, NH, ME, and VT. Bill has been Chair for the past three years.*
- *Department worked closely with Historic Planner reviewing in kind repair and replacement applications and issuing permits for same while passing along those requiring Historic District Comm. review.*

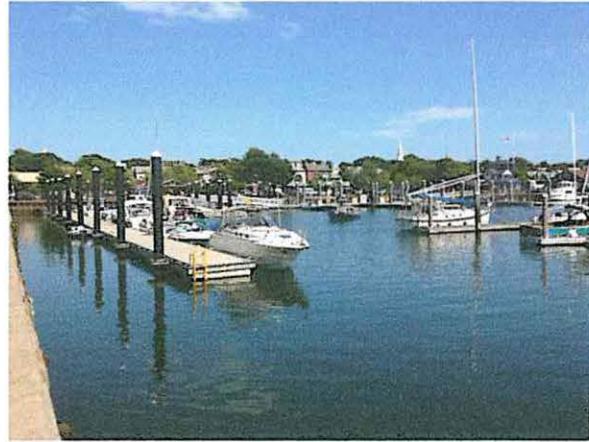
Challenges:

- *Worked diligently toward gaining recommendation of FEMA for acceptance into Community Rating System providing additional information and documentation;*
- *Scanning of plans into electronic form is ongoing. It is approximately 70% complete;*
- *The Department is looking at several Codified Ordinance Amendments to clean up their language resulting with the departmental rearrangement and to remove outdated sections of Chapter 15. We have identified several needed Codified Ordinance Amendments that we expect to bring forth for action.*

NON-UTILITY ENTERPRISE FUNDS

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

- The City's Harbor Facilities;



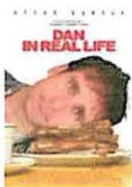
- King Park Auto & Trailer Parking, Boat Launch and Permit Information;



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



- Permits for Movie, Television and Photography Productions.



MARITIME FUND



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

FY 2014 Goal: Initiate state mandated inspection system of vessels for discharge related infractions by inspection of 50 vessels.

Accomplishments:

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of State mandated inspections	47	60	52	52	58

Additional Achievements:

- *Harbor Ordinance revisions passed through Public workshop stage and was Adopted by the City Council in February 2014;*
- *Harbor Division worked with Department of Public Services to start construction of Dinghy racks for King Park and the Driftways. King Park Dinghy rack was completed. Due to time constraints the remaining Dinghy Racks will be completed for the summer of 2015. King Park Dinghy Rack has proven to be extremely popular;*
- *Elm Street Pier loading dock project completed;*
- *Implemented an Online mooring registration process*

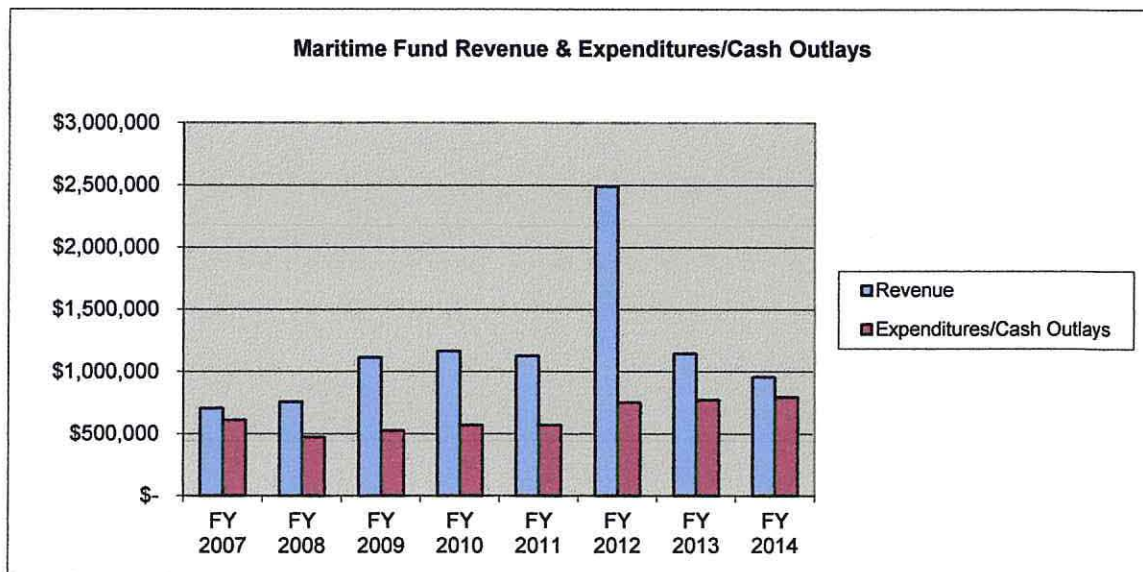
MARITIME FUND
(continued)



