

**TOWN OF  
WESTERLY**  
*Rhode Island*

General Government  
&  
Enterprise Funds

# Adopted Budget

**Fiscal Year 2017-2018**



Westerly Town Hall  
45 Broad Street  
Westerly, RI 02891

[www.WesterlyRI.gov](http://www.WesterlyRI.gov)



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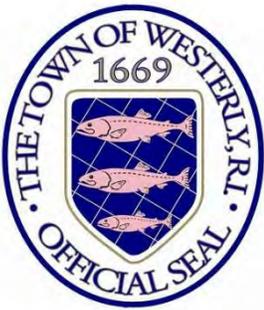
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# INTRODUCTION



Section 1

SECTION 1

INTRODUCTION

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*Town of Westerly  
Rhode Island*

OFFICE OF THE TOWN MANAGER  
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July 1, 2017

Dear Westerly Resident:

I am pleased to present you with the adopted budget for the July 1, 2017 through June 30, 2018 year. This budget book should be viewed as a fiscal guide, policy, operations, and communication document for the 2018 fiscal year. This adopted budget places an emphasis on financial stability and strengthening, transparency, and government efficiency.

## **I. INTRODUCTION/BACKGROUND**

### Overall

The Town government budget, including capital costs and debt payments, decrease by \$112,579 or -0.33% over last year's adopted budget. As noted above, the decrease is due primarily to the elimination of the sanitation fund from the general fund, as the operational budget is just under three million dollars. The general fund cost to the taxpayer for this is now the general fund support of the transfer station, which amounts to \$230,906.

Concurrently, as the sanitation department is removed from the general fund budget, so are the corresponding revenues, which also amount to over two million dollars. Therefore, the net effect of the reduction in sanitation expenditures and decrease in sanitation revenues from the budget along with increases other operational expenses caused the need for a slight tax increase (even though the total budget has decreased).

### Transparency

Last year, the Town made several movements within the budget to better reflect actual costs, consolidate cost centers, and make the budget easier for residents to understand how much individual services cost. For example, the maintenance costs for public works vehicles was divided among all public works departments. Last year, these costs were all consolidated under the equipment maintenance division of public works.

Similarly, this year the budget the sanitation division of public works and the animal shelter were taken out of the general fund and made enterprise funds due to their business-like operations. Both the revenues that those operations general as well as their expenditures were eliminated from the general fund. Therefore, the operations become more



transparent to the resident and taxpayer of their true cost. One need only look at the transfer out budget at the end of the general fund budget to see the cost to the taxpayer of each of the operations. All other costs are covered by the operations revenue.

All police, town employee union, and non-union employer pension and retirement contributions were added to the “Pension/OPEB” budget, furthering our efforts from last year to “call out” all Town retirement obligations out of departmental budgets and consolidate them into one “department” in the budget document to show greater transparency and understanding of the Town’s obligations to its employees.

### Financial Strengthening & Stability

This budget continues the new trend of eliminating the use of the fund balance to balance the budget. Further, this budget continues to fully-fund the police pension actuarially determined contribution (ARC). Finally, for the first time, this budget fully-funds the police Other Post-Employment Benefits (OPEB) account as well. This is a major step for the Town and sets us apart from our neighbors and others in the State as being one of very few who accomplish this. This positions the Town well for future rating agency upgrades and lower interest rates on our debt.

Further strengthening the Town’s financial position is the budgeting for known expenses, which was not done before. To be specific, starting last year and continuing through this year’s budget is the budgeting for police and civilian employee retirement payouts. This allows for the Town to have an account where payouts can be deducted from, versus inflating salary or other benefit line items.



## II. BUDGET OVERVIEW

A general overview of the Town's budget appropriations are summarized below:

	<u>FY16-17</u>	<u>FY17-18</u>	<b>DIFFERENCE</b>	
			<u>\$</u>	<u>%</u>
General Government	\$ 3,908,657	\$ 3,392,573	(\$ 516,084)	-13.20 %
Public Safety	\$ 6,377,275	\$ 6,538,984	\$ 161,709	2.54 %
Public Works	\$ 4,435,008	\$ 4,291,371	(\$ 143,637)	-3.24 %
Recreation/Beach	\$ 582,433	\$ 604,944	\$ 22,511	3.85 %
Other Funds	\$ 2,486,919	\$ 0	(\$ 2,486,919)	-100.00 %
Subsidies	\$ 1,088,027	\$ 1,128,997	\$ 40,970	3.77 %
Debt	\$ 10,012,037	\$ 9,847,165	(\$ 164,881)	-1.65 %
Pension/OPEB	\$ 2,301,400	\$ 4,523,226	\$ 2,221,826	96.54 %
Capital/Restricted	\$ 2,175,184	\$ 2,091,000	(\$ 84,184)	-3.87 %
Transfers	<u>\$ 316,002</u>	<u>\$ 1,152,112</u>	<u>\$ 836,110</u>	<u>264.59 %</u>
<b>TOTAL TOWN</b>	<b>\$ 33,682,942</b>	<b>\$ 33,570,363</b>	<b>(\$ 112,579)</b>	<b>-0.33 %</b>
Education	<u>\$ 54,781,801</u>	<u>\$ 54,843,512</u>	<u>\$ 61,711</u>	<u>0.11 %</u>
<b>TOTAL BUDGET</b>	<b>\$ 88,464,742</b>	<b>\$ 88,413,873</b>	<b>(\$ 50,869)</b>	<b>-0.06 %</b>

### Mill Rate

The mill rate for the combined Town and school adopted budget increases from 11.36 to 11.59, a 0.23 mill or 2.02% increase. This is based on the Net Grand List of \$5.905 billion (an increase over last year of almost 1%) and a budgeted 98.9% real estate tax collection rate (an increase over last year due to continued, higher tax collection ratios).



## Summary

Summary data on the adopted budget compared to last year's adopted budget is listed below:

	<u>FY2016-2017</u>	<u>FY2017-2018</u>
Net Grand List	\$5,858,025,445	\$5,905,864,969
Mill Rate	11.36	11.59
Fund Balance Use	\$0	\$0
Debt Service	\$10,012,037	\$9,847,156
Capital/Restricted	\$2,177,916	\$2,091,000
Tax Collection Rate	98.5%	98.9%

### III. PRIORITIES

#### **Economic Conditions/Budget Challenges**

Westerly is a coastal community that is the heart of southwestern Rhode Island and plays a large role in the economy of southeastern Connecticut and Washington County Rhode Island. Residents enjoy the rural/suburban nature of northern Westerly and the coastal nature of the Atlantic Ocean and Pawcatuck River. Many residents work in Westerly or the region, while many also commute out of the community to areas in both Rhode Island and Connecticut. The population expects a high quality of services along with options for shopping, dining, and recreation. The Town is continually working on further economic development and planned development.

The economy for the region continues to show some improvement. Seasonally adjusted unemployment rates for Rhode Island continue to decrease from 5.5% in June 2016 to 4.1% in May 2017, a statistically significant decrease, as noted by the U. S. Bureau of Labor & Statistics. In the Norwich (CT) metropolitan area, unemployment rates (not seasonally adjusted) have decreased from 5.3% in April 2016 to 4.5% on April 2017. In the Northeast region, for the 12 month period ending May 2017, prices for all purchased goods increased by 1.7%, food goods increased by 1.2% and energy costs increased by 6.3%. *(Information taken from U.S. Bureau of Labor Statistics, New England CPI Summary, May 2017)*

Property taxes represent the largest source of revenue to support the total combined budget at 73% of total revenues. State aid to the Town and Schools increased this year a total of 10% over last year, with total state aid equating to just over 15% of total revenues. The Town received about 3% and the Schools 12% of that revenue.



The largest challenge to this year's budget was the budgetary reaction and response to a rating agency downgrade in the prior fiscal year. Moody's Investor Services noted several concerns while downgrading the Town from AA2 to AA3. Among them were the continued use of fund balance to balance the budget and the above average debt service for a community the size of Westerly.

## **Priorities**

This budget established an agenda for the Town to address its main concerns. By developing a priority list in conjunction with residents and other stakeholders (through public information sessions, budget workshops, and surveys), the budget document itself becomes a mechanism to develop goals and meet established priorities. Going forward, these priorities will be informed by the Comprehensive Plan which can serve as a strategic plan for the Town. The identified priorities of the Town are as follows:

***Infrastructure Improvements*** - The Town has a very old subterranean and visible infrastructure. Poor drainage and improper or non-existent road bases are starting to show as roads deteriorate quickly and catch basins cannot adequately eliminate surface water. Sidewalks are crumbling or are in a continual state of disrepair. This budget dedicates specific money towards road, drainage, and sidewalk improvements and committing to meeting and adhering to the state's MS4 requirements. In this and next year, the Town will also be exhausting and committing several million dollars towards major road repairs that include full-depth reconstructions, mill and overlays, drainage improvements and crack sealing.

***Financial Sustainability*** – Secondly, this budget, as stated above, goes a long way towards greater transparency and sustainability. While many lines were moved around to their appropriate (or more logical) department or division, more importantly, the budget reflects actual costs. Local leaders were introduced to a more detailed and justifiable budget document last and this year that aided them in making and understanding their decisions with regards to budget adjustments. Further, a greater amount of explanation was given as to why items were budgeted for and the priority of those budget items. The purpose of this exercise was to lay the foundation of critical and necessary budget requests versus daily operational budgets. Further, this was the first year in which a greater effort was made to standardize our capital funding as well as our pension/OBEP obligations. The expectations going forward, if affordable and sustainable, will be to gradually increase capital lines over the next several years. The purpose of this is to meet those capital needs on an annual basis for both preventative maintenance and larger community needs. Also, a goal is to become more fully-funded in our employee obligation accounts (pensions and post-employment benefits). The over-arching goal is to improve our bond rating.



## IV. BUDGET SUMMARY

### A. Revenues

The Town budgets conservatively when estimating revenues. Current revenue streams to the Town of Westerly come from seven different sources: property taxes, state aid, charges for services, licenses/permits/fees, fines & penalties, investment interest, “other revenue,” and other financing sources, which can include the use of fund balance.

