# Tiverton Town Administrator

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***Memorandum***

Date: November 15, 2017

To: Town Council

From: Paul McGreevy

RE: Departmental Needs Assessment

Councilors,

In order to better document the needs of our Town departments, I asked each department head to submit a written assessment in a standard format of their department's capital, operational, and personnel requirements over the next five years. This assessment also includes an estimate of the fiscal impact to the Town when available.

This document is intended to better inform the Town Administrator, the Town Council and the public of our administrative professionals' assessment of their respective departments' long term needs. This will serve as a vital input to the Town Council's development of a Five Year Plan that addresses these same requirements. Ultimately, this Five Year Plan will guide the annual budget development process and policy decisions made by the Council.

The attached Departmental Needs Assessment does not represent the opinion of the Town Council or meant to imply official Town policy. It represents the professional opinion of our department heads with respect to their area of responsibility.

This Departmental Needs Assessment is a work in progress and will be continuously refined as conditions warrant. It is intended that this assessment will be updated by the departments on an annual basis to reflect the next five years in order to keep this vital input current.

Thank you.

Paul McGreevy
Town Administrator

*Mldocs/memos2017*

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# Town of Tiverton
# Departmental Needs Assessments

## November 2017

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# Town Administrator
# Needs Assessment
# 1 September 2017

## A. Department Program Overview

The Town Administrator is responsible for overall management of Town government. In particular, the Administrator must coordinate the development of the Town municipal proposed budget for ultimate decision by the voter in the Financial Town Referendum. The Administrator also oversees all aspects of managing the departments that report to this office to include budget execution, personnel matters, legal enforcement and issues, and contract negotiation and compliance. The Administrator coordinates the activities of all boards and commissions that report to this office. Finally, the Town Administrator is the primarily link between the Town Council to the functions of Town government.

Department Goals

The immediate goal for the Administrator's Office is establish a portfolio of long range planning/management tools to provide better direction, coordination and accountability of the Town's executive department's. To this end, in FY18, each department will develop a Five Year Plan in the format of this document. These plans will be used to guide annual budget development as well as operational improvement initiatives and provide a standard means for the public and Town Council to understand departmental priorities. These plans will be updated continuously as required and at a minimum, annually. In FY19, we will expand the five year planning process to all Boards and Commissions in Town government.

In addition, to aid the management of cross departmental issues, such as grant capture, currency of various Town government fees, and asset management, the Administrator's office will create/revise and maintain centralized databases. This process has started and will continue as Town wide initiatives require.

The Administrator's Office will seek in FY18 to develop an economic development plan in support of the Economic Development Commission (EDC) and in conformance with the recently updated Comprehensive Community Plan (CCP) with execution to follow in FY19 and beyond. In conjunction with this initiative, this office will propose in FY18 a strategy to market and develop the Business/Industrial Park along Route 24.

The startup of the Twin River-Tiverton Casino is vital to improving Town finances and potentially serving as an economic catalyst to the area. Although, many factors outside the control of Town government will determine the success of construction process, this office will coordinate the necessary Town resources and processes throughout FY18 in order to provide timely permitting, inspections, and consideration for other requests.

Given the critical nature of the budget process to the effective functioning of Town government, the Administrator's Office will implement in FY19 (in preparing the FY20 Budget) Charter Review Commission recommendations ultimately approved by the voters in November of 2018 as well as developing other recommendations for process improvement under this office's purview.

Performance Measures

Currently there are no objective performance measures for the Town Administrator's Office. However, metrics that best reflect the nature of this office will be developed, tracked and reported.

Specific types of performance metrics could include:

1. Timeliness of responses
2. Accuracy of information provided
3. Customer satisfaction
4. Grants applied for/won
5. Key governmental processes reviewed/revised

**B. Capital Improvements**

Most capital improvement initiatives will generate from the cognizant department and will be covered in their respective plans. However, this office will oversee capital investment initiatives that cross departmental lines. The main capital initiative for this office will be a long range information technology strategy to optimize our current investments through enhanced training, propose labor/time saving applications to integrate into the Town's information architecture, seek cost saving consolidations between departments and other Town agencies, and improve the layout and content of the website and other forms of social media. A separate Five Year Plan for Information Technology is under development.

Town Hall is the centerpiece of Town government and for many people their first or only interface with local government. Consequently, it should be a source pride in the community, both in function and appearance. Regular maintenance to ensure the functionality and structural integrity of the building is managed by the Department of Public Works (DPW). This office in coordination with DPW, the Town Clerk/Treasurer's Offices, and the Historical Preservation Advisory Board will develop a plan to renovate the exterior and interior appearance of Town Hall to include landscaping, exterior design, interior room reconfiguration, carpeting and furnishings.

**C. Personnel**

At this time, there are no personnel changes envisioned. However, there is a requirement to establish more comprehensive Human Resource benefits management services for our employees and retirees. Currently, this work is admirably done by the Administrative Assistant

to the Administrator. While no new personnel are contemplated for this effort, a possible solution may be achieved through contract services.

Training

Training will be provided to the Administrative Assistant to fully optimize use of the Google suite of office applications to better leverage our current investment in these services.

## D. Operational

As noted above, Human Resource benefits management represents a key operational capability that should be reviewed to see if there are more cost effective programs for the various benefits offered to Town employees and if they can be better managed. One solution is contract services.

The business licensing, planning approval, and building permitting processes, while separate, are nevertheless intertwined and critical to developers. They are also critical to ensuring conformance to the CCP. Consequently, this Office will explore potential cost effective solutions to improve these interdepartmental functions.

Contract Services

This office will investigate potential contract services to improve overall Human Resources management.

This office will work with CommerceRI to contract for process improvement consulting services. Currently, CommerceRI has a program to provide these services for business registration (Town Clerk's Office) and will be be developing a program for permitting (Planning and Building Departments).

Ordinance Review

To be developed

Revenue Generating Potential

There is significant revenue generating potential for the Town by pursuing relevant grants from Federal, State and private sector sources. Consequently, in conjunction with the planning office and other departments, we will establish in FY18 a plan to identify, apply for and track grants that can support government and civic activities.

Property disposal and/or leasing may present an opportunity to raise revenue with surplus Town assets. The scope of this amount will have to be investigated.

## E. Fiscal Impact

The estimated fiscal impact of this five-year plan is summarized as follows:

| | |
|---|---|
| 1. IT Investments: | $TBD |
| 2. Town Hall Renovations: | $TBD |
| 3. HR Services Contract: | $TBD |
| 4. Process Improvement: | $2000 |
| **Total:** | **$TBD** |

## F. Comprehensive Plan Impact

To be developed.

## G. Economic Development Impact

To be developed.

# Fire Department
# Needs Assessment
# 5 September 2017

## A. Department Program Overview

The Tiverton Fire Department (TFD) is responsible for all responses in the Town of Tiverton as cited in our Mission Statement: *"The primary objective of the Tiverton Fire Department is the protection of life and property from fire, hazardous materials, disasters Natural or Man Made, the prevention and suppression of fire, and to provide emergency medical service to the Town of Tiverton. In addition, it shall be the prompt duty of the Fire Department to remove or cause the removal of all persons from danger whatever the cause."*

The Fire Department is comprised of two divisions: The Line Staff and the Administrative staff. Several position in the Administration care dual roles and are responsible to respond to emergency calls as well as perform regular daily activities.

The Line staff consists of three groups working a rotational schedule to provide complete 24 hour coverage. Each shift is assigned nine members, consisting the following rank structure: One Captain, two Lieutenants and six firefighters. The Tiverton Fire Department works a 56 hour average work week and is assigned nine members per group. Each group works 48 hours followed by 96 hours off. The minimum staffing per shift as a result of vacation and other leave is 7 members. Should a shift drop to a level below nine members there is a re-figuration of the staffing at Station 2 to provide move staff to fill open positions on the shift. This shift rotation allows for 24 hour, 7 days a week coverage.

A breakdown of the station and apparatus follows:

1. Station 1 – 287 East Road
   Equipment:
   a. Engine 1 – 2001 Ferrara Class A 1500 GPM pumper
   b. Rescue 1 – 2011 Horton ALS transporting Rescue
   c. Tanker 1 – 2005 Four Guys 2500 gallon tank with a 1000 GPM pump
   d. Forestry 1 – 1978 Dodge Power Wagon with a 250 GPM skid unit

2. Station 2 – 85 Main Road (Headquarters)
   Equipment:
   a. Engine 2 – 2013 Ferrara Class A 1500 GPM Pumper
   b. Rescue 2 – 2016 Horton ALS transporting Rescue
   c. Rescue 3 – 2006 American LaFrance Freightliner (Reserve Rescue)
   d. Engine 4 – 1991 Central States Class A 1250 GPM Pumper (Reserve)

3. Station 3 – 45 Crandall Road
   Equipment

a. Car 3 – 2008 Ford Expedition (Shift Supervisor)
b. Engine 3 – 2011 Ferrara Class A 1500 GPM Pumper (ALS equipped)
c. Squad 1 – 2007 International/Horton Water Rescue and Air Supply unit
d. Marine 3 – 14' Boston Whaler trailered unit.

The department operates two transporting Advanced Life Support (ALS) rescues which are staffed by two advanced life support providers. Engine 3, which operates out of the Crandall Road station is also a State of Rhode Island non-transporting ALS unit. This configuration of apparatus allows this agency to handle at least three simultaneous ALS calls. All three units are licensed by the Rhode Island Department of Health and carry all required licensed medications and equipment as ordered by the Department of Health. The rescue units for the Town of Tiverton are responsible for bring in each year approximately $500,000.00 in revenue which is placed in the Town's general fund.