The Queen Mary II visited Newport in October, 2009 & 2011

Challenges:

- *Law suit brought against the City with respect to the new mooring Ordinance has delayed the setting of new moorings. No new moorings set prior to June 30 2014;*
- *Charting of South Coastal Mooring fields has proved to be time consuming. Project will continue when normal operations slow in the Fall.*



PARKING FUND



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

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

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



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



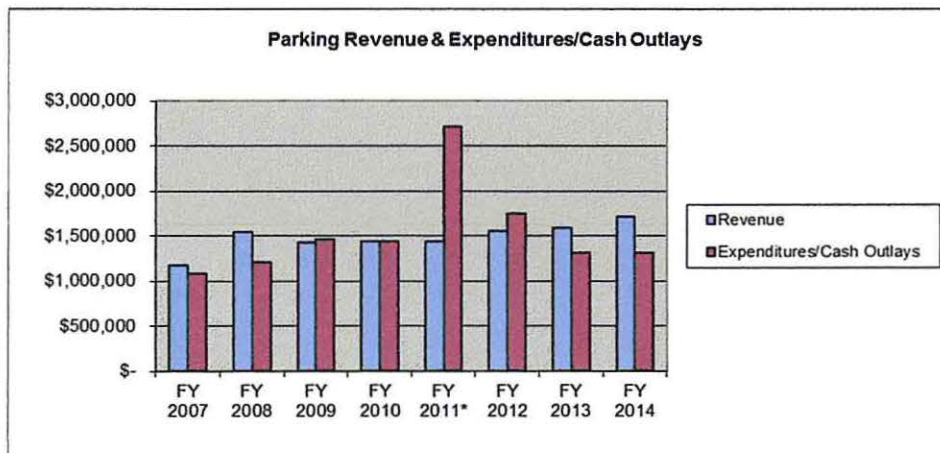
PARKING FUND
(continued)

Accomplishments:

- *ADA Improvements: Installed ADA-compliant fixtures and hand dryers in the Mary St. Parking Lot Restroom. Remarkd handicapped spaces in the Gateway Parking lot in accordance with ADA Standards.*
- *Installed new lighting in the Gateway Garage and Parking Lot resulting in a 69% reduction in electrical usage (KWHs) and a 61% reduction in electrical costs in the first year of operation. Repaired all defective lighting at the Mary St. & Touro St. lots.*
- *Completed all major repairs and capital improvement recommended by Walker Parking Consultants’ structural assessment of the Gateway Garage including installation pedestrian traffic-bearing waterproofing membrane on all stairs, landings and pedestrian bridges, repair and recoating of all metal work (stair pans, risers, railings, etc.), resealing and recoating of the window wall in the west stairwell, and the repair and repainting of all masonry surfaces in the east and west stairwells. Additionally, completed the recoating of the strand cable system in the Gateway Garage to extend its service life.*
- *Developed and implemented a barcode scanning system for Resident Passes at the Mary St. Parking lot to improve accountability and protect revenue.*
- *Installed a security camera at the Gateway parking lot and restriped the parking deck at the Gateway Garage*

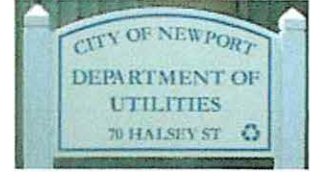
Challenges:

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



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

DEPARTMENT OF UTILITIES



Contact info:
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Telephone: (401) 845-5601

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

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

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

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

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

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

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

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

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

WATER POLLUTION CONTROL



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

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

FY 2014 Goal: To ensure effective storm water management.