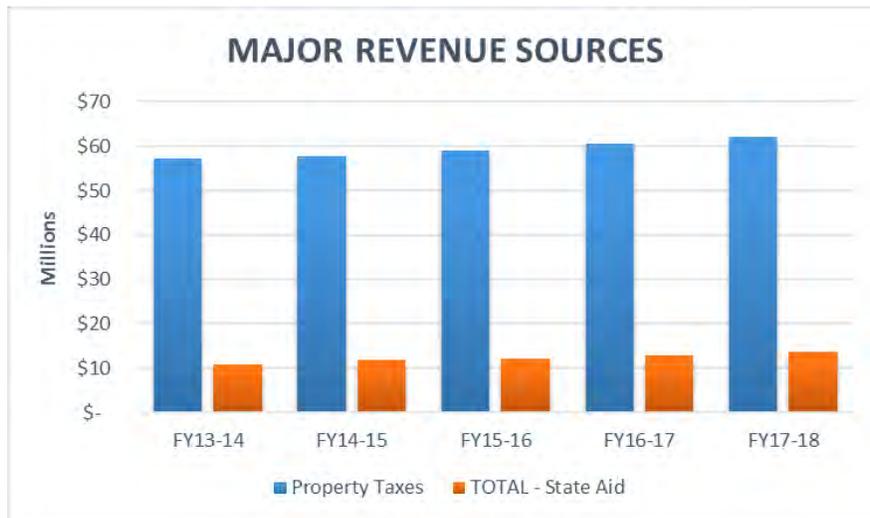
The main revenue factors to highlight in this year’s budget are as follows:

- No budgeted use of Fund Balance for the second straight year
- No budgeted use of West Bay Health Cooperative funds for the second straight year
- Calculation of mill rate based on grand list for the second straight year
- Grand list increase of about 1%
- Continuation of building permit fee revenue
- Continued growth of meal and hotel tax revenue
- Continued growth of Town beach parking revenue
- Budgeted sanitation enterprise fund based on prior year actual.

	% OF TOTAL REVENUE			
	<u>FY 2014-2015</u>	<u>FY 2015-2016</u>	<u>FY 2016-2017</u>	<u>FY 2017-2018</u>
<b>Property Taxes</b>	78.05%	78.50%	78.75%	81.02%
<b>State Aid - Education</b>	11.51%	11.89%	12.36%	12.42%
<b>Licenses/Fees</b>	0.57%	0.58%	0.63%	0.57%
<b>Charges for Services</b>	2.06%	2.08%	1.61%	1.59%
<b>State Aid - Town</b>	2.70%	2.89%	2.98%	3.31%
<b>Fines/Penalties</b>	0.20%	0.20%	0.21%	0.22%
<b>Fund Balance</b>	0.59%	0.32%	0.00%	0.00%
<b>Property/Interest</b>	0.62%	0.61%	0.57%	0.59%
<b>Recreation</b>	0.25%	0.25%	0.32%	0.29%
<b>Sanitation</b>	2.62%	2.64%	2.56%	N/A

For fiscal year ending 2018, budgeted total revenue amounts to \$88,413,873, including state aid for education. This year’s budget anticipates total revenues to increase over last by 2.02%. As noted earlier, the majority of the increase is from local property tax collections and State Aid to schools, as all other revenues remain close to last year’s levels or decreased.





### Taxes & Grand List

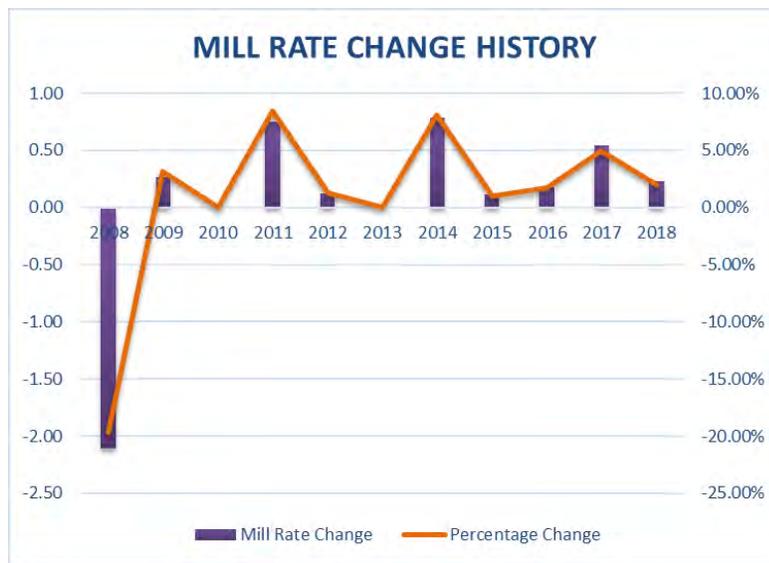
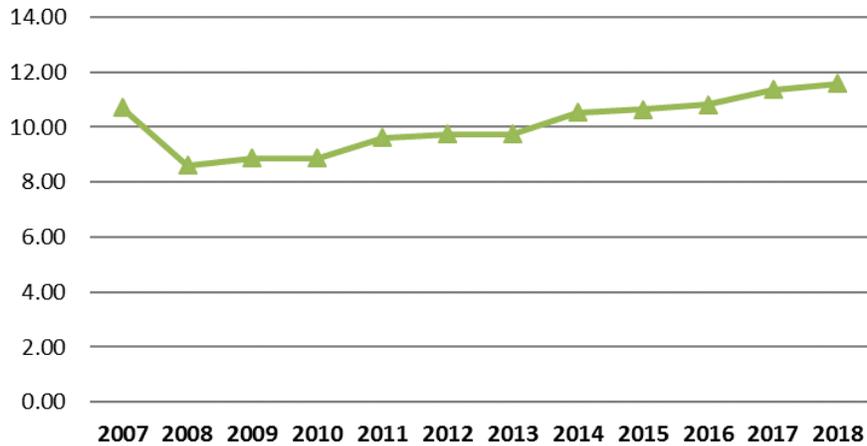
The adopted budget uses an estimated property tax collection rate of 98.9%. The Town is projecting a tax collection rate over 99% for 2017, with actual fiscal year collection rates over the past five years being 100.8% (2016), 98.82% (2015), 96.39% (2014), and 97.89% (2013).

As stated above, the Grand List increased slightly from FY2017 to FY2018. The 2016 Grand List increased by \$65,220,119, or 1.11%, in value. The majority of the increase was in real estate.

Over the past ten years, from FY2008 to FY2018, property taxes have steadily increased from \$52.08 million to \$64.19 million, a 23.25% increase. During that same time, the total Town budget (including debt service and capital) increased from \$74.45 million to \$88.41 million, an 18.75% increase. Further, in the same period, the Education budget has increased from \$47.45 million to \$56.52 million, an increase of 19.11%, reflecting the Town’s priority of funding Education and the increasing impact of State and Federal mandates.



### MILL RATE HISTORY



### State Aid

The Governor’s proposed State budget increased state aid for the Town and school for FY 18. While state aid has increased over the past few years, reliance on such aid and mandates on Towns and School Districts continue to be a burden on local budgets. The tables below show the percentage of state aid to the town and board of education adopted budgets.



Fiscal Year	Town Budget	Total State Aid to Town	Aid % of Town Budget
2013-2014	\$ 30,991,604	\$ 2,566,455	8.28 %
2014-2015	\$ 32,113,958	\$ 2,309,229	7.19 %
2015-2016	\$ 32,889,184	\$ 2,501,978	7.61 %
2016-2017	\$ 33,682,941	\$ 2,636,957	7.83 %
2017-2018	\$ 33,570,361	\$ 2,924,407	8.74 %

Fiscal Year	Education Budget	Total State Aid to Schools	Aid % of Schools Budget
2013-2014	\$ 51,438,571	\$ 9,308,187	18.10 %
2014-2015	\$ 52,600,095	\$ 9,833,581	18.69 %
2015-2016	\$ 53,839,173	\$ 10,314,730	19.16 %
2016-2017	\$ 54,781,801	\$ 10,935,917	19.96 %
2017-2018	\$ 54,843,512	\$ 10,977,752	20.02 %

The Westerly school system relies on state aid to maintain operations. Of the school's \$54.84 million adopted budget, 20.02%, or \$10.97 million, comes from state aid.

### Other Revenue

There are other revenue sources for the Town after property taxes and state aid: charges for services, licenses/permits/fees, investment/property, "other revenue," and prior year surplus/fund balance. The total budget for these categories is projected to increase from FY2017 to FY2018 by just under \$100,000.

As stated above, the animal shelter and sanitation budgets have been taken out of the general fund and established as enterprise funds for FY2018. The effect of this is not only reduction in expenditures out of the general fund, but also the revenues – as they are accounted for together in their own respective funds. Therefore, for FY2018, the general fund is losing almost \$2.5 million in revenues. Total revenue from these non-tax and aid categories is budgeted to generate \$2.8 million, or about 3.25% of total revenue.