The growth of the community as a bedroom community places a great demand on the fire department for both fire and emergency medical responses. The demographics of our community are such that the majority of our medical calls are to local residence for patients between the ages of 45 and 90+ years of age. Currently the breakdown of responses are 65% EMS and 35% Fire related.

The Fire Marshal is also assigned in the fire department and conducts all license inspections, code compliance issue and plan reviews. The marshal also in responsible for the investigation of fire for origin and cause. Our fire marshal is a certified Level 1 fire investigator and as such is licensed by the State of Rhode Island to perform his duties in Tiverton.

Department Goals

The main mission of the Fire Department has changed greatly over the years from an agency that responds and extinguishes fire to a multi-hazard response agency. The department responds to all medical emergencies, water rescues, motor vehicle accidents, searches for lost persons in woodland areas, wildland fires, hazardous materials incidents, auto fires, structure fires and numerous other alarms. The fire department today is the agency that people call when they do not know who else to call. The average citizen knows someone will respond and assist them with their call for assistance when a call is placed to the fire department.

The Fire Department has three major goals over the next five years and beyond.

The first is the need to establish and to maintain a dedicated replacement program for the continued replacement of major equipment. This will be discussed in detail in the Capital Improvement section, below.

The second goal is to address the challenge to retention of staff based on our current staffing policies. This goal will be discussed in detail in the Personnel section, below

The third major goal is to develop a plan for a new fire station(s). This also will be discussed in the Capital Improvement section.

Performance Measures

The Fire Department currently responds to 3200 calls for service each year. The call volume has seen a steady rise in demand for service over the past 10 years. The Fire Prevention Division has also performed over 1000 inspections in the past year. This means a total calls for service for this agency of 4200 calls.

Response outcomes and response times are our main performance metrics.

In addition, the Insurance Services Organization (ISO) rating schedule rates fire departments all across the country as to their effectiveness to suppress fire in their community. A class 10 is a community with little or no protection and no water supply. Class 1 is the premiere fire department that has achieve high scores in the rating process. This number affects the monies that the citizens pay for insurance for their homes and businesses in our community. In 2005 Tiverton was a Class 6/9 split. By 2012 we were re-evaluated by ISO and our rating was improved to a Class 4. This is a direct result of the work done by our staff and the community leaders to improve fire protection. This change in Class has been equated to an approximately $800.00 savings on insurance premiums in the community.

Specific performance measures include:

1. Dollar loss from fire throughout the year (Dollar loss is relative to tax revenue loss)
2. Response time
3. Survival rate of patients
4. ISO rating

**B. Capital Improvements**

The need to replace motorized apparatus on a programmed and consistent basis will provide for a reliable fleet of emergency vehicles that are able to provide prompt and efficient response. This includes Engines, Rescues, Special Service vehicles, Medical Rescues and staff vehicles.

The life expectancy for fire apparatus is 20 years of service. With the current fleet we have, this means that every fifth year we should be purchasing one new pumper and rotating the older units to prolong their usefulness for service, the oldest unit is then placed in reserve for the remainder of its life cycle to be available should a front line piece go down.

Because the nature of the medical rescues these vehicles should be placed on a four year life cycle. This means that with the same type of rotation a medical rescue would spend four years on the front line of service and then would spend four years as a reserve vehicle. This would again provide for longevity of the vehicles. The current style of medical rescue we purchase

provides the mechanic ease of service and repairs and ensures a more rigorous vehicle for the demands that are placed upon them in service to the citizens.

There are several specialty vehicles in use by the department on a regular basis and their replacement is based upon repair costs and service life. Our current brush vehicle is a smaller pickup type unit that is used for off road or deep woodland fires and was acquired from the State Forestry as surplus equipment. The other vehicle is our Squad which is a converted medical rescue. The vehicle is not designed for its current use but we have reconfigured it to carry some of the items that are needed at various scenes. The goal is to purchase a heavy rescue vehicle to carry most of our specialized equipment and thus taking a lot of weight off of the engines where the equipment is currently carried, thus reducing wear on the engines.

One of the larger priced items for capital investment is an elevated device or Tower Ladder to allow a consistently safe working platform for our firefighters at fires. Most structures in our community are out of reach for our firefighters. We are not able to perform rescues from heights greater than 24. Tower ladders are no longer a luxury in the fire service, they are a necessary piece of modern equipment to effectively perform the tasks of a modern fire department.

The department has recently purchased three staff vehicles with the use of grants and budget funds. This reduces the demand on the next few budget submissions to replace these vehicles. We will plan to replace these vehicles based upon repair costs in the future mostly likely beyond this next five year period.

There are also numerous other large cost equipment items that should be on a similar cycle for the replacement. These include Monitors/Defibrillators, Self-Contained Breathing Apparatus, hose and breathing air compressors and similar items associated with firefighting.

A second major capital investment consideration is the current state and location of our stations. Most of our stations are in the 50 year old range and are located where land was available and not necessarily the best operational location. The building and placement of fire stations is a process that needs careful planning to consider response times and demographics. The community has greatly changed over the past fifty years and where this growth is now needs to be taken into account with placement of stations. Consequently, we will strive to perform a comprehensive study of the needs of the community with regards to station placement.

Attached is a table that summarizes our capital improvement plan for phased apparatus replacement as discussed above.

## C. Personnel

The National Fire Protection Association (NFPA) standards call for the minimum of fourteen firefighters on the fire scene to provide for the basic fire grounds functions to fight a fire. We currently provide nine.

The fire department is currently staffed with 28 line firefighter/EMT's, one full time fire marshal, one administrative assistant/billing clerk, a Chief of Department and one part time clerk. The line members currently work a 56 hour work week on a rotational basis to provide coverage 24 hours a day 365 days a year.

This current staffing level of nine members per shift is the minimum necessary to allow us to achieve response levels within 4 – 6 minutes of the call and to absorb contractual leave without incurring overtime. However, this is only possible when fully manned. There is little room for unexpected personnel losses or absences.

In addition, this staffing profile is the leading reason for staff attrition. Our annual attrition over the past 5 years has been over 17% as compared to a state average of 5.5%. Currently there are only two other departments in the state and surrounding communities that work a 56 hour work week (North Kingstown and Coventry). The remainder of surrounding departments work a 42 hour work week. On top of this issue, the pay scale in this agency is one of the lowest in the state and surrounding communities. To entice potential employees to either come to work in our agency or to stay with us we need to improve one or both of these factors.

In lieu of increasing pay, the work schedule should be changed to a 42 hour work week. This can best be achieved by returning to a four (4) shift organization. This reorganization and additional personnel would cost approximately $630K per year. This may be able to be offset for the first three years by the SAFER grant discussed below.

Training

All TFD personnel must maintain a minimum of EMT-Cardiac license as required for their position. Currently thirteen of our employees are licensed at the highest level of pre-hospital care, Paramedic. One additional member is currently in school for Paramedical licensing and one additional member will begin class this fall. All department members are certified Firefighter Level 1 and II with the exception of two older members who are near retirement.

We have currently signed an agreement with a Paramedical Educational facility in return for allowing their students to gain "Ride-time" that is required to complete their educational requirements, we are allowed to place a member in their class for the cost of books. This agreement is a cost savings to the Town of approximately $9,000, as we are required to pay for all class by Collective Bargaining Agreement.

Salary/Benefits

The salary and benefits at Fire Department are governed by the Agreement with the International Association of Firefighter, Local 1703 which continues through June 30, 2018. The Administrative Assistant is governed by the Agreement with AFSCME which continues through June 30, 2019.

## D. Operational

Many of our platforms for data and record keeping have transitioned to electronic format and it is required that our staff must have adequate computer skills and knowledge. The technology required to maintain these platforms must be constantly maintained and updated to provide for security of information and ease of access.

In addition, the TFD will seek to invest in technology that can provide better connectivity between Town systems for fire and emergency responses.

### Revenue Generating Potential

The Fire Department generates revenue with Plan Review fees through the Fire Marshal and with Third Party Rescue billing. The Third Party Rescue billing generates approximately $500,000 for the General Fund each year. This is performed with each member collecting initial insurance data on each medical call. That data is reviewed and submitted for cost recovery through the department billing clerk as the calls are submitted. It is the Town Council policy that citizens of Tiverton are not billed for any co-pays.

### Grants

The largest provider of grant funding is through FEMA in the way of Assistance to Firefighter Grants (AFG). The department must complete with their submission of a grant against all submitting departments in the country.

Another major grant that the department has applied for is a SAFER (Staffing for Adequate Fire and Emergency Response). If awarded this would allow for increased staffing per shift to bring us closer to the recommended NFPA standards.

There are other grant monies that we do apply for through RIEMA, but these are limited to the functions of EMA.

## E. Fiscal Impact

The estimated fiscal impact of this five year plan is summarized as follows:

| | |
|---|---|
| 1. Capital Improvements: | $4,430,000 (see attached table for detail) |
| 2. New TFD Facility Study: | $TBD |
| 3. Personnel Reorganization: | $3,140,000 |
| 4. Technology Investment: | $TBD |
| **Total:** | **$7,570,000** |

Estimating additional revenue generating potential in rescue services is limited as we cannot control the demand for our services. However, that over the past several years the demand for our service and the cost recovery has increased year over year.

## F. Comprehensive Plan Impact

To be developed.

## G. Economic Development Impact

To be developed.