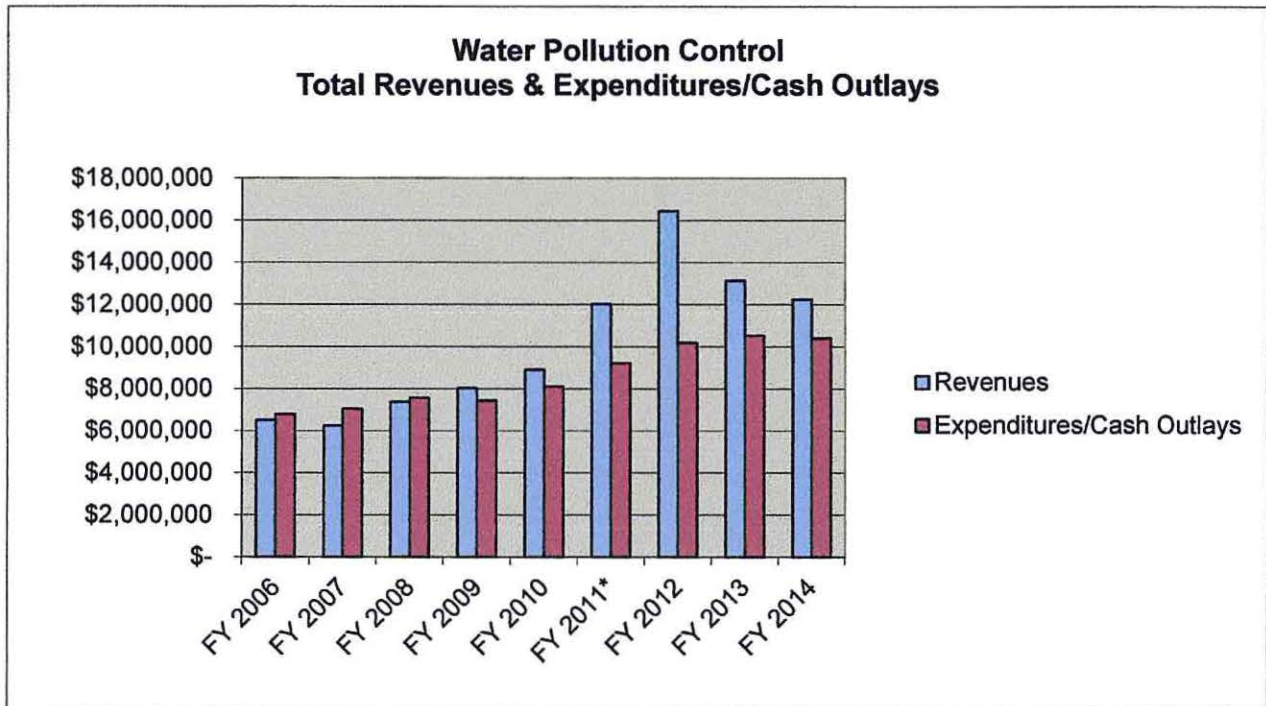
PERFORMANCE MEASURES	FY2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of catch basins cleaned	1,112	2,580	2,620	1696

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

Additional Accomplishments:

- The Utilities Department received conditional approval from EPA on the City's System Master Plan for long term control of Combined Sewer Overflows (CSO). We are now in the initial phases of plans for the upgrades to the Wastewater Treatment Facility.*

WATER POLLUTION CONTROL (Continued)



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

WATER FUND



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

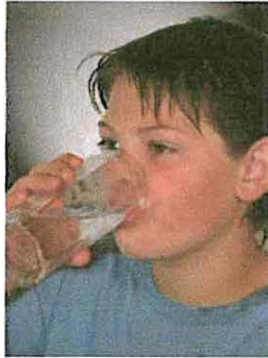
The current water rate structure is in accordance with the Order for Docket 4243 & 4355 effective July 1, 2014. The Order for Docket 4243& 4355 included in the third and final rate increase of the multi-year rate plan to support debt service for the Design Build Project for the water treatment plant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

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

The FY2015 budget reflects the revenue and expenses approved as part of the Order for Docket 4355.

In January 2012 the City of Newport awarded a design build contract to the joint venture of AECOM – C.H. Nickerson for the Station No. 1 Water Treatment Plant Upgrade and the New Lawton Valley Water Treatment Plant. The value of the contract is \$67,000,000.00. The final design of the improvements and permitting for the water treatment plant improvement projects is substantially complete. Construction activities at both facilities began in September 2012. The project schedule indicates the improvements at the treatment plants will be completed and operational in Fall 2014. Additional information on the Design Build project can be found on the website at www.cityofnewport.com/departments/utilities/water/design-build-wtp-project.