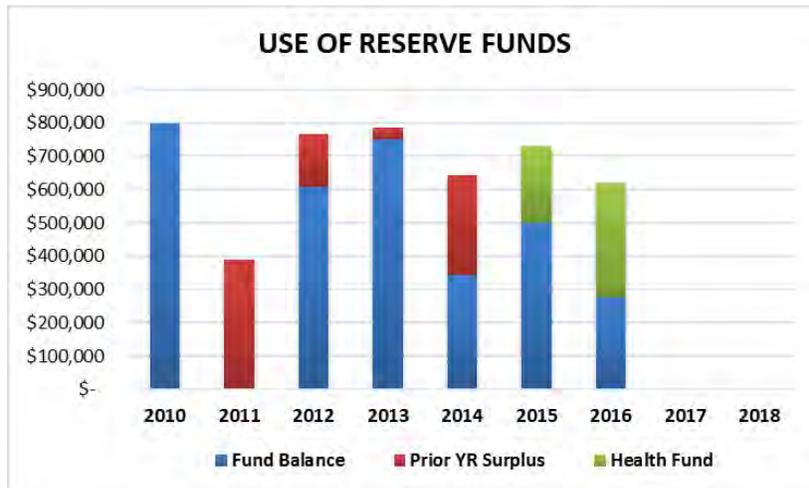


**MINOR REVENUE SOURCES**  
(NOT INCLUDING TAXES OR STATE AID)



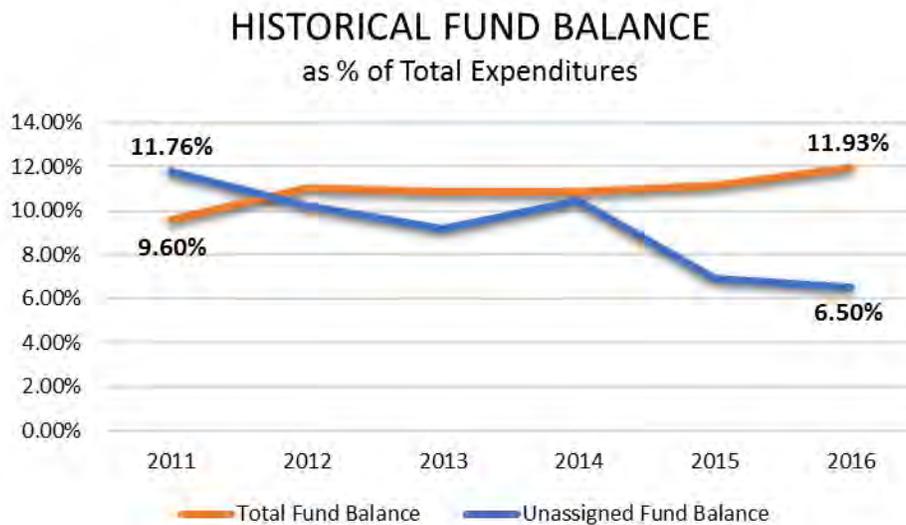
The table above references the total amount of Town revenue received through various means, except for property taxes and state aid (the two largest sources of town aid). As shown, the overall decrease in these revenue sources over the past four years from FY2015 to FY2018 amounts to \$3,013,378, or -51.14%. To be sure, the creation of the enterprise funds still off-sets the cost of providing services to the community. If those revenues were not counted in the previous four years, the decrease in these revenue sources would be \$774,878, or -21.21%. A main factor in the revenue decline is the reduced and eliminated use of fund balance to off-set expenditures.

Reserve Funds



In the past ten years, the Town consistently used either prior year surplus money or fund balance to balance the operating budget. In that time, almost \$5 million of the Town's prior year surplus or fund balance was budgeted to balance the adopted budget. Of that budget amount, \$1.609 million was prior year surplus, \$3.274 million was fund balance, and another \$574,500 from the Town's health insurance fund. The actual amount of fund balance use in the past ten years amounts to almost \$4.8 million. As you can see in the previous chart, the use of fund balance has subsided in the past five years and there was no use of fund balance in FY16 and no budgeted use of fund balance for FY17 and FY18. The current unassigned fund balance is at 6.8% of expenditures, while the total fund balance is over 13%. The rating agencies prefer to see unassigned fund balances in the 10-15% range. In the coming fiscal year, the Town Council will be voting on a fund balance policy.

Fiscal Year 2018 will be the second consecutive year in seven years that the Town has not budgeted the use of its rainy-day fund to balance the budget. Although the fund balance is improving, it would not be fiscally prudent to use any for mill rate relief at this time, given the Town's continuing capital and equipment needs.

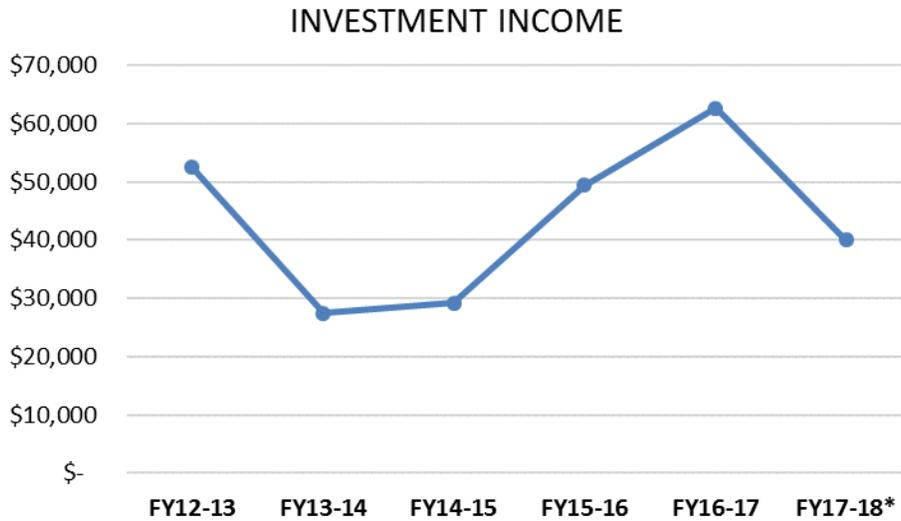


As one of our key priorities, the reinstatement of funding to reserve funds for needed capital projects and equipment/facility replacement will decrease the need for future use of fund balance to address these issues. The Town Council will be presented and vote on a fund balance policy that strictly outlines the balance level the Town should strive for and maintain, when feasible. Working with the Council and Board of Finance, the Town is working to maintain the fund balance at a level that will improve our bond rating and subsequently lower future borrowing costs.



## Investment Income

With regards to investment income, the Town is budgeting conservatively at \$40,000 for the FY 2018 budget. This remains significantly lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2007-08, the Town had averaged over \$250,000 in investment income. Over the last five years, the Town has averaged under \$50,000 per year in interest income.

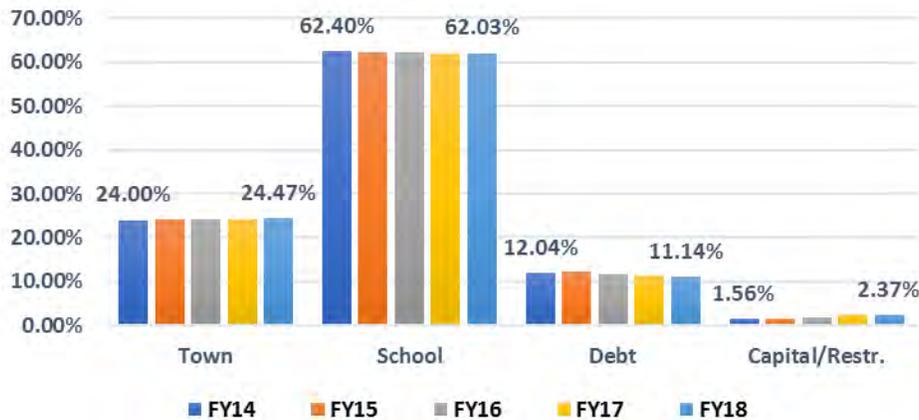


\*Adopted budget

## **B. Expenditures**

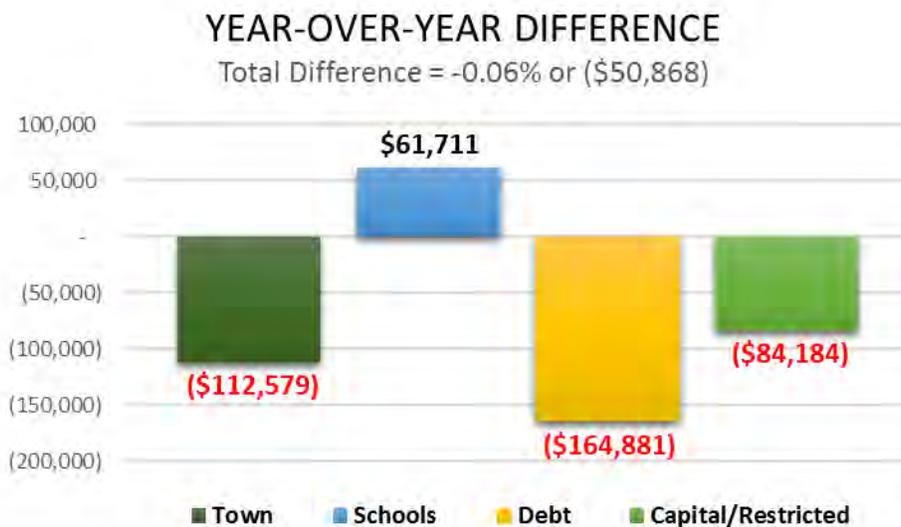
### Summary of Expenditure Trends

**BUDGET TRENDS AS % OF TOTAL BUDGET  
5-YEAR HISTORY**



The preceding chart references the trends in Town, education, debt, and capital/restricted accounts allocations, as a percentage of the total budget over the past five years. As a percentage of the total budget, Town operations have remained relatively flat from FY 2014 to FY 2018, from 24.00% to 24.47% of the total budget; education costs have decreased slightly during the same period from 62.40% to 62.03%; while debt service allocations have decreased, from 12.04% to 11.14%. Meanwhile, capital and restricted account allocations have increased over the past five years from \$1.28 million to \$2.09 million, a 63.28% increase.

A summary of expenditure increases/decreases compared to last year's adopted budget (FY17) for the four major budget categories are depicted in the following graph:



**General Government**

The general Town operations budget decreased by \$493,573, or -10.99%. There are two primary reasons for the decrease: transfer of general liability insurance expenditures from the finance department budget to a separate “Insurance Fund” (outside of the general fund) and separation of employer-provided retirement funding from departmental budgets and into a separate “Pension/OPEB” account (within the general fund to allow for greater transparency of costs).