## TIVERTON FIRE DEPARTMENT CAPITAL PLAN FY 18 - 23

| ITEM | | | Year | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22 | FY 22-23 |
|---|---|---|---|---|---|---|---|---|
| Tower Ladder (new) | | | | 1,350,000 | | | | |
| Technology upgrade | | | | TBD | | | | |
| Scott air pack upgrade and bottle replacement | | | | 25,000 | 25,000 | 25,000 | | |
| Radio system repairs | | | | 40,000 | 40,000 | 40,000 | 40,000 | |
| Cassade system replacement station 3 | | | | 40,000 | | | | |
| Cassade system replacement station 2 | | | | | 40,000 | | | |
| Hose replacement program | | | | 10,000 | 10,000 | 10,000 | | |
| Rescue 1 | | | 2012 | 350,000 | | | | |
| Rescue 2 | | | 2016 | | | 350,000 | | |
| Engine 1 | | | 2002 | 550,000 | | | | |
| Engine 2 | | | 2013 | | | | | |
| Engine 3 | | | 2011 | | | | | |
| Engine 4 (reserve) | | | 1997 | | | 560,000 | | |
| Tanker 1 | | | 2004 | | | | 350,000 | |
| Station replacement study | | | | 25,000 | | | | |
| Squad 1 /Heavy Rescue replacement | | | 1995 | | | | | 550,000 |
| **TOTALS** | | | | **2,390,000** | **115,000** | **985,000** | **390,000** | **550,000** |

revised 9-5-2017

# Planning Department
# Needs Assessment
# 21 August 2017

## A. Department Program Overview

The Planning Department is an essential service provided by the Town. The State and Town Land Use and Subdivision Regulations, Zoning Ordinances and Comprehensive Community Plan provide the goals and framework that ensure the long-range planning and land use objectives of the town can be achieved.

The Planning Department reviews site plans and subdivision applications for residential and commercial development and provides recommendations to the Town Council regarding matters of land use. The Department Director, the Town Planner supervises the Planning Department Clerk and provides professional support to the volunteer Planning Board, the Town Council, and other departments in the municipal government. The State mandated Administrative Officer reviews and prepares all matters of petitions submitted by residents and developers before they are placed on the Planning Board agenda. The Clerk provides supportive clerical duties for the smooth day to day operations of the department and access to services by the public.

### Department Goals

The immediate goal for this department is to reconstitute the staff after a significant period of vacancies in both the Town Planner and support staff. Ultimately, we will hire a full-time Town Planner/Administrative Officer and a full-time Clerk/Administrative Assistant that will support both the Planner/Planning Board and Code Enforcement Department.

Beyond the personnel goals, the department will co-locate with the Code Enforcement Office to improve coordination and access.

Finally, significant process review and improvement must be undertaken once the staff is in place to streamline procedures, improve customer service and ultimately support growth goals for the town.

### Performance Measures

Currently there are no performance measures for this department. However, as part of a future process improvement initiative, metrics will be developed, tracked and reported.

Specific areas of performance metrics will include:

1. Timeliness of responses

2. Accuracy of information provided
3. Time/money saved by applicants
4. Customer satisfaction
5. Grants applied for/won
6. Zoning Ordinances reviewed/revised

**B. Capital Improvements**

The main capital improvement for this department will be a relocation of the Planning Office into a reconfigured office suite conjoining with the Code Enforcement Office. The Department of Public Works will plan and construct this suite in FY18. A cost and time estimate is to be determined.

There may be some information technology investments required.

**C. Personnel**

As noted above, the department must be entirely reconstituted. Two full time positions are required:

- Town Planner/Administrative Officer - Salary range $65-70K plus $25K in benefits
- Clerk/Administrative Assistant - Salary range $35K plus $25K in benefits (shared with Code Enforcement Office)

Based upon current budget and qualified candidate constraints, we will proceed first, to fill the full-time clerk in FY18. Second, we will establish a master price agreement (MPA) for planning contract services in order to fulfill the critical planning review and advisory requirements that a full-time planner would normally provide. This will be utilized for FY18 as a near term solution. The FY19 Budget will request funding for a full-time Planner.

Training

To be determined

**D. Operational**

Once key personnel are in place, there are significant operational challenges to be addressed. We must improve interdepartmental cooperation especially with the Code Enforcement Office and the Town Engineer. In addition, we need to streamline the planning review process to ensure clear, predictable, and timely responses are provided to applicants to eliminate confusion and speed up the approval process. As a follow-up on to this effort, we will conduct a thorough review of existing Planning Board policies and Regulations to the same end goal.

Contract Services

In FY18, we will establish a MPA for planning contract services. This is estimated to be approximately $35-50K for the year.

In late FY18 and into FY19 after the Comprehensive Community Plan (CCP) is approved, we will need to contract a consultant to assist with updating zoning ordinances to come into compliance with the new CCP. The estimated cost is to be determined.

As part of the process improvement, we will conduct lean exercise with the Code Enforcement Office to review and revise planning review and permitting procedures. This can be done through a CommerceRI program that is under development that will cost the Town approximately $1000 to participate. This should be conducted when the department staff is in place in late FY18 or FY19.

Currently, Planning Board legal services are provided through the contract for the Town Solicitor. It may be better to establish a separate legal services contract for Planning Board to ensure Board independence. This should be addressed in FY19. The estimated cost is to be determined.

Ordinance Review

In addition to the effort to review and align zoning ordinances with the new CCP as a near term project for FY18/19, the Planning Department should ensure all relevant ordinances are reviewed and revised on an ongoing basis.

Revenue Generating Potential

There is significant revenue generating potential within this department by pursuing relevant grants from Federal, State and private sector sources. Consequently, as part of the MPA for planning contract services noted above, we will establish in FY18 a plan to identify, apply for and track grants that can support government and civic activities.

## E. Fiscal Impact

The estimated fiscal impact of this five-year plan is summarized as follows:

| | |
|---|---|
| 1. Capital Improvements: | $TBD |
| 2. Town Planner: | $95K per year |
| 3. Clerk: | $60K per year |
| 4. Planning Services: | $50K |
| 5. Ordinance Contract Services: | $TBD |
| 6. Lean Process Improvement | $1000 |
| 7. Legal Services | $TBD |
| **Total:** | **$206K with several items TBD** |

As noted above, there is significant revenue generating potential within this department through grant identification and application efforts. The scope of this amount will need to be determined.

**F. Comprehensive Plan Impact**

To be developed.

**G. Economic Development Impact**

To be developed.

# Police Department
# Needs Assessment
# 12 October 2017

## A. Department Program Overview

The Police Department is responsible for the preservation of the public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property, regulation of traffic, and the enforcement of the laws of the State and the ordinances of the Town. The Chief of Police shall be in direct command of the police force and shall report to the Town Administrator.

### Department Goals

The Police Department has four major goals over the next five years.

- The first is to complete the State Police Department Accreditation process in order to improve the overall operational performance of the Department.

- Second, we will continue to proactively manage our fleet of police cruisers through the timed rotation and purchase of new vehicles to maintain a front line inventory of 13 cars.

- Third, the police station will need an addition to accommodate growing storage and operational space.

- Finally, the Department needs to aim to increase the sworn personnel to 34 officers.

### Performance Measures

There are several major activity performance metrics tracked by the Police Department. They relate to the number of calls for service and the number/nature of criminal arrests.

In addition, the major outcome focused metrics relate to the ability of the Department to enforce all federal and state laws and local ordinances. Going forward, the Department will develop and track metrics to demonstrate achievement in this area.

## B. Capital Improvements

The construction of a 2,225 square foot addition to the existing police station is imperative. Headquarters is presently operating at full capacity. Additionally, three large outside metal storage containers, a large detached portable garage and a small utility shed are being utilized for storage of department records, evidence and equipment. The addition would be

accomplished by simply squaring off the southeast corner of the building attaching two walls and the roof to the existing structure. The capacity of the build's present heating and air conditioning units were purchased to accommodate future expansion of the existing structure to the dimensions provided. Construction plans for the addition have been completed by a local architect and architectural students from Roger Williams University at no cost to the town. A completely operational addition of this size would be constructed at a cost of approximately $350,000 and would properly accommodate the police department's future needs to serve the community for the next 15 to 20 years. As part of the ongoing maintenance of the station we will need to replace exterior worn, curled and missing shingles with either new shingles or siding. ($12,000).

The Department will continue to manage its fleet of police cruisers by continued timed rotation and purchase of new vehicles to maintain a front line inventory of 13 cars.

- FY 2018 - 2019: Purchase three (3) police cruisers to replace three high mileage front line emergency response vehicles. These cars would include extended vehicle warranties and necessary police service equipment, interior cage, electrical equipment. The estimated cost is $96,000, approximately $32,000 per vehicle.

- FY 2019 - 2020: Replace two (2) high mileage front line emergency police vehicles ($68,000). Replace one (1) unmarked vehicle; this is not required to be a police package vehicle ($17,500). Replace Animal Control Truck (present mileage 130,000) ($25,000).

- FY 2020 - 2021: Replace two (2) high mileage front line emergency response police cruisers ($69,000). Purchase one (1) unmarked detective vehicle ($19,000).

- FY 2021 – 2022: Purchase two (2) new front line emergency police package cruisers. The new vehicles will replace two front line emergency response vehicles. One vehicle to be a four wheel drive vehicle police package vehicle. All vehicles would be utilized as front line emergency response vehicles ($70,000).

- FY 2022- 2023: Purchase three (3) police package cruisers ($106,000). Purchase one unmarked detective vehicle ($20,000).

Over this five year period we need additional capital investments in the following areas:

- Forensic equipment updates and newer advanced equipment ($10,000).

- Safety recertification of above ground garage vehicle lift, which would require replacing all cables and inspection of all moving parts ($3,000).

- Replace the five remaining Automatic External Defibrillators (AED) ($7,500).

- Replace all 10 Department shotguns ($6,500).

- Replace worn out or broken furnishing within the police station, desks, tables, and chairs ($6,000).

- Purchase a Voice Analysis Machine, utilized to interview suspects and witnesses ($5,500).