WATER FUND
(Continued)



FY 2014 Goal: Inspect one-hundred percent of our public fire hydrants and make necessary repairs within five days.

Accomplishment:

PERFORMANCE MEASURES	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Percentage of City's public fire hydrants inspected and repaired	97%	100%	100%	100%	100%

As part of the Fall 2013 Fire Hydrant Winterization & Inspection Program the total number of public fire hydrants in the Newport Water distribution system were inspected. Repairs were made as required. This includes 617 hydrants in Newport; 408 hydrants in Middletown; and 9 hydrants in Portsmouth.

FY 2014 Goal: To coordinate all activities of the Water Division to maintain safe and adequate supply reservoirs; to ensure quality drinking water to our customers by complying with the requirements of State and Federal agencies; to invest a prudent budget where system improvements are necessary and toward preventative maintenance; and to communicate effectively with the Public.

Accomplishment:

PERFORMANCE MEASURES	FY2010 ACTUAL	FY2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL
Number of annual quarters during which the City violated the Safe Drinking Water Act (SDWA)	1	1	-	2	0

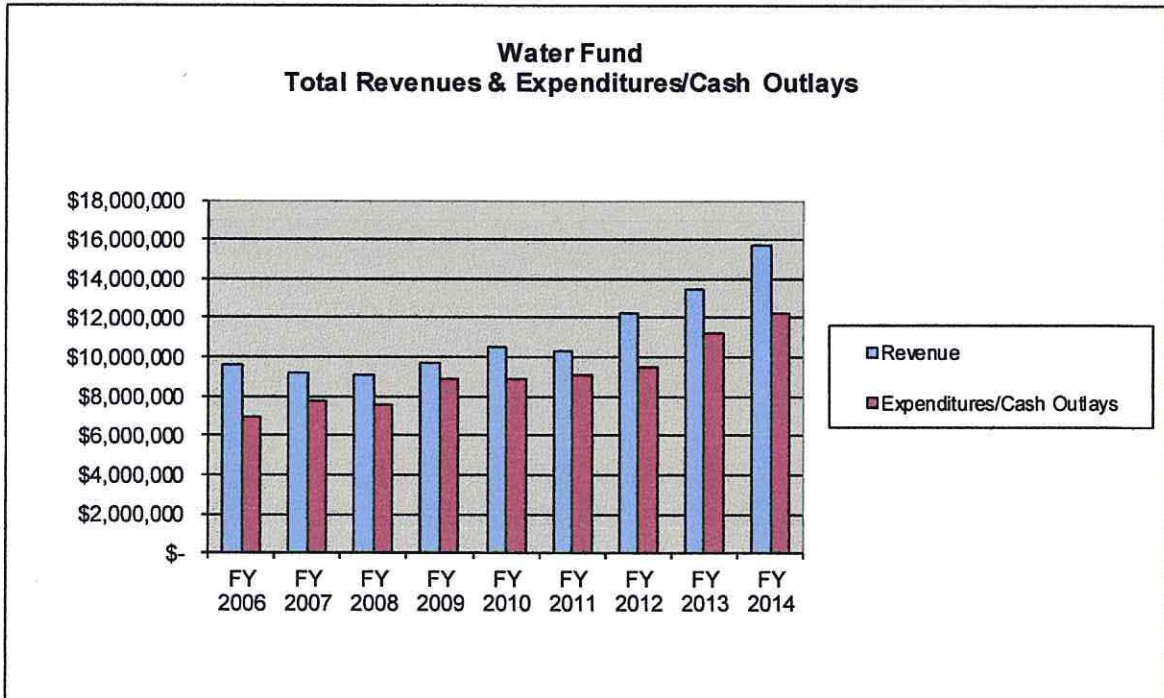
Additional Accomplishment:

- *The 2012 CCR was mailed to all users in June 13, 2014*
- *Completed DB project for water treatment plants*

Challenge:

- *Completing new Water Plant while continuing to operate the existing plants around the construction*

WATER FUND
(Continued)



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Trihalomethane – Trihalomethanes (THMs) are chemical components in which three of the four hydrogen atoms of methane (CH₄) are replaced by halogen atoms. THMs are also environmental pollutants, and many are considered carcinogenic.