Within the general government departmental budgets, there are a few year-over-year changes that should be pointed out, such as:

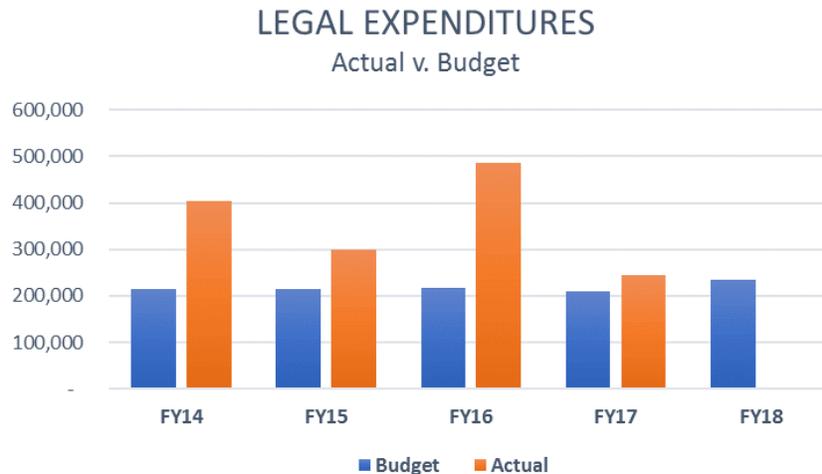
- No general election in FY18, which reduced the Board of Canvassers budget 45%
- Only one union negotiation is planned for FY18, reducing the Town Manager contingency line by 27%
- A new assistant solicitor for zoning and planning was hired, with an increase in their stipend.
- Board of Finance budget meetings will now be televised live, which increased the “Finance Board” contractual services budget.
- A new, in-house, mini-revaluation will occur in FY18 to keep the Town more closely aligned with the actual grand list. This has been budgeted for in the Assessment Administration budget under, “Contractual Services.”
- In FY17, the full-time municipal court clerk position was eliminated and consolidated with the administrative assistant in the Town Clerk’s Office. Since this position’s responsibilities are roughly 85% municipal court duties, that percentage of the position’s allocation has been re-allocated back to the Municipal Court budget.
- In Human Resources, the former “PR/Benefits Coordinator” position has been reclassified and redefined as, “HR Specialist,” and made a full-time position.
- Increase in seasonal wages for beach personnel.



## Legal Services

The legal budget, which is included under “General Government,” includes the town solicitor as well as the assistant town solicitor, whose focus is on planning and zoning matters. Further, the legal budget provides for other professional legal services, such as specialized legal matters, litigation, etc.

For FY18, the overall legal budget was increased by \$24,201, or 11.50%, for a total legal budget of \$234,680.



The five-year trend fluctuates so dramatically either over or under the adopted budget because the Town cannot predict future litigation, serious personnel issues, or other specialized needs.

## Public Safety

The Public Safety budget represents costs for police services and police information technology. For FY18, the Police budget increased by \$154,804, or 2.50%. The primary reason for the increase was negotiated wage increases for FY18. Other changes in the budget include: increased budget for overtime, bringing back funding towards training and education, expenditures towards ammunition and weapons, and an increase in the lease for the property.



y.



The chart above represents a five-year trend in total public safety expenses. Since FY 2014, the public safety budget has increased by 13.76%, or \$791,055. Specifically, the police department budget has increased by 13.96%, or \$778,532.

The public safety information technology budget increased by \$6,905, or 3.86%. This increase is due to the implementation of a hardware replacement plan and software maintenance contract cost increases.

### **Public Works**

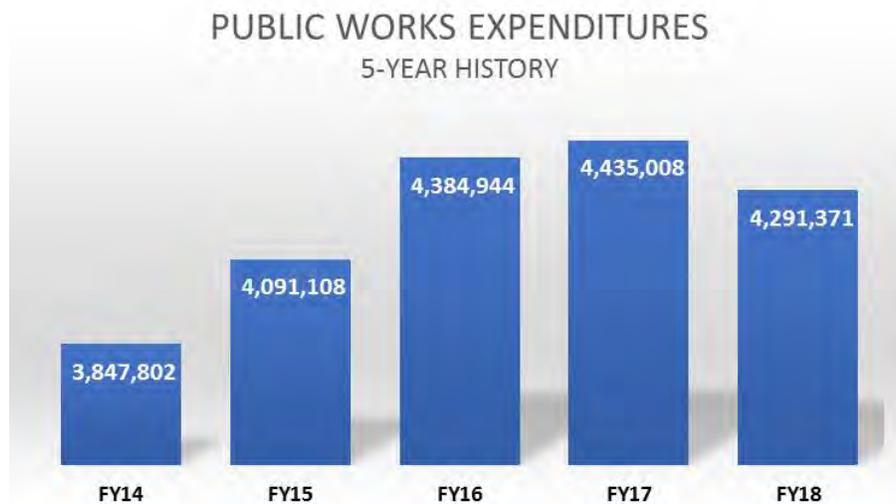
The biggest change to the public works budget for FY18 was the addition of and funding for the director of public works position. At the November 2016 referendum for charter revisions, the electorate voted to mandate the hiring of a separate director from that being the responsibility of the town manager. Therefore, under “DPW Administration,” readers will see the inclusion of the, “Director of Public Works,” which is funded 50% through the general fund and 50% through the utility budgets.

This year, the total public works budget decreased by \$143,637, or -3.24%. The decrease is primarily due to the transfer out of pension obligations within the departmental budgets. However, there were several other changes that affected the budget:

- Utility costs decreased in the Buildings & Grounds budget due to better contract-negotiated prices
- The addition of a part-time administrative assistant to the director of public works position



- Better funding for professional development of staff
- Inclusion of two interns for the engineering department that will assist in assessing all the roads in town and providing an update to the pavement management system
- Decrease in electricity costs for street lighting due to the Town's purchase of the lights from National Grid. A further decrease will come with a conversion from high pressure sodium bulbs to LED for all streetlights.



### **Subsidies**

The Town of Westerly continues to invest in social service, cultural, and public-service related organizations that help make the town a better place to live, work, and operate a business. For FY18, the total budget for all subsidies increased by \$40,970, or 3.77%, to a total of \$1,128,997.

Subsidies are allocated to community service organizations; town-extension services, such as the library and ambulance; public events; economic development; municipal land trust; and conservations commission.

The Community Service subsidies total \$214,475 in FY18. This represents a \$7,025, or 3.39% increase over last year. In the past five years, community service-related subsidies have fluctuated from a high of \$274,104 in FY14 to a low of \$192,200 in FY16. The largest recipient of town subsidies in this category is the Westerly Senior Center, at \$60,000, followed by the Johnnycake Center at \$31,500.



## SUBSIDIES EXPENDITURES 5-YEAR HISTORY



The Town Extension subsidies total \$791,791 in FY18. This represents a \$41,946, or 5.59% increase over last year. In the past five years, town extension-related subsidies have increased \$78,748, or 11.04%, from a low of \$713,043 in FY14. The recipients in this category are the library, at \$415,000; the Armory, at \$32,000; and the Ambulance Corps, at \$26,000. There is also \$318,791 in State library aid, that is pass-through aid from the State to the library.

The Public Event subsidies total \$24,500 in FY18. There was no increase in this budget over last year. In the last five years, this budget has increased by \$10,000, but reflects a transfer of funds from the restricted accounts for the Columbus Day parade and Veterans Day parade, rather than an increase in funding. Each parade is subsidized by the Town at \$5,000 each.

The Economic Development subsidies total \$59,000 in FY18. This represents a decrease of \$15,000, or -20.27%. The reason for the decrease was due to the lack of a request for funding by the Misquamicut Business Association. In the past five years, economic development-related subsidies have fluctuated between a low of \$48,000 in FY14 and FY15 to a high of \$74,000 in FY17. The largest recipient of town subsidies in this category is the Ocean Community Chamber of Commerce, at \$46,000, who assists the Town in economic development activities; followed by the Watch Hill Business Association, at \$13,000, who assists in providing public restroom facilities for beach-goers in the summer.

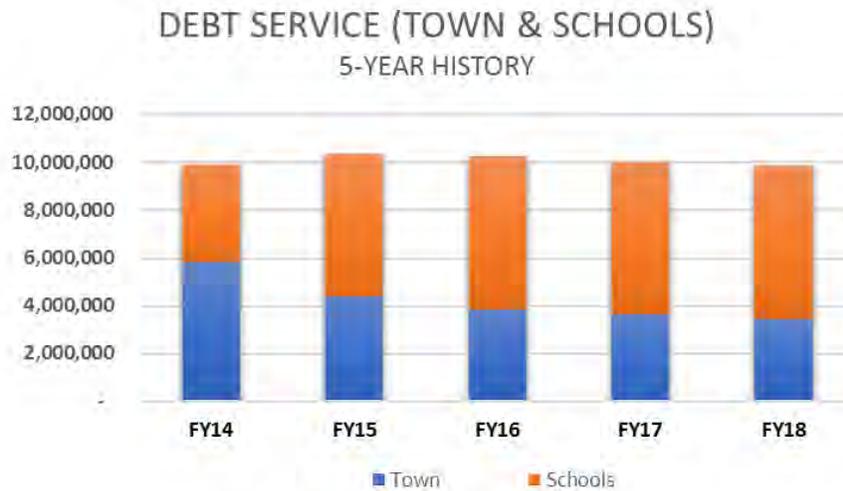
Other subsidies include allocations towards maintenance of the veterans memorial, Neighbor Day celebration, Westerly Municipal Land Trust, and to the Conservation Commission for beach-access right-of-ways surveying and maintenance.



## Debt

The Town's budgeted debt service, or debt payments, for FY18 is \$9,847,156. Bond principal and interest is decreasing from FY17 by \$164,881, or -1.65%.

Referencing the chart below, in the past five years the Town's debt service has decreased from a high of \$10,335,442 in FY15 to the current debt service level, representing a decline of \$488,286, or -4.72%. Currently, school debt makes up 65% of the total debt service, a result of a long-term plan to renovate and refurbish the Town's schools. To date, the high school and middle school have been overhauled and modernized.



In June 2017, the Town refinanced \$8,000,000 of general obligation bonds that were originally issued in 2007. The refinancing will save the Town over \$300,000 in debt payments, with the prior debt service on these bonds at \$5.066 million and refunded debt service at \$4.761 million.