**C. Personnel**

The most significant issue facing the police department is the maintaining of an adequate number of sworn personnel. We are currently at 30 sworn officers excluding the Chief and School Resource Officer (SRO). I recommend we aim to increase the total number of sworn personnel to 32 officers, excluding the Chief and SRO. Federal guidelines recommend communities maintain a minimum of two officers per 1000 of normal residential population. Tiverton's population during the 2010 census was 15,700. This equates to approximately 31 sworn front line officers. We would be one above this minimum with the addition of these two officers.

With the opening of two major attractions, the Tiverton Casino and Longplex in the not too distant future, there will be a substantial increase in the number of calls for services from both the uniformed and detectives divisions of the police department. The detectives will need to investigate white collar crimes not investigated by the State Gaming Officials or casino security, such as the hotel related complaints. Patrons at both businesses will generate a substantial increase in calls for police services.

Meanwhile, the calls for services, criminal activity, and the number of arrests have increased 15.1% over the past six years while police staffing continued to fluctuate between 27 and 30 officers for the past fourteen years. The inadequate manpower is a safety issue for residents as well as for the responding emergency personnel. Tiverton is thirty three square miles, with narrow winding roads and steep hills that negatively affect emergency response times.

Newport County District Court arrest statistics over the past three years has Tiverton ranked second only to the City of Newport in felony complaints. A major contributing factor to the increased police activity is that Tiverton borders the sixth largest city in the Commonwealth of Massachusetts. That city has an unemployment average above State and Federal averages.

Two additional officers would cost approximately $150,000 annually.

Training

Training is constant and ongoing within the Department. No further training beyond that addresses below for accreditation is contemplated at this time.

## D. Operational

As noted above, the Department will seek to complete the State Police Department Accreditation process. This accreditation requires the department to implement through training updated policies and procedures, rules and regulations, documented and verified by an outside State Accreditation Board. Once achieved, this accreditation has proven to help reduce municipality liability and potentially reduce substantial litigation costs. So far the Tiverton Police Department policies and procedure have been updated. However, training must be completed for both sworn and civilian staff. This will affect overtime costs. We plan to complete this process in FY18. The estimated cost in overtime is $15,000. Assuming the department completes the necessary requirements for State Accreditation during FY 2017-2018, recertification is required every three years which is estimated to cost $5,000.

The computer server and related IT equipment are the heart of the police department's informational network. Upgrades to and continuous maintenance of the main server is essential, estimated at $25,000 annually depending on governmental requirements. In addition, we will need to replace and or upgrade all in house computers and server in headquarters over this five year period ($50,000) as well as replace outdated laptop computers for all front line cruisers ($75,000). Finally, we plan to implement the License Plate Recognition System ($25,000).

Contract Services

Currently animal shelter services are provided by the Sakonnet Veterinary Hospital for approximately $28,000 per year. This contract is up for renewal in FY18. Depending upon the Town's ability to negotiate for ongoing kennel services on a cost effective basis, there might be a good business case for building an animal shelter at the station. The estimated cost is $70,000. Operating costs are TBD.

Ordinance Review

To be developed.

Revenue Generating Potential

There is significant revenue generating potential by the Police Department. Specifically, revenue generated by fines from traffic enforcement and private detail compensation have historically provided $50K per year.

## E. Fiscal Impact

The estimated fiscal impact of this five-year plan is summarized as follows:

1. Station Improvements: $362,000
2. Vehicles: $490,500

| | |
|---|---|
| 3. Other Capital: | $38,500 |
| 4. IT Investment: | $175,000 |
| 5. Accreditation: | $20,000 |
| 6. Personnel Increase: | $150,000 |
| **Total:** | **$1,236,000** |

**F. Comprehensive Plan Impact**

To be developed.

**G. Economic Development Impact**

To be developed.

# Department of Public Works
# Needs Assessment
# 5 September 2017

## A. Department Program Overview

The Department of Public Works (DPW) is comprised of four major divisions/programs along with Town Engineer responsibilities: highway, landfill, equipment maintenance, and building maintenance. A breakdown of the major divisions/programs is as follows:

1. Highway Division
    a. Responsible for eighty-five (85) miles of roadway
    b. Snow Plowing
    c. Roadway Maintenance and Repair
        i. Roadway re-surfacing
        ii. Roadway Patching and Pot Hole Repair
        iii. Sidewalk Repair (Both Town and State Roads)
    d. Right of Way (ROW) grass cutting and maintenance
        Tree removal and limb maintenance
        vegetation removal along sidewalks
    e. Drainage system repairs and maintenance
    f. Project related construction activities
2. Landfill Program
    a. Operation of Landfill (active landfill operation, daily cover, etc.)
    b. Operation of landfill drop off area
    c. Closure Activities
        i. Closure subgrade preparation
        ii. Cap drainage system pond construction
        iii. Closure permitting and bidding
    d. Oversight of waste collection curbside vendor
3. Equipment Maintenance
    a. Repair and Maintenance of all DPW equipment
    b. Repair and Maintenance of all Fire Department Apparatus
4. Building Maintenance
    a. building repairs and general maintenance of all town facilities
    b. trash removal at all town facilities and park areas
5. Town Engineer Responsibilities
    a. Erosion inspection and sediment control designee from Building Official
    b. Individual Lot reviews for stormwater and roadway ordinances
    c. Subdivision review and commercial development technical review for Town Planning Board.

The DPW is comprised of fifteen (15) personnel including: a director, administrative assistant, working foreman, lead operator, head mechanic, mechanics helper (part time), landfill operator, landfill attendant, operators/truck drivers (4), and truck drivers (1), building maintenance personnel (2). The operators and truck drivers respond to all snow removal events as there are currently nine (9) snow removal routes within the town limits.

The Landfill is operated three (3) days per week (Tuesday, Thursday, and Saturday) and requires two (2) personnel; however, the landfill accepts waste from our waste vendor five (5) days per week and requires an operator to cover the daily waste collection deposited by the town's collection vendor.

The Highway division maintains the town roadways throughout the year. The typical construction crew consists of three (3) personnel. In addition to the construction crew, one (1) operator will be operating the street sweeper over a period of three (3) months (April through June) to address all town roadways. An additional operator will be performing catch basin cleaning beginning in the spring and continuing through the summer. There are currently 1500 catch basins that are part of the town's storm drainage network. A final operator is required to run the town tractor for grass and brush maintenance from spring through fall.

Department Goals

The DPW's main objectives are the maintenance of the town's roadway infrastructure, operation and future closure of the landfill, maintenance the town's building infrastructure, and working with the Building Official and other departments to permit development within the town. As we look forward five (5) years, the goals of DPW will still remain mostly the same within the equipment and building maintenance areas.

However, within the landfill division, permitting and constructing the landfill cap will need to begin in FY2019 and should be finalized within a four (4) year time frame. PARE Corporation is currently working on the closure documents and will be submitting for the required state permits to properly close the landfill. The permit documents will be submitted by October 2017 and the Town should have construction documents available by January 2018 for bidding. A capping contractor will be selected by March to undertake the construction. In FY2018, DPW personnel will be preparing cap subgrade and performing partial construction of the drainage control system. Continued quarterly environmental monitoring will need to be performed as well as Certified Quality Assurance (CQA) for the cap installation for the necessary RIDEM reporting. In November 2017, a new RFP will be sought for quarterly environmental monitoring and CQA services. In addition, within the next three (3) years, a new transfer station or residential drop off area will need to be designed, permitted, and constructed given the life expectancy of the landfill to be December 2020. The long term solid waste removal objectives will also need to be reviewed during this time frame.

In the Highway Division, there will be a need to hire an engineering consultant for drainage and transportation services. Based on the condition of the town's roadway and drainage infrastructure, design and construction plans will be needed to allow for procurement of outside

contractors or the purchase of materials to conduct the roadway and drainage system upgrades. The Highway division will also attempt to conduct further in-house projects, similar to the current Grinnell's Beach Upgrade project.

The existing DPW building is in tough shape. The original building was built in 1973 and an addition was added in 1984 costing $41,209. Within the next five years consideration should be given to a new DPW garage. The new garage can be built on the same property but will need to be configured properly. Costs for a new facility are estimated to be $2 to $3 million. As further note, it might make sense to review town owned properties to determine if a combined public works and safety facility be constructed together including both Police and Fire Departments.

Performance Measures

The DPWs evaluates its performance measures and/or progress based on our ability to accomplish our goals and/or projects. Given the size of the department, there is currently a large work load placed on the department. However, our ability to complete the projects and work load is directly related to the budget. Our performance measures are based on performing and completing the required tasks. Obviously, if the snow is being cleared and people can safely drive on the roadways, the department is meeting one of its goals. Other performance measures include keeping the landfill in compliance with its RIDEM solid waste license, and upgrading roadways as funds become available.

Specific performance measures include:

1. Open and safe roadways during the winter season
2. Roadway maintenance repairs performed in a timely manner.
3. Landfill is permitted and open to the public for waste acceptance.
4. Streets are swept and drainage structures cleaned in accordance with RIPDES Permit.

**B. Capital Improvements**

The attached table identifies capital equipment upgrades that will be necessary to complete the tasks currently placed on the department.

Given the current state of equipment at the DPW, it is anticipated that new vehicles will be required to replace a highly aging fleet. Within the next two years, one or two potential plow/sander trucks may not be able to pass state inspection. We will also need major equipment overhaul to our landfill dozer to extend the landfill life another three (3) years. Additional equipment purchases include a skid steer with attachments to help undertake the state requirement for sidewalk maintenance, roadway repair, etc., and a Read Screen-All to help process materials for re-use on projects. Currently we can only patch holes within town roads; a grinder attachment will allow better roadway maintenance going forward. The highway department could use an additional 6-wheel dump to be used for construction related projects without the need to worry about damage that could occur to the stainless steel bodies of our

current Macks. We will also need to replace the current loader (sand and salt) around year 4 due to environmental damage due to the salt loading.