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



The Research Bureau



New England States Performance Measurement Project
Measure, Share, Improve

NESPMP Citizen Satisfaction Survey Results: Newport, RI

Five cities and towns in the New England States Performance Measurement Project (NESPMP) participated in their first online citizen satisfaction survey in the fall of 2009. The purpose of the survey was to determine what residents think of the services provided by their municipal government and how they view the quality of life in their town or city. The leadership of these participating towns believes that obtaining residents' views is critical to their ability to provide the best level of services while utilizing tax dollars most effectively and efficiently. The areas surveyed included public works, parks and recreation, police, fire, emergency services/rescue, public education, permitting and code enforcement, town management and administrative leadership. We hope the results of the survey will be analyzed and used to enhance the decision-making process and to indicate where there is need to improve the delivery of services and where the town is performing well.

The findings for Newport, RI, below are based on this online survey. Approximately 2,900 residents were sent postcards inviting them to participate. A total of 369 residents completed the survey for a response rate of about 12.7%.¹ Among respondents, 79% have lived in Newport for 11 or more years, about 74% were employed outside the home, 62.2% were male, 51% were between the ages of 45-64, 95% were Caucasian, and about 71% had no children under the age of 18 currently living in their household.

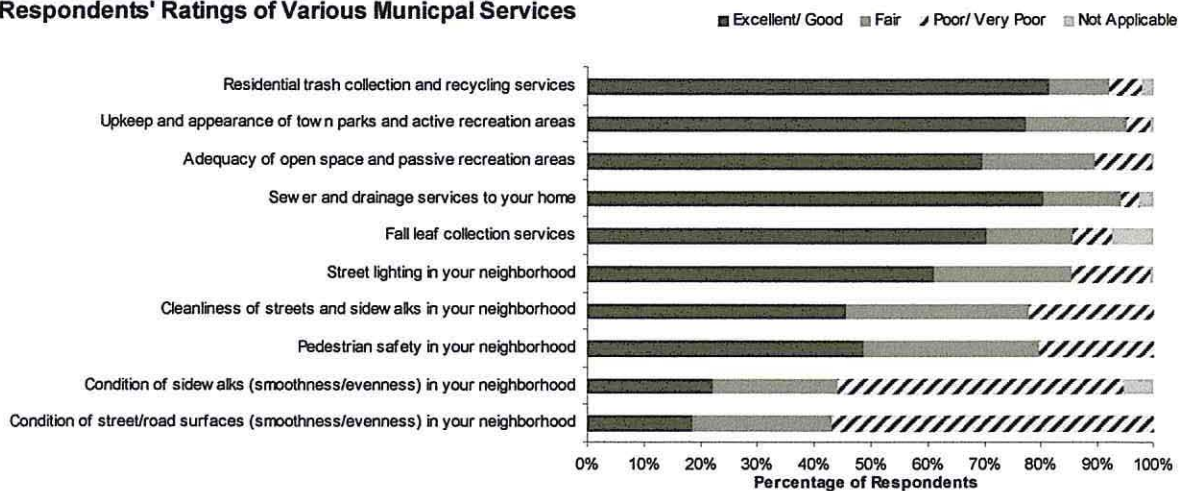
The results indicate that in several areas, the majority of respondents are satisfied with Newport as a place to live and its quality of life and with the services provided by the city. Eighty-five percent of respondents were "very satisfied" or "satisfied" with the overall quality of life in Newport. Respondents were less satisfied with the city's efforts to attract businesses and jobs to the area (66% were "dissatisfied" or "very dissatisfied"). About 63% of respondents were satisfied with the overall appearance of Newport.

When respondents were asked to rate a variety of municipal services based on their own observations and experiences, high ratings went to the city's residential trash collection and recycling services, with 85% of respondents rating this service as "excellent" or "good." Seventy-seven percent of respondents rated the upkeep and appearance of city parks and recreation areas as "excellent" or "good." Lower ratings went to the condition of streets and sidewalks. About nineteen percent of respondents rated the condition of street and road surfaces

¹ However, other citizens were informed of the survey as information on how to access the survey was published in the local newspaper and on local blogs. We do not know how many respondents were those that were contacted via postcard verse those that heard about the survey through these other channels. Therefore, it is difficult to determine a true response rate for Newport.