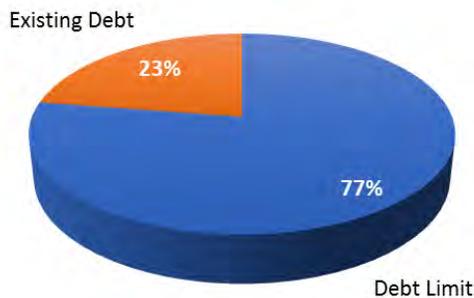
For this refinancing, S&P has assigned and affirmed the Town's rating of AA/stable. S&P noted the Town's, "very strong economy, strong management, budgetary performance and flexibility, strong debt and contingent liability position, and institutional framework score."

At the end of the current fiscal year, the Town of Westerly had \$51,145,000 in total bonded debt outstanding, entirely backed by the full faith and credit of the Town, \$4,834,276 of capital leases, and \$26,011,620 of loans payable. State statutes limit the amount of general obligation bonded debt a town can issue to three percent of net assessed property values. However, all bonds approved through State enabling legislation and voter referendums are exempt from the limit. As of June 30, 2016, the Town had a debt limit of \$175,690,081.



## Current Debt vs. Debt Limit

As of June 30, 2016



The Town Council adopted a debt management policy on July 17, 2017.

## Transfers

The transfer section represents general fund support to other funds, such as the sewer fund, insurance fund, animal shelter fund, and sanitation fund.

As noted above, in FY18, the animal shelter and sanitation departments became stand-alone enterprise funds, based on the nature of their activities. As they are budgeted, each operation does not balance revenues with expenditures. Therefore, general fund support is needed to balance their operations. For FY18, the general fund transfer to the animal shelter is \$222,129 and to sanitation is \$230,906. This is an important distinction because residents can now see what the true cost of the operation is to the taxpayer.

The transfer to the sewer fund of \$316,935 represents the town's portion (50%) of the annual debt service paid out of the sewer fund for land acquisition.

The transfer to the insurance fund of \$382,142 represents the town's costs and anticipated expenditures associated with its high deductible general liability insurance program.

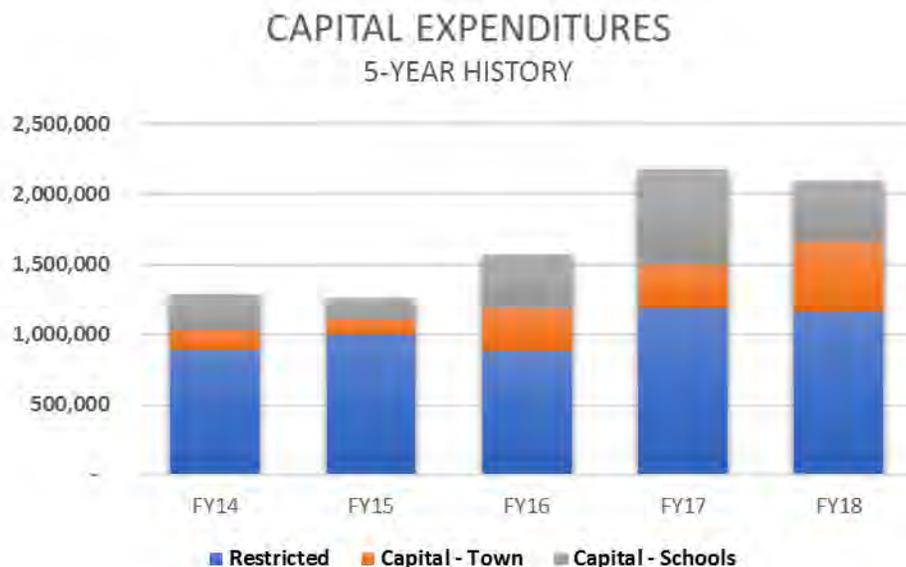


## Restricted & Capital

Capital expenditures are differentiated between “School Capital” and “Town Capital.” Further, the Town uses a “restricted” account to set aside money for reoccurring or long-term funding projects.

For FY18, total capital expenditures equal \$933,000, a decrease of \$55,184, or -5.58% from FY17. The town portion of capital increased from \$305,000 in FY17 to \$505,000 in FY18. The school portion decreased from \$683,184 to \$428,000. With regards to town capital, the approval of the first year in a three-year funding step-up program for a town-wide vehicle replacement program creates the bulk of the \$505,000, at \$350,000. Next year, another \$350,000 will be requested, followed by a third and final increase of \$350,000 to the FY20 budget. From then on, the budget will remain flat while the town initiates its first, true replacement program. Other projects funded in FY18 is a multi-year funding for police cruiser mobile data terminal replacements, general town/grounds improvement money, and replacement and upgrading of all police radios.

With regards to school capital projects, FY18 will provide funding for two new busses, replacement of student Chrome books, the second and final installment to purchase a portable stage, elementary school playground upgrades, State Street School heating unit upgrades, and Springbrook School roof replacement.



Restricted Programs fund several items each year that encompass infrastructure improvements, grant matches, multi-year funding plans, and special projects and programs.

For FY18, the largest funded items include road improvements at \$400,000, sidewalk replacements at \$125,000, revaluation funding at \$100,000, and drainage improvements at \$90,000. These items are funded annually in order to continually improve the town's infrastructure and fund the triannual revaluation.

Last year was the first year the Town funded a recurring fund for police retirement payouts and this year the Town Council added an employee retirement payout fund. This allows the Town to fund mandated payout of accrued paid time off without adversely affecting the budget or taxpayers. In FY17, there were no police retirements, therefore the fund for police retirement was not additionally funded, leaving \$100,000 in the account for FY18. Alternatively, for this year, the employee separation fund was allocated \$25,000 to start.

The Town Council is desirous of initiating a more bicycle-friendly community initiative and has funded a bike path feasibility study for Shore Road in conjunction with the state. Once the study is complete, the State will fund the development of a bike path up to \$330,000. This year's budget funds the feasibility study at \$30,000.

Two years ago, the Town, State, Rhode Island Community College system, legislators and local philanthropists worked together to bring to Westerly a higher education facility for trades and other specialty programs. As part of the project, the Town entered into an agreement to assist in funding the project over five years, not to exceed \$250,000 - \$300,000 in total. This year's budget funds this project at \$65,000 with an additional transfer from a closed-out grant of \$20,000 for a total of \$85,000.

Other items that were funded for FY18 include road striping, police vests, IT upgrades, mosquito control program, building improvements, snow & ice overage, and more. The total Restricted Programs budget for FY18 is \$1,158,000, a decrease of \$29,000, or - 2.44% from last year.



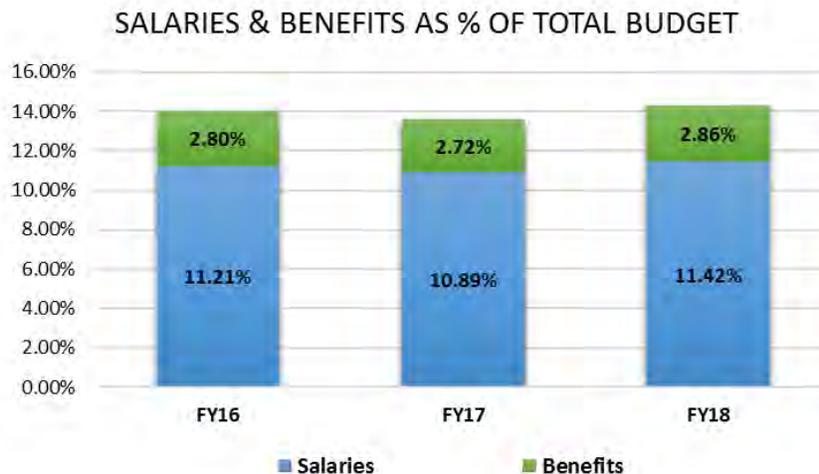
## E. Personnel and Wages

Total Town compensation for FY18, which includes salaries and benefits, increased by \$583,750, or 4.85%, to \$12,626,479.

Negotiated union salary increases can be viewed within the Personnel Summary, on page 61.

Health insurance costs increased by \$391,488, or 12% since last year. The Town has negotiated or is in negotiations to change health insurance plan designs for each of the union groups. In addition, the same plan design changes negotiated with the unions have been implemented for all non-union employees. These plan design changes include a high deductible plan with health savings accounts, along with a post-deductible prescription drug rider. Detail descriptions of the various plans available are contained in the individual union contracts which are posted in the Human Resources section of the Town's website.

Over the past three years, the budget for salaries has increased by 3.85%; from \$9.7 million to \$10.1 million due primarily to contractual increases. As a percentage of the total Town budget, salaries make up about 11.42% and benefits constitute around 2.86%.



The chart above shows the breakdown for town employees of salaries and benefits and the total percentage of salaries compared to benefits.

Combined, total salaries and benefits for Town employees make up 14.28% of the total Town budget, up from 14.02% in FY1



The chart below reflects the total number of Town employees (full-time and part-time) over the past ten years. Since FY16, the Town has increased number of employees to meet the ever-increasing responsibilities and demands for services. The number of employees for 2018 reflects the move of the finance department from school department employees to town employees. There was also the addition of a part-time grants administrator.

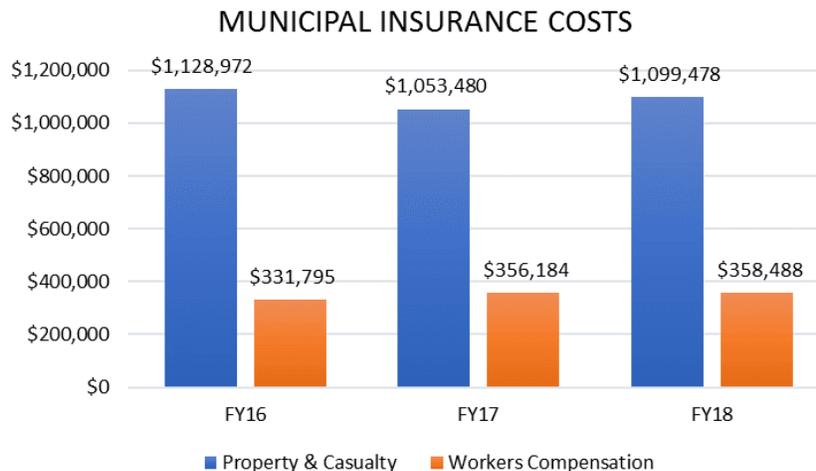


### **Insurances**

This year, the insurance budget, including municipal property & liability insurance, workers' compensation insurance, and estimated unemployment benefits; increased by \$39,302, or 2.75%.