Beyond the five year plan, the need for a new DPW facility will be required. The building is over 40 years old and has major roof issues and facing issues. The potential for a safety complex for Police, Fire, and DPW could be considered as a long term investment.

## C. Personnel

DPW currently has fifteen (15) employees not including the Director and Administrative Assistant. While this amount of personnel is adequate during the winter months when snow plowing activities are the major activities, it is extremely difficult to undertake projects in the spring, summer, and fall months given the size of this workforce. In accordance with the Local 251 contract, DPW personnel are not allowed to use vacation time between November and March as all personnel must report during a snow event. Therefore, all vacation time is used between April and October. Scheduling construction related activities around vacation time is a challenge. The ability to have additional help within the spring/summer months would benefit the Town.

A long term goal for the DPW would be a change in the personnel structure. It may make sense to employ an assistant town engineer to act as a management supervisor at DPW and to help deal with the paperwork generated between departments, with plan reviews, and help prepare bids necessary for construction services. This change might include the elimination of the working foreman position, a change from the lead operator to Highway Superintendent and the creation of a new position Landfill Superintendent. The remaining workforce will remain unchanged; however, with the addition of the mechanic's helper full time, the new labor category will be mechanic's helper/truck driver. Lastly, as noted above, a part time laborer should be added to personnel to cover the summer vacation schedule. These proposed changes will need to be discussed with Local 251 for a contract modification.

The existing and proposed organizational charts are attached for comparison.

### Training

All DPW personnel maintain a Commercial Driver's License (CDL) as required for the position. In addition, seven (7) of the personnel maintain their Engineer's Hosting License required for the operation of Town's construction heavy equipment. All DPW personnel have attended flagger training, chainsaw operation training, and defensive driving. Three (3) employees have the hydraulic crane certification with their hoisting license. Two (2) employees have OSHA 40hr Hazwopper certification. The lead mechanic has certifications for emergency vehicles certification and has attended many other seminars.

Future training will include OSHA 10 hr safety training for all personnel. Additional training will be on an as-needed basis.

Salary/Benefits

The salary and benefits at DPW are governed by the Agreement with the Teamsters Local Union No. 251 which continues through June 30, 2019. The Administrative Assistant and Building Maintenance Department are governed by the Agreement with AFSCME which continues through June 30, 2019.

## D. Operational

The DPW is heavily reliant on paper transactions, a process that is slow and time consuming. One area of process improvement occurring this year is the addition of a tablet based transaction system for the landfill residential drop-off area. This new system will speed up landfill transactions and future manual entry within the office. A similar system will be reviewed for work orders generated on issues within the town.

With the landfill life projected at a little more than three (3) years, a review of the town's solid waste practices will need to be reviewed for the future. At a minimum, a new transfer station/residential drop-off area will need to be planned to handle bulk items and curbside services. In addition, with the landfill expected to be fully capped and closed by 2022, sections of the landfill site would make a perfect location for a solar generating station.

As discussed under personnel, a reorganization of the department may make sense given the expected upcoming retirements within the department.

Contract Services

The DPW presently uses outside vendors for snow removal services, construction services, engineering related services. In FY2017, the DPW used nine (9) outside contractors for snow removal services. These contractors are only engaged when snow events show accumulations over two (2) inches. Construction related services are typically related to paving, roadway grading, and leaf and yard waste grinding. The Town's current vendor for paving services is P.J. Keating. Roadway grading is provided by Dave Camara, and leaf and yard waste grinding is provided by Extreme Tub Grinding Services Inc. In FY 2016/2017, the DPW used two (2) engineering vendors for support on both landfill and stormwater related items. PARE Corporation presently serves as the landfill consultant and ESS Group is the stormwater consultant. In FY2019 and beyond it would make sense to budget to be able to use Steere Engineering as a General Engineering consultant for roadway and construction oversight services.

Ordinance Review

The department works with the Building Official as the director serves as the Town Engineer. In reviewing the current ordinances, the following pertain to the DPW and/or Town Engineer.

- Chapter 46 – Manufactured homes

- Chapter 65 – Soil Erosion
- Chapter 66 – Solid Waste
- Chapter 68 – Illicit Discharge Storm Water
- Chapter 70 – Streets
- Appendix A – Zoning
- Appendix B – Land Development

Many of these ordinances need amendments to bring them to current times. An example includes a revision of the solid waste ordinance as it pertains to the use of curbside pickup. The Illicit Discharge of Stormwater ordinance needs to be updated to include fines for illegal discharges to town roadways and drainage systems. The land development ordinance needs to be updated for roadway standards and surety requirements for proper acceptance.

Revenue Generating Potential

The DPW currently generates revenue in limited areas for restricted uses. The major revenue brought in is based on the landfill fees. These fees have been set to cover the costs for various activities at the landfill. In addition, the Pay As You Throw (PAYT) program is restricted to the landfill closure fund.

Grants available to Public Works are typically related to environmental remediation or drainage system upgrades. These grants are typically available through the RI DEM or federal grants available through the EPA. DPW is expected to apply for a stormwater grant related to the stormwater system for the landfill cap in FY2019.

## E. Fiscal Impact

The estimated fiscal impact of this five year plan is summarized as follows:

| | |
|---|---|
| 1. Capital Improvements: | $1,633,000 |
| 2. New DPW Facility | $2,500,000 |
| 3. Personnel Reorganization: | $60,000 (annually) |
| 4. Technology Investment: | $10,000 |
| 5. Engineering Contract Services: | $45,000 (annually) |
| **Total:** | **$4,248,000** |

Additional revenue generating potential is limited. However, the DPW will conduct annual reviews of its fees to ensure costs are covered at the landfill.

## F. Comprehensive Plan Impact

To be developed.

## G. Economic Development Impact

To be developed.

## DPW - CAPITAL BUDGET NEEDS - FY 2019 to FY 2023

### EQUITMENT & CONSTRUCTION

### FOR BUDGET COMMITTEE USE

| ITEM | FY 2019 | FY2020 | FY2021 | FY2022 | FY2023 | TOTALS |
|---|---|---|---|---|---|---|
| 3CY FRONT END LOADER | | | | 250,000 | | 250,000 |
| 6 Wheel Dump Truck (Construction Only) | | 80,000 | | | | 80,000 |
| Dump Body - 10 Wheel | 40,000 | | | | | 40,000 |
| 17,500 GVW DUMP TRUCK | 40,000 | 40,000 | | | | 80,000 |
| RIVERSIDE DRIVE BOX CULVERT | | | 75,000 | | | 75,000 |
| 3/4 T PICKUP TRUCK w/ PLOW - F250 | | 40,000 | | 40,000 | | 80,000 |
| 17,500 GVW DUMP TRUCK - (F550) | | | | | 55,000 | 55,000 |
| Tractor Trailer - Rear Suspension | 15,000 | | | | | 15,000 |
| Skid Steer (Bob Cat) | 45,000 | | | | | 45,000 |
| Read Screen-All | | 60,000 | | | | 60,000 |
| 1-ton dump body | | | 40,000 | | | 40,000 |
| 1-ton Cab and Chasis | | | | | 50,000 | 50,000 |
| (2) DUMP TRUCK,PLOW, AND SANDER - International or Ford(650) | | 110,000 | | 110,000 | | 220,000 |
| Landfill Dozer - Tracks | | | 25,000 | | | 25,000 |
| Landfill Dozer- Blade | | | 8,000 | | | 8,000 |
| ROADSIDE MOWER | | | 60,000 | | | 60,000 |
| Drainage Work - Northern Tiverton | 150,000 | | | | 150,000 | 300,000 |
| Drainage Work - Southern Tiverton | | | 150,000 | | | 150,000 |
| **TOTALS** | **290,000** | **330,000** | **358,000** | **400,000** | **255,000** | **1,633,000** |

**TOWN OF TIVERTON, RHODE ISLAND**
**DEPARTMENT OF PUBLIC WORKS**
**TABLE OF ORGANIZATION**
**(Current)**
**SEPTEMBER 2017**