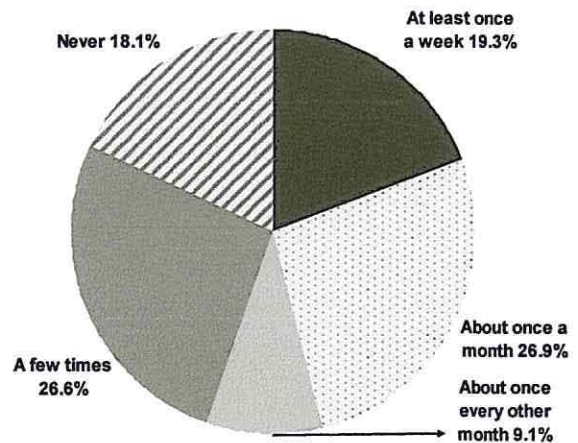
as “excellent” or “good,” while another 24.6% rated them as “fair” and the remaining 57% said “poor” or “very poor.” Twenty-two percent of respondents gave an “excellent” or “good” rating to their neighborhood sidewalks, 22% said “fair,” and 50% said “poor” or “very poor.” Seventy-three percent of respondents said they “strongly agree” or “agree” that major roads/arteries are passable during or shortly after a winter storm event, while about 56% agreed that residential streets were passable the day after a winter storm event.

Respondents' Ratings of Various Municipal Services



Eighty-two percent of respondents have utilized the public library during the past year, and gave high satisfaction ratings to a number of services or features of the public library, especially library facilities. One-hundred percent of respondents with an opinion were “very satisfied” or “satisfied” with the accessibility to services and facilities, while 99.6% were satisfied with the cleanliness and maintenance of facilities. There was a bit less satisfaction with the variety of programs offered, where 93.5% of respondents were “satisfied” or “very satisfied,” and with the quality of young adult programs and services offered (92.9%).

During the past 12 months, approximately how often have you or other members of your household used the Public Library facilities and/or online services?



About 43% of respondents or someone in their household had received assistance from the Police Department over the past year, and of these respondents, 79.3% were satisfied with the Police Department’s response time, 75% were satisfied with the professionalism of staff, and 76.4% were satisfied with the quality of service provided.

About 28% of respondents or someone in their household had received assistance from the Fire Department over the past year, of which 22% received fire suppression services (72% received emergency medical services and 30% answered “other”).² Of respondents who had contact with the Fire Department in the past year, 96.6% were satisfied with the department’s response time, the professionalism of staff, and with the quality of service provided. Of the 24% of respondents who called 911 in the past year for emergency services, 92.3% were satisfied with the assistance received from the person who took their 911 call.

Almost half of respondents (48.8%) currently, or at some point, have or had children attend the public schools. The highest ratings were given to the student-teacher ratio, or class size (76% of respondents with an opinion were “very satisfied” or “satisfied”), and with other activities, including athletics (73% satisfied) and other extracurricular activities (74.4% satisfied). Much lower ratings were given to the quality of curriculum (57.3% of respondents with an opinion were “very satisfied” or “satisfied”) and with the administration at the district level (54.5% satisfied).

About 21% of respondents had applied for a building permit or had been a part of the permit process in the town during the past year. Of these respondents, 75% were satisfied with the ease of obtaining information and materials during the process; 79% agreed that town staff was knowledgeable about the overall process; and 82% of respondents with an opinion were satisfied with the inspection process.

The majority of respondents were dissatisfied with the leadership in Newport. About 68% of respondents with an opinion were “dissatisfied” or “very dissatisfied” with the leadership of elected officials in the city, while about 53% of respondents with an opinion were “very dissatisfied” or “dissatisfied” with the leadership of appointed officials. Respondents were also asked to rate their satisfaction with various town offices and departments that they have been in contact with over the past year. High ratings of users were given to Emergency Medical Services – Rescue (90.7% satisfied), the Fire Department (88.4% satisfied), and Recreational Department and Services (79.5% satisfied). Lower ratings were given to Economic Development (37.3% satisfied), Information Technology/ services (42% satisfied), and to the City Manager/ Administration office (44.7% satisfied).

Residents were generally satisfied with services but dissatisfied with elected officials and administrative leadership. This dichotomy seems to require further probing.

² Respondents could check more than one option, so values may add up to more than 100%.

EIGHTH ANNUAL PERFORMANCE REPORT ON DELIVERY OF CITY SERVICES FOR FY 2014
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), mail it to Elizabeth Sceppa, Finance Dept., 43 Broadway, Newport, RI 02840, or fax it to: 401 848-5750. Your comments will help us to improve this report in the future. Thank you!

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

How did you learn of this report? _____

How much time did you spend reading this report? _____

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

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

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

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