For FY18, property & liability insurance costs have increased \$45,998 or 4.37%.

The budget for Workers' Compensation insurance remained relatively flat over the prior year (increase of \$2,304). The Town is working closely with our insurance carrier and broker on managing these costs moving forward.



The Town has an active Safety Committee, who works closely with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impacts the Town's health insurance costs.

### **Pension / Retirement**

Non-union employees participate in a mandatory 401(a) program whereby the Town contributes ten percent of their base salary into the employee's account and the employee is required to contribute six percent of their base salary into their account.

Both union groups, police officers and public works/administrative personnel, have defined-benefit pension plans.

#### **A. Police Pension (IBPO Local 503)**

For the police union, eligibility for retirement comes after twenty (20) years of service for members hired before July 1, 2010 and twenty-five (25) years for those hired after July 1, 2010. For members hired after July 1, 2013, retirement eligibility comes after twenty-five (25) years of service and attainment of the age of 52. Members are required to contribute twelve percent (12%) of their base salary into the pension plan. The basic level of pension for eligible members is fifty percent (50%) of annual pay at retirement.

The Town's actuary determines the contribution amount to the police pension each year based on various factors and economics in order to maintain a solvent pension fund. For FY18, the actuarially-determined contribution (ADC) was \$1,850,000, an increase over FY17 by \$130,000. The sole reason for the increase was a reduction in the long-term rate of return (interest rate) that the town expects to achieve over a 30-year period from 7.5% to 7.25%. This quarter-point reduction in the rate of return increases the total liability due to the decrease in expected interest accumulation.

The Town Council adopted a policy in 2017 to reduce the long-term rate of return one percent from 7.5% to 6.5% in ten years.

The Town has consistently funded its obligation towards the police officers' pension fund. For the past three years, the town's contribution was between 100% of the ADC. Due to the Town's dedication to fully-funding the pension based on the annual pension cost, at the end of the last fiscal year, the pension was funded at roughly 70%.

#### **B. Public Works/Administrative Union (LIUNA Local 808)**

The other union group has a federal pension plan, administered by the Laborers International Union of North America (LIUNA). The Town only contributes to the plan and does not assist in managing the plan. Per-hour contributions are negotiated between the Town and the Union. For the current year, the per-hour contribution rate is \$2.74. Members are required to contribute one dollar per hour and the Town contributes the remainder. For FY18, the total Town contribution will be \$333,573.

## **C. Other Post-Employment Benefits**

The Town must fund other post-employment benefits (OPEB) if they were or are offered through collective bargaining agreements. An example of an “other post-employment benefit” is health insurance.

For the first time, in FY18, the Town fully-funded its obligation towards OPEB based on the actuarially-determined contribution (ADC), of \$1,912,794. This represents a significant increase from prior years and constitutes the primary dollar amount for the budget increase this year. Last year, the Town funded its OPEB obligation at 40% of the ADC, or \$400,000 of \$1 million. Based on a new actuary’s calculation of our benefits structure, the liability increased significantly and raised the ADC to \$1.9 million. To that end, the Town’s funded level of its OPEB obligation decreased from 24% to 8%.

### **Other Funds**

This executive summary and the following budget document primarily represent the Town’s major governmental fund, the “General Fund.” As noted in the glossary section of the budget, on page 230, there are other funds that the Town maintains and tracks, such as the Water Enterprise Fund, Sewer Enterprise Fund, Sanitation Fund, and Animal Shelter Fund.

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 27 as well as on pages 178 & 179 Bonded projects are described in Section Six of the budget document on pages 199 - 202.

The Sewer and Water Enterprise Funds are reviewed and adopted by the Board of Finance and Town Council. This information is available to the public, but since the budgets are not approved in the same process as the general government and Board of Education budgets, they are not described in this letter or in this budget.

All other funds are not described in detail in this document and are accounted for in the Town’s financial statements and audits, which can be viewed on the Town’s website, under “Finance Department.”

## **V. Outlook/Future Goals**

Westerly is in a transition phase, whereby elected and appointed officials are reviewing current ordinances, practices, policies, and projects to ensure best practices, efficiencies, and thoroughness are developed and adhered to.

Several long-discussed projects are completed or in the process of being completed, which is freeing up discussion on how best to move forward. Through the budget process, goal setting, and other venues, the Town Council and administration are working on developing strategic plans for future initiatives. Such examples are the athletics and recreation fields master plan, the vehicle replacement plan, the development of a road improvement program, a long-range capital improvement program for the waste water



treatment facility, downtown parking and streetscape improvement plan, technology improvement and replacement plans, and a three-year SCADA improvement plan for our water system.

Financially, the Council is dedicated to increasing the fund balance, establishing strong financial policies, fully-funding our retirement obligations, reducing and leveling our long-term debt, and increasing the Town's bond rating. This will take time, commitment, and a constant review of financial standing to ensure compliance with the goals. This year's budget is a testament to becoming more conservative in discount rates and fully-funding our obligations. Further, the

Council has begun reviewing and adopting financial policies that put the Town on a strong financial foundation.

Westerly economy is strong and growing. The Town anticipates growth in the housing and home-buying sectors due to the strong growth of nearby, major employers. Also, the Town looks forward to working with the new Higher Education Center as it will likely look to expand and play a major role in future Downtown growth and development. Finally, opportunities for land acquisition further expand the Town's abilities to grow its commercial base, then further reducing the tax burden on residents.

I believe 2017-2018 will be a great year for the Town of Westerly. There are a lot of projects going on, some finishing, some beginning, but all are improving on an already great Town.

Sincerely,

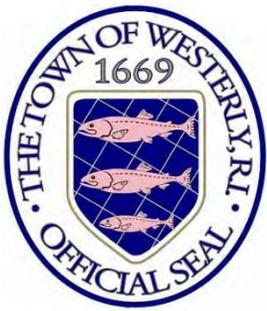


Derrik M. Kennedy

Town Manager

cc: Town Council  
Board of Finance

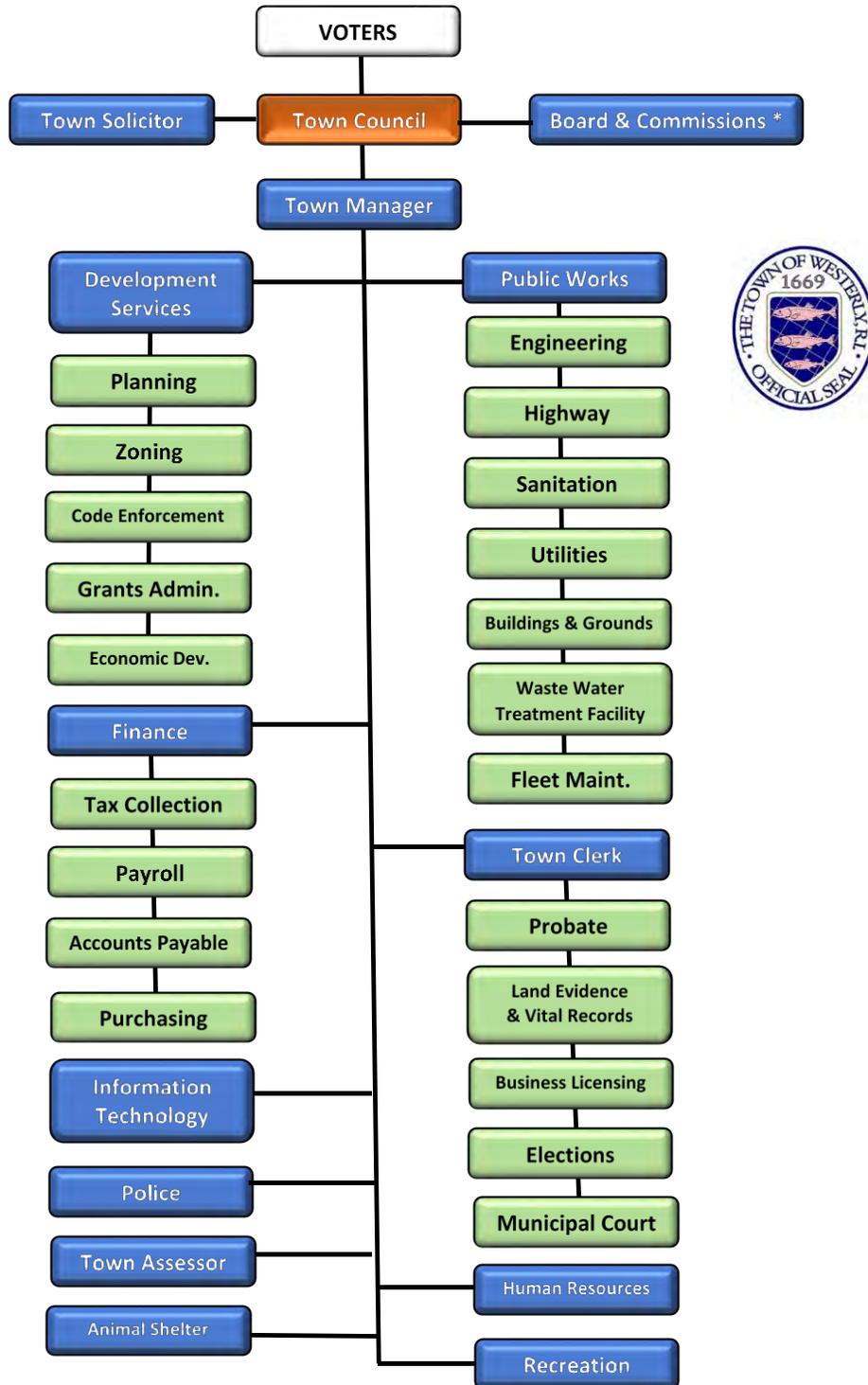




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### ORGANIZATIONAL CHART



The majority of appointments are by the Town Council, however some Board members are appointed by the Town Manager.