**TOWN COUNCIL**

**TOWN ADMINISTRATOR**

**DIRECTOR OF PUBLIC WORKS**
**William Anderson, PE**

**FOREMAN**
Bruce J. Fay

**CLERK**
Marcia J. Robitaille

**BUILDING MAINTENANCE**

**Maintenance Foreman**
Philip Ferreira
**Custodial Person**
Manual Fontes
**Maintenance /Laborer**

**LANDFILL OPERATIONS COMMISSION**

**Landfill Operator**
Kim E. Litchfield
**Landfill Attendant**
Raymond J. Marzilli

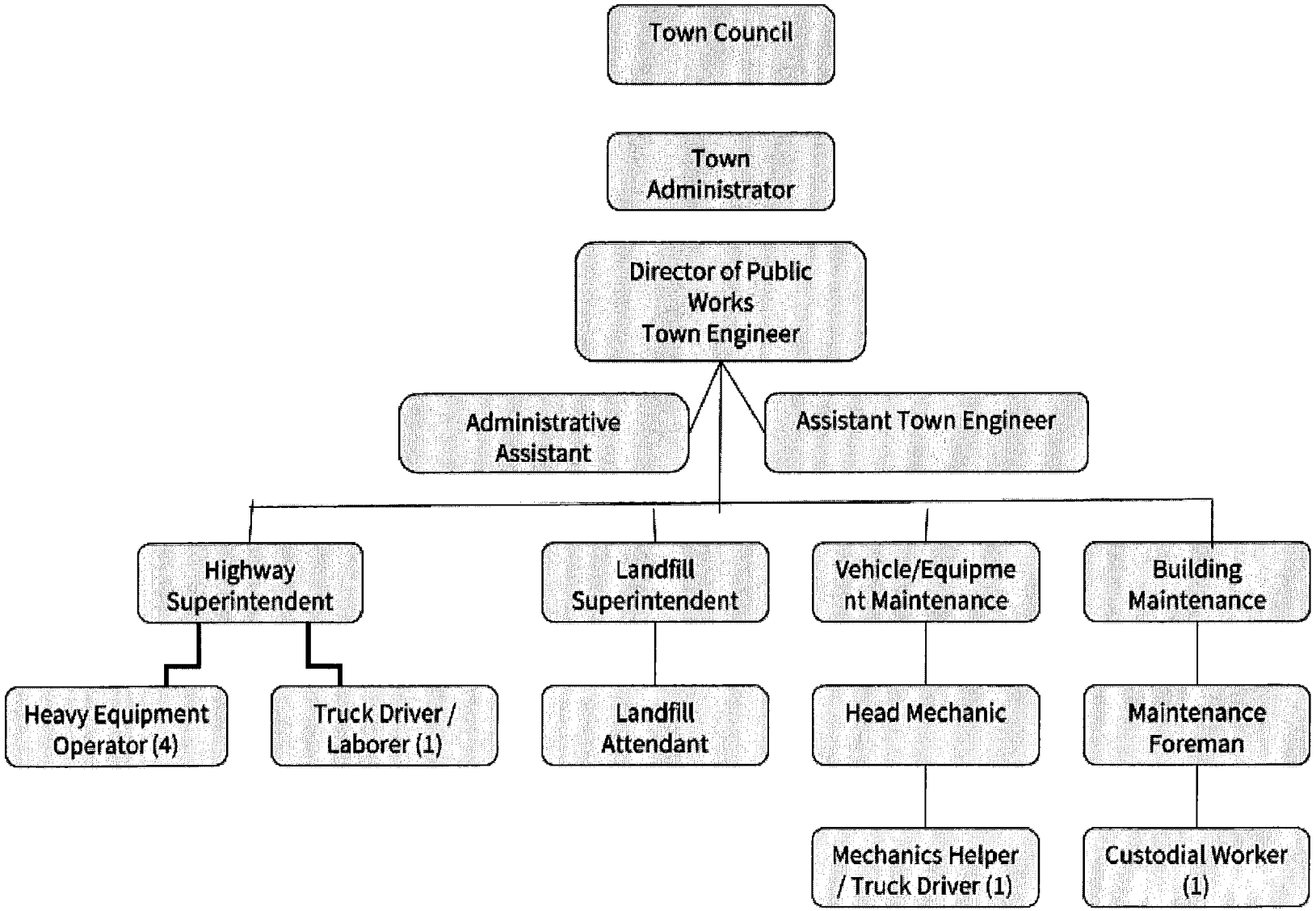
**STREET MAINTENANCE**

**Lead Man**
Roger E. St. Ours
**Heavy Equip. Operator**
John A. Teasdale, Jr.
Jody J. Tripp
Edward D. Thibeault
Harry Cookinham
**Truck Driver Laborer**
Robert Byron

**VEHICLE/EQUIPMENT**

**Head Mechanic**
Paul R. Rousseau
**Joseph Pacheco, Assistant**

**TOWN OF TIVERTON, RHODE ISLAND**
**DEPARTMENT OF PUBLIC WORKS**
**TABLE OF FUTURE ORGANIZATION**
**SEPTEMBER 2017**



# Senior Center
# Needs Assessment
# 1 September 2017

## A. Department Program Overview

The mission of the Tiverton Senior Center (TSC) is to reach out to all citizens in the community who are 55 or older to offer socialization, education, recreation, congregate meals and various health and informational services that will improve the quality of life for all participants. Our Vision: Assisting seniors in meeting their physical, social, emotional and intellectual potential.

With the above in mind, it is our hope to increase educational and informational programs to help our seniors become informed in areas of health, wellness, financial matters, end of life planning among many potential topics. We also want to meet the recreational and physical activities needs of our members. Bringing services and activities to address the needs of the whole person is our primary goal.

Currently we have only one full-time employee. We have a morning staff person who works from 8:30 a.m. to 12:30 p.m. and an afternoon staff person that works from 12 noon to 4 p.m. We also have a part-time bus driver that works Tuesdays and Wednesdays and one Friday per month. Both the morning staff member and bus driver have expressed retirement in the near future.

### Department Goals

A long term goal for the TSC is to have additional budgeted money for a second full-time employee. We have submitted a grant application to the State Division of Elderly Affairs (DEA) recently and are waiting for approval.

We will be losing our bus driver to retirement in a few months and we are also concerned about the condition of the bus. Most likely we will need to replace our bus within the next year or two. We will also need to replace the senior center car with in the next five years. Consequently, we will need to develop a replacement plan and budget.

### Performance Measures

Currently, there are no performance measures for this department.

## B. Capital Improvements

A summary of our required capital improvement follows:

- Buildings
  - There is money budgeted for the siding and trim. This will be completed in FY18.
  - The floors need to be refinished.
- Vehicles
  - The car will need replacement within five years.
  - The bus is old and repeatedly in the shop for repairs. We have reached out to RIPTA and requested a replacement. We will also explore outsourcing bus services.
- Equipment
  - We are in need of a commercial dishwasher. We use Styrofoam and plastic dishes and utensils. Volunteers manually wash pans and coffee mugs; it would be too much to ask them to wash dishes too. We would save a lot of trash going to the landfill if we were able to use our real dishes.
- Information Technology
  - The IT was recently updated at the Center. We are also using features on our copier machine (scanner & fax) that had not been used to date.

## C. Personnel

We have two individuals that have expressed to me that they plan on retiring. Our bus driver plans to retire on November 15th and our morning staff person, who is 77, has repeatedly expressed that she will retire but has not given a date.

Training

The Director will be attending a DEA Training on October 4th. We have no other trainings scheduled. We will request funding for further training in the future.

## D. Operational

We are in the process of starting a ceramics program at the Center in September 2017. We offer a Watercolors painting program that is very popular and filled to maximum. We would like to offer an oil painting class in addition to watercolors. We have a lot of members that have expressed the desire to take a painting class.

We partnered with Blue Cross/Blue Shield of Rhode Island to sponsor two months of free Zumba classes in April and May. Members started paying the $3 fee per class in June. This is a very popular class. We have continued this partnership and are now offering Line-Dancing for free until September. So far, we have not had to eliminate any activities. The Tiverton Senior

Center has a very active group of members that have expressed interest in a great variety of additional activities which we will try to accommodate.

Contract Services

The Tiverton Senior Center partners with East Bay Community Action Program in providing the **congregate meal** site to our members. Meals are $3 each and include protein, starch, vegetable, dessert, bread and coffee/tea. There are also 2nd choices of a sandwich option or a third choice of a salad with protein. TSC serves an average of just over 400 meals per month over the last six months.

**Meals-On-Wheels** is another program that serves meals. This is a vital program that reaches those home bound. An average of just over 770 people benefit from this program monthly.

Some other programs that come to the TSC on a regular basis are:

- The **SHIP** (Senior Health Insurance Program) contracted through Child and Family Services. This program assists senior and individuals on Medicare (or entering into Medicare) with their choices for prescription plans and other complimentary insurances. Weekly appointments are met each Tuesday and during the Open Enrollment for Medicare (Oct 15 thru Dec7) extra counselors are brought in to meet the need.

- **AARP Tax Program** met over 400 clients at the TSC this past tax season; they successfully processed 318 tax returns at no cost. AARP volunteers met with clients each Wednesday and Friday, beginning in February and up until the end of tax season.

- **URI Pharmacy Outreach Program** provides monthly presentations on a variety of topics relating to health, medication, nutrition and wellness.

All of the programs listed above are valuable to our center and we plan to continue indefinitely. Success for each of these programs is measured by attendance and positive feedback.

Finally, as noted above we will be exploring the possibility of outsourcing our bus service in order to improve service and reliability and reduce the long term cost.

Ordinance review/changes

To be developed.

Revenue generating activities

Several program generate some minor revenue: our Fitness classes, Zumba, Watercolors and soon-to-be ceramics and Line-Dancing. All programs charge an hourly fee of $3 for members and $6 for non-members. Our membership fee per year is $5.

**E. Fiscal Impact**

| | |
|---|---|
| 1. Capital Improvements: | $5,000 |
| 2. Commercial dishwasher: | $2,000-2,500 |
| 3. Commercial exhaust fan: | $400 |
| 4. New Car | $TBD |
| 5. Bus/Bus Service | $TBD |
| 6. Full time Assistant | $TBD |
| **Total:** | **$7,400-7,900** |

**F. Comprehensive Plan Impact**

To be developed.

**G. Economic Development Impact**

To be developed.

# Tax Assessment Department
# Needs Assessment
# 5 September 2017

## A. Departmental Program Overview

Per the Town Charter, the Duties and Responsibilities of the Tax Assessor are:

1. The fixing of an assessed valuation for the purposes of taxation on all taxable real estate and personal property.
2. The preparation of an assessment and tax roll for the Town in the manner provided by law and ordinance.
3. Conducting a periodic revaluation of the Town as required by law, and shall be responsible for the discharge of all duties and responsibilities prescribed for tax assessors by State Law.

Day to day assessment tasks include the administration of personal property assessment exemptions such as those available for Veterans and the Elderly, updates to property assessment cards due to condition changes and permit work, recording of ownership changes, administration of the Farm, Forest and Open Space program, valuation of motor vehicles and business tangible property, handling of tax appeals, and other administrative work.

The Tax Assessment Department is comprised of: A director (Tax Assessor), one full time and one part time clerical staff members. Staff is directed as to what tasks they are to perform by the Tax Assessor, with the full time clerk (supervising) handling the day to day operations.

Department Goals

Our mission is to always provide the town residents with professional service, fair and proper assessments, and to maintain a high level of integrity.