## DESCRIPTION OF THE TOWN

The Town of Westerly, incorporated in 1669, is in the southwest corner of the State of Rhode Island, bounded on the west by the Town of Stonington, Connecticut, on the north by the towns of North Stonington, Connecticut and Hopkinton, Rhode Island, on the east by the town of Charlestown, Rhode Island, and on the south by the Atlantic Ocean. Covering 74.8 square miles, Westerly is located approximately 42 miles from Providence, Rhode Island, 60 Miles from Hartford, Connecticut, 80 miles from Boston, Massachusetts, and 130 miles from New York City, New York. Westerly is accessible to the major northeast economic markets via Interstate 95, Amtrak, with a station in Westerly serving the Northeast corridor and the Westerly State Airport with regular commercial airline flights to Block Island and, charter service to NYC, Long Island, Martha's Vineyard and Nantucket.



The Town has a population of 22,787<sup>1</sup>. In 2016, the Town's median household income was \$61,500<sup>2</sup> and the median value of owner occupied housing was \$290,000.<sup>3</sup> Not reflected in census or State statistics is the above average income of more than 17,000 summer inhabitants of the town who contribute to the Town's economy, nor the value of vacation homes located along the Town's coastal areas. Due to the many miles of salt water beaches and ocean frontage, the Town is a well-known vacation and tourist center. Stately summer residences located in the Watch Hill area along with summer cottages located in the Misquamicut, Weekapaug and Shelter Harbor areas of Town add substantially to the Town's tax base.

Westerly is an economically diverse residential community with a well-established commercial base, small pockets of industry and recreational facilities. It's location, transportation access, quality workforce, land, infrastructure and business services have attracted and retained many premier institutions. They include:

- **Washington Trust Company**  
Founded in 1800, it is the oldest community bank in the nation, and the largest state-chartered bank headquartered in Rhode Island. They employ approximately 313 in their Westerly facilities.
- **Westerly Hospital**  
An affiliate of Yale New Haven Health Services, Westerly Hospital has for more than 90 years been providing residents of southern Rhode Island and southeastern Connecticut with a full range of inpatient and outpatient services in a community hospital setting. They employ approximately 658 medical, laboratory administrative and maintenance professionals at this hospital.

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<sup>1</sup> US Census-2010

<sup>2</sup> State of RI, Division of Planning

<sup>3</sup> State of RI, Division of Planning



- **Ocean House**  
Rated in the Top 20 Beach Resort Hotels of the world in 2017 by Travel & Leisure magazine, this premier iconic beach resort hotel in Watch Hill employs approximately 250 people.
- **Darlington Fabrics**  
Manufacturer of innovative high-quality performance fabrics for athletics the medical field, swimwear, intimate apparel, plus many more. They employ approximately 226 people at their Westerly plant.
- **Walmart**  
Opened in 1999, the Westerly Walmart store was the first 24-hour Walmart Supercenter in Rhode Island. The 95,000-square foot facility employs approximately 280 people.

## FORM OF GOVERNMENT

The Town of Westerly, established in 1669, operates under a Home Rule Charter adopted in 1968, which provides for a council/manager form of government. The Town Council, comprised of seven members elected at large who each serve two-year terms, is vested by the Charter with all legislative powers of the Town, including the ordering of any tax, making appropriations, and transacting any other business pertaining to the financial affairs of the Town. The Charter grants to the Town Council all powers to enact, amend, or repeal ordinances related to the Town's property, affairs, and government. The Council also has the power to authorize the issuance of bonds or notes by resolution, subject to approval by a majority of electors voting who are qualified to vote on financial matters of the Town.

The Town Council appoints the Town Manager for an indefinite term and is the chief executive officer and the head of the administrative branch of Town government. The Town Manager is responsible for carrying out the policies of the Town Council, for overseeing the day to day operations of the Town, and for appointing all other employees, except for School District personnel.

In addition, the Town Manager sees that all laws and ordinances governing the Town are faithfully executed, makes frequent reports to the Council, prepares an annual town report, keeps the Council fully advised as to the financial condition of the Town, prepares and submits to the Council an annual budget and performs other duties as may be required of him or her by the Charter, ordinance or resolution of the Council.



## MEMBERS OF THE TOWN COUNCIL

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Vacancy – 1 Town Councilor



## **TOWN COUNCIL PRIORITIES AND GOALS 2016 – 2018**

### **INFRASTRUCTURE**

1. Roads & Sidewalks Maintenance
2. Bridge Repair & Maintenance
3. Drainage Improvements
4. Building & Equipment Preventative Maintenance
5. Recreational Fields & Grounds Improvements

### **QUALITY OF LIFE**

1. Recreational Facility Management
2. Watershed Protection/Drinking Water Protection
3. Senior Center/Facilities Improvements & Expansion
4. Open Space Utilization
5. Beach Access
6. Establishment of a Historic District
7. Cultural Awareness/Diversity

### **PUBLIC SAFETY**

1. Bike Path/Lanes – Multi-Use Pathways
2. Crosswalk Visibility
3. Public Cameras
4. Substance Abuse Enforcement/Treatment
5. Emergency Preparedness

### **ECONOMIC DEVELOPMENT**

1. Harbor Management
2. Downtown Hotel
3. Tourism Promotion
4. Adaptive Re-Use of Existing Development
5. Parking Garage

### **GENERAL GOVERNMENT**

1. Code of Ordinances Review & Revision
2. Automation/Self-Service
3. Staff Morale
4. Purchasing Process Review
5. Review Staffing Levels



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

WESTERLY

DEMOGRAPHICS

RACE	POPULATION <sup>1</sup>	% OF POPULATION
White	21,349	94.1%
Black or African American	198	0.9%
American Indian & Alaskan Native	215	0.9%
Asian	573	2.5%
Native Hawaiian & Other Pacific Islander	0	0.0%
Other	58	0.3%
Two or More Races	290	1.3%
<i>TOTAL</i>	<i>22,683</i>	

ETHNICITY	POPULATION <sup>1</sup>	% OF POPULATION
Hispanic or Latino (any race)	441	1.9%
Not Hispanic or Latino	22,242	98.1%
<i>TOTAL</i>	<i>22,683</i>	

EDUCATIONAL ATTAINMENT	POPULATION 25-YEARS & OLDER <sup>2</sup>	% OF POPULATION 25-YEARS & OLDER
Less than 9th grade	438	2.7%
9th to 12th grade, no diploma	1,258	7.6%
High School Diploma or GED Equivalency	4,747	28.8%
Completed Some College	2,873	17.5%
Associate Degree	1,946	11.8%
Bachelor's Degree	3,264	19.8%
Master's Degree	1,652	10.0%
Professional Degree	193	1.2%
Doctorate Degree	88	0.5%
<i>TOTAL</i>	<i>16,459</i>	



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

Median Household Income: **\$61,500<sup>3</sup>**

HOUSEHOLD INCOME	HOUSEHOLDS <sup>3</sup>	% OF OCCUPIED HOUSEHOLDS
Less than \$10,000	449	4.7%
\$10,000 to \$14,999	406	4.2%
\$15,000 to \$24,999	1,026	10.7%
\$25,000 to \$34,999	795	8.3%
\$35,000 to \$49,999	1,267	13.2%
\$50,000 to \$74,999	1,841	19.1%
\$75,000 to \$99,999	1,202	12.5%
\$100,000 to \$149,999	1,420	14.8%
\$150,000 to \$199,999	711	7.4%
\$200,000 or more	501	5.2%
<i>TOTAL</i>	<i>9,618</i>	

AGE	POPULATION <sup>1</sup>	% OF POPULATION
Under 5 years	1,128	5.0%
5 to 9 years	1,230	5.4%
10 to 14 years	1,059	4.7%
15 to 19 years	1,450	6.4%
20 to 24 years	1,357	6.0%
25 to 34 years	2,626	11.6%
35 to 44 years	2,473	10.9%
45 to 54 years	3,237	14.3%
55 to 59 years	1,939	8.5%
60 to 64 years	1,633	7.2%
65 to 74 years	2,341	10.3%
75 to 84 years	1,379	6.1%
85 years & over	831	3.7%
<i>TOTAL</i>	<i>22,683</i>	

20-year population projection.

2020	2025	2030	2035	2040
22,885	23,198	23,425	23,523	23,466



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

Existing housing units

Number of existing housing units: **12,388<sup>5</sup>**  
Relative trend in housing development since 2000: **Increase of 1,096 units<sup>6</sup>**

Occupied and vacant housing units,

Occupied housing units: **9,618** or **77.6%** of total housing units  
Vacant housing units: **2,770** or **22.4%** of total housing units

Year-round, seasonal, single-family and multi-family housing units,

Year-round housing units: **10,488** or **84.7%** of total housing units  
Seasonal housing units: **1,900** or **15.3%** of total housing units

Single-family housing units: **8,490** or **68.5%** of total housing units  
Multi-family housing units: **3,865** or **31.2%** of total housing units  
Other types of housing units: **33** or **0.3%** of total housing units

Owner-occupied and rental units,

Owner-occupied housing units: **6,065** or **63.1%** of occupied housing units  
Rental housing units: **3,553** or **36.9%** of occupied housing units

Median age of housing units:

Median year built: **1968**  
Median age: **48 years**

The current median home sale price, and the general trend in home sales prices

YEAR END	2000	2005	2010	2015	2016
<b>MEDIAN SALES PRICE</b>	\$162,330	\$335,000	\$276,750	\$284,500	\$290,000



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

The median monthly rental price for one-bedroom, two-bedroom and three-bedroom rental units

MEDIAN RENTAL PRICE			
YEAR	1-Bedroom Unit	2-Bedroom Unit	3-Bedroom Unit
2016	\$1,062	\$1,315	\$1,606
2015	\$1,030	\$1,227	\$1,581
2014	\$955	\$1,167	\$1,451
2015	\$920	\$1,100	\$1,324
2012	\$874	\$1,123	\$1,351
2011	\$876	\$1,191	\$1,448
2010	\$970	\$1,109	\$1,503
2009	\$922	\$1,166	\$1,406
2008	\$905	\$1,184	\$1,421
2007	\$924	\$1,110	\$1,393
2006	\$920	\$1,104	\$1,306
2005			