This mission is to ensure that we place proper valuations on all real estate properties which includes residential homes (single and multiple units), condominiums, mobile homes, vacant land, commercial and industrial properties, special use properties (tank farms, churches), tangible business property, and motor vehicles.

Looking forward five years, our goals remain essentially the same as our specific mandate per the Town Charter is to effectively assess property and prepare the tax roll. We will continue to research ways to become more efficient in process, and develop policies that improves office effectiveness.

In the next five years, I will be presenting the Town Administration and Council with amendments to our taxation ordinances and personal exemptions. These amendments include changing exemptions to a tax credit from a valuation based exemption, and bring forth an ordinance that will allow for taxation of newly created lots upon recording.

Performance Measures

We measure our success in three ways: the dollar amount that we abate in taxes due to valuation errors, the number of data corrections we make (value based and otherwise), and public interaction/feedback.

- Over the past 10 years, the number of annual assessment appeals has decreased, and the total tax dollars abated has also decreased on a percentage basis. This trend is expected to continue and/or remain relatively flat.
- Annually we estimate how much we may end up abating in taxes based on past history. We keep track of these abatements on a monthly basis and the reasoning for them. Tracking them brings attention to areas that we may be weak in, and a plan is developed to make improvements in that area.
- Customer service is tough to quantify/measure, but we strive to always project a professional presence, in the office and in the field. Over the past 10 years we have had only a few complaints about the office, while at the same time hearing praise about how helpful staff is.

We will continue to measure our performance as outlined above:

1. Number of Tax Appeals
2. Total dollars abated as a percentage of the levy
3. Complaints filed
4. The number of taxation initiatives brought to the Administration

**B. Capital Improvements**

Our current computer systems are approximately five years old. The town vehicle in use has approximately 145,000 miles on it and is in average condition.

In FY19, I plan on budgeting for 3 new desktop computers. In FY20, I hope that a new (recycled) vehicle will become available from the Police Department. Otherwise, I would look to purchase a vehicle for field use.

**C. Personnel**

The Tax Assessor's office is currently staffed with one Full-Time Certified Tax Assessor, one full-time supervision clerk, and one part-time clerk that is shared with Tax Collection.

This is currently a satisfactory level of manning and I anticipate no changes to staff over the next 5 years.

Training

As Tax Assessor, I am to maintain my designation as a Rhode Island Certified Assessor (RICA). This is accomplished through continuing educational credits gained from monthly Rhode Island Association of Assessing Officers meetings that have an education element, and from courses offered by approved associations/colleges.

Salary/Benefits

The salaries and benefits are reviewed annually and/or negotiated by the town's administration/unions. Currently, the staff is governed by the terms outline in the agreement with AFSCME which continues to June 30, 2019.

## D. Operational

The job functions of the Tax Assessor's office are fairly redundant and fixed. I anticipate no expansion or phase-out of any activities with the minor exception of the Pay As You Throw (PAYT) Free Trash Bag program. The office is always looking at ways of improving the day to day functions.

Property Revaluations are currently handled by outside vendors and I fully expect outsourcing will continue as it would be cost prohibitive to bring in-house.

The use of a tablet in the field will be tested/researched to see if it will improve efficiencies in data entry. The use of a tablet will also reduce the amount of printing/paper that is used.

## E. Fiscal Impact

The fiscal impact of capital items are:

| | |
|---|---|
| 1. Computer Upgrades/Tablet: | $5,000 |
| 2. Assessor Vehicle if Purchased: | $25,000 |
| **Total:** | **$30,000** |

## F. Comprehensive Plan Impact

Not Applicable

## G. Economic Development Impact

Not Applicable

# Tax Collection
# Needs Assessment
# 23 August 2017

## A. Departmental Program Overview

The office is responsible for the collection of all taxes. Deposits are reconciled daily. The office prepares municipal lien certificates for all properties that are a sale or refinance. The office conducts an annual tax sale for all properties that have two years of delinquent taxes.

### Departmental Goals

The Tax Collection Office's primary goal is to always strive to achieve the highest collection rate while maintaining a professional and courteous collection environment. We achieve this goal by always seizing new opportunities to assist with the collection of taxes. Over the past few years, our ACH program has grown consistently. This allows taxpayers to have automatic deductions from their specified checking or savings account on a monthly or quarterly basis. The office works with two credit card companies to facilitate web based or phone based payments.

### Performance Metrics

To be developed.

## B. Capital Improvements

The office is in discussion with Citizen's Bank to bring in a check scanner. The equipment will be provided at no cost to the Town. The purpose of the scanner will be to electronically scan in all check deposits. This will reduce the amount of time between when the office receives a check and when the money is deposited into the account. Daily check scans will have same day deposits into the Town's account. This will also reduce the amount of bank adjustments. If a check is written incorrectly, it will be discovered at the time of deposit. Another advantage is that we will have a digital copy of all checks that are presented.

The Office currently has surveillance cameras that record to a VCR machine in the office. This equipment is extremely dated. Consequently, we will look into the cost of upgrading this equipment. In addition, we will explore the installation of security glass at our customer windows.

## C. Personnel

The office staffing consists of a part-time Tax Collector (25 hours per week), one full-time Assistant Tax Collector, and a part-time Clerk (shared with Tax Assessor's Office)

The office is anticipating a retirement in November 2017. Upon the retirement of the Assistant Tax Collector, it is expected that the part-time clerk will assume her position. This will create a vacancy in the part-time clerk position. The estimated financial obligations from the retirement were included in the 2017-2018 budget.

Training

There will be a need for intensive training in both positions when the vacancy arrives. It has been a challenge to train the part-time clerk in the full- time duties as she is not in the office enough hours to fully learn the full scope of the position.

## D. Operational

The office is reliant on the software services of Vision Government Solutions (formerly known as OPAL) Vision does a superb job in maintaining the software and offering the Collection Office all of the latest technologies. We are currently working with the RI DMV to create same day files to block and remove blocks on registrations. As new services become available in the collection area, Vision is quick to implement the changes and pass the new technologies along to its customers.

Ordinance Review

To be developed.

## E. Fiscal Impact

The estimated fiscal impact of this five year plan is summarized as follows:

| | |
|---|---|
| 1. Check Scanner | $No cost |
| 2. Security windows | $TBD |
| **Total** | **$TBD** |

## F. Comprehensive Plan Impact

To be developed.

## G. Economic Development Impact

To be developed.

# IT Department
# Needs Assessment
# 13 October 2017

## A. Department Program Overview

The Town of Tiverton Information Technology (IT) Department is responsible for the management, maintenance and evolution of the Town's information technology infrastructure as well as the training and support of Town employees in the execution of their official duties. The IT Department also provides on-site support to third party technology vendors, and coordinates with department heads whenever new mandates, programs or services require implementation. Additionally, the IT Department monitors upgrade requirements, systems health, information security and data accessibility, as well as emergency functionality of IT services.

Finally, it should be noted that the IT Department is a virtual one with no government staff and all services provided via contract.

Department Goals

There are seven major goals for IT over this five year period.

- In the near term, the institution of a hardware upgrade/replacement cycle to keep the technological fleet current and functional in a manner that will diminish the fiscal impact of inevitable hardware and software upgrades/replacements. Smaller, regular investments in IT infrastructure will reduce the fiscal impact on any one year's budget, avoiding the need for approval for occasional, *in extremis* capital expenditures.

- Full utilization of the Google G-Suite Cloud platform is of particular importance to the IT Department over the next five years. Full cross-departmental utilization of this technology will enhance productivity and inter-office communication, as well as reduce hardware requirements (server and workstation), provide access redundancy and enhance emergency responsiveness. Providing Cloud-based functionality for most or all of the Town's services in the event of an emergency or a physical plant failure is of supreme importance.

- Initiate a series of regular training sessions for Town employees to enhance security, improve productivity and reduce costs associated with the use or misuse of technology. These training sessions will focus on increasing the Town's utilization of current Cloud Technology (G-Suite in particular), avoiding potential security hazards, improving their technological self-sufficiency, and improving communication between end users, department heads and the IT Department.

- In light of anticipated enhanced IT mobility demands and Cloud-based IT requirements over the next five years, we need to expand and secure the Town's wireless infrastructure, and monitoring bandwidth usage and availability issues. Our goal is to assist department heads with (mobile) field operations, phones and app usage, as well as unanticipated, forthcoming developments in mobile technology. Public wireless access and data/systems security will also be addressed in greater detail.

- Enhance the usefulness of the Town's website. Government agencies, at all levels, are moving into the cloud, and their services will require proper integration with the Town's public web portal for access by the public. Incorporation of G-Suite technologies into the website are our first priority (e.g., calendars, contacts, documents, etc.).

- Leverage the evolution of Operating Systems (i.e. Windows, Linux, Chromium, etc.) into the OS-neutral Cloud environment will allow the IT Department to reduce burdensome and costly hardware and software investments. Specifically, this will allow for a reduction of the number of servers in the Town as well as diminishing the need for high-performance PCs. We anticipate a "terminal" role for future workstations, where the computing power is provided by third-party vendors and users require bandwidth access instead of OS and CPU-heavy functionality.

- Consolidate the IT budget. This will enhance the Town's ability to plan ahead and schedule upgrades, perform infrastructure enhancements, address training needs and facilitate the steady evolution of IT within a constrained budget.

Performance Measures

To be developed.

## B. Capital Improvements

A summary of our required capital improvements follows:

1. Replace the HSOLO server. The current server array ranges from 3 to 6 years in age (CHEWIE 3 years, SKYWALKER & VADER 5 years, HSOLO 6 years). The HSOLO server runs the Accufund software utilized by the Treasurer's Department and is due for an upgrade to avoid potential failure and emergency recovery. Additionally, all the servers run Microsoft Server 2008 R2, which was officially retired by Microsoft in 2015. Critical security updates are still provided, but the array is not running a current OS which will assuredly create problems over the next five years.

2. The wiring of the Town Hall, Senior Center and DPW is limited, so a number of switches have been installed across the campus to compensate. A number of these need to be replaced or upgraded.

3. Tiverton frequently experiences severe weather events which impact the electrical system. UPSs (Uninterruptible Power Supplies) have been installed to protect sensitive equipment for surges, brown-outs and blackouts. A large number of these have aged beyond reliability and require replacement. The possibility of a whole-building UPS is something that should be researched as a potentially cost-saving and emergency preparedness measure.

4. The entire Town LAN is currently using the Windows 7 Professional Operating System. This OS is scheduled for retirement by Microsoft in July 2018. A number of weaknesses, including potentially costly Ransomware vulnerabilities, have been attributed to Windows 7. An upgrade solution needs to be determined and planned for with as much of an eye to the future as possible.

5. The Assessor's Department is planning on purchasing a number of new desktops in FY 2018. These will require installation and integration into the network, as well as OS support. Additionally, the Assessor is investigating the implementation of a tablet for field use.

6. The Planning Board will be moving to the Code Enforcement office suite and will require connectivity to Town Hall resources. Additionally, IT infrastructure enhancements may be required in the new space. A survey and assessment is in order.

7. The DPW and Senior Center require full data integration with the remainder of the Town via G-Suite. This will allow for fluid data distribution, Cloud printing/resource sharing, and website integration.

8. The Building Official's Department requires the implementation of a mobile device for field work. A tablet or laptop will need to be purchased and integrated with existing systems.

9. The Tax Collector requires the installation of a check scanner and the secure storage and archiving of all scanned checks. Furthermore, security cameras need to be installed in the office to replace the current (VCR-based) system. IP Surveillance cameras are an excellent solution that can be quickly and inexpensively integrated into the extant CAT5 network.

## C. Personnel

As noted above, there are no assigned personnel to the IT Department. At this time our service contract is adequate to support our needs.

Training

The major initiate in this area will be a series of regular training sessions for Town employees to enhance security, improve productivity and reduce costs associated with the use or misuse of technology. These training sessions will focus on increasing the Town's utilization of the current G-Suite Cloud platform, avoiding potential security hazards, and improving communication between end users, department heads and the IT Department.

## D. Operational

The IT Department is heavily reliant on the Tax Assessor to serve as liaison with the other Department Heads, individual users, and third-party vendors. This has been very successful so far, but improved communication with other department heads will help the IT Department better address their evolving needs. Currently, the lack of formalized communication with the other department heads and inclusion in their decision making process limits our ability to suggest solutions, prevent poor IT investment decisions, or present alternatives when needed. Better integration of the IT Department with the remainder of the Town's offices will only enhance our functionality and help facilitate change management.

Contract Services

The current vendor (Everlasting Designs, Inc.) has provided IT support and consultation to the Town for over 12 years. We plan to continue this partnership for this five year period.

Revenue Generating Potential

Not applicable.

Grants

In 2010, the IT Department identified and assisted the Town in participating in the Power Efficiency Upgrade, which allowed for a total replacement of the Town's IT infrastructure and a reduction in power consumption costs. Additional grant opportunities are available via research, and require the IT Department's regular participation in department decisions so as to provide assistance in garnering obtainable grants.

Ordinance Review

Not applicable.

## E. Fiscal Impact

The estimated fiscal impact of this five-year plan is summarized as follows:

| | |
|---|---|
| 1. HSOLO server replacement: | $2,500 |
| 2. Replacement/upgrades to switches: | $1,000 |
| 3. UPS replacement: | $4,000 |

| | |
|---|---|
| 4. OS upgrades to workstations and servers: | TBD |
| 5. Assessor's PCs and integration: | $5,000 |
| 6. Planning office move: | TBD |
| 7. DPW & Senior Center Integration: | $750 |
| 8. Building Official laptop/tablet and integration: | $1,750 |
| 9. Collections check scanner with secure archiving: | $1,000 |
| 10. IP security camera installation and integration: | $2,000 |
| 11. G-Suite utilization throughout Town: | TBD |
| 12. Training for users | TBD |
| 13. Wireless infrastructure expansion: | $2,000 |
| 14. Emergency preparedness improvements | TBD |
| **Total:** | **$20,000** |

## F. Comprehensive Plan Impact

Not applicable.

## G. Economic Development Impact

To be developed.

# Treasurer's Office
# Needs Assessment
# 31 August 2017

## A. Treasurer's Office Overview

The functions of the Treasurer's office can be broken down into several categories.

General Fund Cash Management:
Treasurer's office manages the General Fund operating cash to ensure that all obligations of the town are met in a cost effective manner. Maximize opportunities to earn investment income while still protecting principal and ensuring required liquidity.

Budget to Actual Reporting:
To ensure that Town management has the appropriate tools necessary to develop, review, and manage the town budget, a significant responsibility of the Treasurer's office is to make sure that all functions are processed in an accurate, timely and easily understandable manner.

This would include processing all town invoices, payroll, Federal, State and local revenue sources. In addition to the Accounting functions of this office, we provide support to all the departments, boards & commissions within the Town to assist their efforts as they monitor their own budgets. We are a resource of information with respect to anything related to the financial function.

Special Revenue Funds:
Funds that are managed outside of the General Fund operating budget, must be accounted for separately. This would include funds received from other sources, grants funds, reimbursable funds, road surety and other escrow. This function has expanded significantly over the last few years. (Landfill, TIF Bond, Grinnell's Beach)

Borrowing function:
This office is the main contact for all town borrowing, refinancing, and lease purchases.

Reporting:
Required financial reporting to the State of RI, Federal Government, Local government is managed through this office.

Pocasset Cemetery:
This office manages private trust funds for the PC and reports to the Commission monthly.

Department Goals

I believe that establishing goals for our department shouldn't be fully undertaken without recognizing and reviewing the strides and goals that have been accomplished since 2011. There has been a significant shift in the functions of the Treasurer's office, not limited to but including a major overhaul and in-depth forensic reconciliation of the trial balance, and accounting methods.

Efforts were made to reconcile, correct and close out multiple old outstanding items, significant in number and dollar value. The payroll function was brought from being done by hand on green bar paper to almost full automation, with the integration of an advanced timekeeping system for Town Hall employees. Additionally, we have been through two major State pension reforms and the integral payroll changes that accompany that.

Multiple changes were made to the manner in which we handle the school appropriation and their disbursements, removing a significant amount of unnecessary activity within the General Fund operating account.

We have been through a General ledger accounting software conversion which required establishing new fund numbers and a more comprehensive numbering system. With this new software, we have been able to further automate and enhance our accounts payable system, not to mention the annual software maintenance fees budget item was reduced by 75% to less than $2000 per year. In the end – between streamlining the payroll & accounts payable functions we were able to eliminate a ½ time position in the department – saving another $16K+ annually. Additionally, this office has experienced no more than one or two audit adjustments in the past several years – down from 49 in 2010.

Performance Measures

One significant performance measure would include the annual financial audit. As well – other performance measures would include the accurate and timely reporting of our financial data. Meeting deadlines - imposed by both outside reporting agencies, and the expectations of the Town management would be another performance measure that is met regularly. Last but not least, continuing to review, examine, and implement cost effective measures within our department so that our budget needs are met and not exceeded.

**B. Capital Improvements**

Currently, other than a few new filing cabinets, I do not have any capital requirements.

## C. Personnel

As noted in the department goals, our office has been through a recent staff reduction, and is at the absolute minimum necessary to effectively carry out our duties and comply with appropriate internal / dual control over account activity. Three full time positions are necessary as follows:

- Town Treasurer (Current salary $70K – this position is elected under the Town Charter and does not come with any employment benefits)
- Assistant Treasurer (Supervising Clerk salary as established by AFSCME CBA)
- Payroll/Accounts Payable (Clerk salary as established by AFSCME CBA)

Training

Hiring candidates with requisite experience and on- the- job training as required.

## D. Operational

With the recent retirement of our Assistant Treasurer, we are looking to enhance cash management procedures by implementing an accounting change to the daily deposit function. One goal related to this specific function is the addition of E-Z deposit – an on-site deposit capability.

We have recently implemented the use of a purchasing card and online bill pay for those vendors who will participate. Those efforts will continue, as long as they prove cost effective.

Once fully staffed, efforts will continue to ensure we are in compliance with the State's records retention requirements, exploring at the same time, the possibility of electronic document storage.

The State of RI has been phasing in the "Municipal Transparency Portal" for reporting all required data. We are currently participating in Phase II, which will require inclusion in the FY2017 financial statements. Beyond that we will be reconfiguring some of our Accounting methods and reports to ensure ease of transition to when the MTP is fully functional

Contract Services

As part of our annual function, the Treasurer's office uses the following contract services:

CBIZ Inc – provide Fixed Asset accounting for both annual audit, financial statement purposes and insurance purposes. Currently this service is $1300 / year

Paychex – Biweekly payroll processing & reporting, TLO, HRO and ACA reporting, costs are driven by volume and activity and are budgeted accordingly at $20,250.

OPEB – As part of the reporting requirement, we contract for actuarial services to determine the Town's OPEB liability. The cost is budgeted for and spread over the 2 year period at a current cost of $8900.

Ordinance Review
N/A

Revenue Generating Potential
Our only source of revenue is investment income and I review new investment vehicles as they become available, and meet our strict investment guidelines promulgated by the State of RI.

## E. Fiscal Impact

I do not expect there to be any fiscal impact at this point, other than increases that may occur on our contracted services. I am hopeful that our office can handle the reporting changes without engaging outside assistance.

## F. Comprehensive Plan Impact

N/A

## G. Economic Development Impact

N/A