Number of households within the community that are housing cost-burdened, meaning that they are paying more than 30% of their income on housing,

*Number of cost-burdened households: **3,369** or **35.2%** of total households*

Number of households within the community that are severely housing cost-burdened, meaning that they are paying more than 50% of their income on housing,

*Number of severely cost-burdened households: **1,369** or **14.3%** of total households*

Number of LMI households that are housing cost-burdened,

*Number of LMI cost-burdened households: **2,520** or **64.9%** of total LMI households*

Number of LMI households that are severely housing cost-burdened

*Number of LMI severely cost-burdened households: **1,215** or **31.3%** of total LMI households*



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

Number of cost-burdened LMI households that are currently renting,

*Number of LMI cost-burdened households that are renting: **1,494** or **59.3%** of total LMI cost-burdened households*

Number of cost-burdened LMI households that own their home

*Number of LMI cost-burdened households that own their home: **1,025** or **40.7%** of total LMI cost-burdened households*

The existing number of LMI housing units

*Number of LMI housing units: **538** or **5.1%** of total year-round housing units*

The existing number of LMI housing units by population served

*"Family" LMI housing units: **104** or **19.3%** of LMI housing units  
"Elderly" LMI housing units: **359** or **66.7%** of LMI housing units  
"Other" LMI housing units: **75** or **13.9%** of LMI housing units*

The 10% threshold

*Number of year-round housing units: **10,488**  
10% threshold: **1,049 units** (10,488\* 10%)*

The existing deficit

*Deficit between 10% threshold and existing LMI units: **511 units***

The forecasted 10% threshold

*20-year population projection **23,523**<sup>4</sup>  
Average household size: **2.32**<sup>15</sup>  
20-year housing unit projection: **10,139**<sup>16</sup>  
Forecasted 10% threshold **1,014**<sup>17</sup>*



TOWN OF WESTERLY  
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The forecasted deficit

Deficit between forecasted 10% threshold and existing LMI units: **476 units<sup>18</sup>**

The percentage of the population that lives in a household without a private vehicle

Total number of housing units without access to a private vehicle 693<sup>19</sup>  
Average household size: 2.32<sup>15</sup>  
Total population that lives in a household without a private vehicle: **1,608 or 7.2%<sup>20</sup>** of the population

The percentage of the working population that use public transit for commuting purposes

Number of workers, age 16-years and older 11,081  
Number of workers using public transit for commuting: 103 or **0.9%** of the working population

The percentage of the working population that bike or walk for commuting purposes<sup>21</sup>

Number of workers, age 16-years and older 11,081  
Number of workers that walk or bike for commuting: 316 or **2.9%** of the working population

#### DATA SOURCES

<sup>1</sup> 2015 American Community Survey (ACS) DP05

<sup>2</sup> 2015 ACS B15003

<sup>3</sup> 2015 ACS DP03

<sup>4</sup> RI SPP 20-year population projections, available at <http://www.planning.ri.gov/geodeminfo/data/popprojections.php>

<sup>5</sup> 2015 ACS DP04

<sup>6</sup> 2000 Census H001

<sup>7</sup> 2010 Census DP-1 and 2015 ACS DP04; percent of seasonal housing units from 2010 Census (15.3%) applied to 2015 ACS total housing unit figure

<sup>8</sup> 2015 ACS B25035

<sup>9</sup> Home sales statistics from [riving.com](http://riving.com)

<sup>10</sup> 2-bedroom rent statistics from HousingWorks RI; all others from Rhode Island Housing rent survey

<sup>11</sup> 2013 American Housing Survey (AHS), queried at [http://www.huduser.gov/portal/datasets/cp/CHAS/data\\_querytool\\_chas.html](http://www.huduser.gov/portal/datasets/cp/CHAS/data_querytool_chas.html)

<sup>12</sup> Rhode Island Housing, Low- and Moderate-Income Homes by Community chart, available at [http://www.rhodeislandhousing.org/filelibrary/2015\\_LowModChart\\_ShortForm\\_FINAL.pdf](http://www.rhodeislandhousing.org/filelibrary/2015_LowModChart_ShortForm_FINAL.pdf)

<sup>13</sup> Calculated using the year-round housing unit figure found in Requirement 5.1c

<sup>14</sup> Calculated by subtracting the existing number of LMI housing units (Requirement 5.5b.i.) from the 10% threshold (Requirement 5.5b.iii)

<sup>15</sup> 2015 ACS B25010

<sup>16</sup> Calculated by dividing the 20-year population projection by the average household size

<sup>17</sup> Calculated by multiplying the 20-year housing unit projection by 10%

<sup>18</sup> Calculated by subtracting the existing number of LMI housing units (Requirement 5.5b.i) from the forecasted 10% threshold (Requirement 5.5b.v)

<sup>19</sup> 2015 ACS B25008

<sup>20</sup> 2015 ACS DP04 used for number of occupied housing units

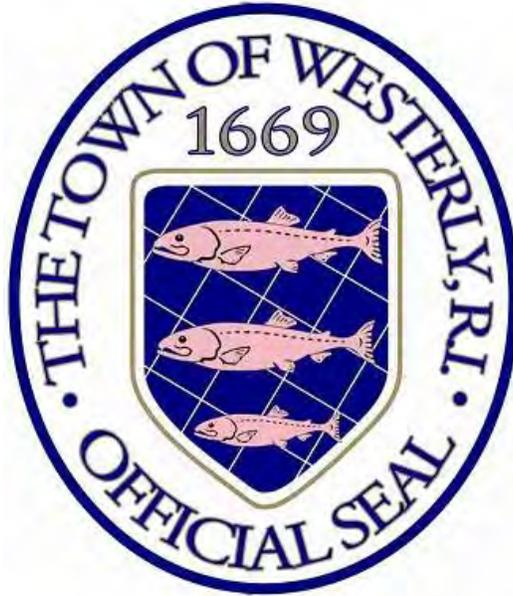
<sup>21</sup> 2015 ACS B08301





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**BUDGET  
SUMMARY & OVERVIEW**



Section 2

SECTION 2  
BUDGET SUMMARY & OVERVIEW

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## BUDGET PROCESS

On the third Monday in February of each year, the Town Manager shall submit to the Finance Board, with copies to the Town Council, the proposed budget of the Town of Westerly. For this purpose, the Town Manager shall obtain from the head of each Town office, department, or agency an estimate of its proposed expenditures and anticipated revenues with such supporting data as he may deem necessary. In preparing the proposed budget, the Town Manager shall review the estimates submitted and may revise them as he may deem advisable, except that he may not make any revisions in the budget submitted by the School Committee but shall present that portion to the Board of Finance and to the Council as received from the School Committee.

### **Duties of the Board of Finance.**

A. After the submission of the recommended annual budget proposals by the Town Manager, the Board of Finance shall hold its first meeting of the recommended annual school budget as soon as practicable. The Board of Finance is empowered to confer with the Town Manager, all department heads, and any others deemed necessary for the understanding and fair consideration of the requested appropriations and sundry resolutions. The Board of Finance will have the power to recommend revision to any of the proposed school budget items and must conduct one public hearing after a tentative school budget has been formed. Prior to this public hearing, the Town Clerk shall publish this tentative school budget on the Town's publicly accessible website or future electronic equivalent. This publication shall include the complete, detailed school budget estimates of receipts and expenditures, being the same as described in § 11-1-7 of the Charter and any recommended revisions by the Finance Board.

B. The Board of Finance shall hold its first meeting of the recommended municipal budget submitted by the Town Manager as soon as practicable. The Board of Finance will have the power to revise any of the proposed municipal budget items and must conduct one public hearing after a tentative municipal budget has been formed. Prior to this public hearing, the Town Clerk shall publish this tentative municipal budget on the Town's publicly accessible web site or future electronic equivalent.

C. After the public hearing has been held, the Board of Finance shall meet with the Council to transmit its recommendation(s) of the consolidated tentative Town budget to the Council not later than the first Monday in April. It shall present a budget message of explanation along with the budget recommendation to the Council.



**Duties of Council - rights of the electorate.**

A. The Town Council shall review the recommendations of the Finance Board and shall make any revisions that it may deem necessary or desirable, in which case the Council shall make provisions for no less than two public hearings. They are to be held on two separate days and concluded no later than the fourth Wednesday in April. The Council shall then file the proposed budget with the Town Clerk.

B. Within seven days of this filing, the Town Clerk shall publish the proposed budget in a newspaper having general circulation in the Town which shall indicate all items and amounts thereof that the Council has altered, rejected, added, or deleted, in some appropriate manner on the budget as being those items either not recommended or not having been considered by the Board of Finance.

C. Within eight days of the publishing of the budget, any item or items (the appropriation for any department, office, or purpose) may be contested by means of a petition for change signed by 3% or more of the qualified electors as determined at the previous general election. Such petition may be instituted by any qualified elector, but prior to being circulated for signatures, such petition shall be filed with the Town Clerk who shall attest to the filing and affix the seal of the Town. If no petition for change is presented before the expiration of this period, the budget as proposed by the Council shall be considered as adopted.

D. If one or more petitions for change are filed within the period designated in § 3-1-5(c) and have at least the required number of signatures thereon, the Board of Canvassers shall, within three days, check the validity of the signatures. Within 32 days of validation by the Board of Canvassers, a referendum shall be held at such polling place or places as may be designated by the Board of Canvassers.

E. Mail ballots and emergency ballots will be available by application only to the Board of Canvassers according to regulations that may be imposed by the Board of Canvassers necessary to implement this adoption. The majority of the qualified electors voting at such a referendum shall determine whether the proposed budget shall or shall not be amended as proposed by any valid petition for change. If more than one petition for change affects the same appropriation, a plurality of those qualified electors voting shall determine the amount of such appropriation that will become a part of the adopted budget.

**Publication of final budget.**

A copy of the budget, as finally adopted by the Council, or as amended by referendum, shall be certified by the Town Clerk and filed in the office of the Town Treasurer. Sufficient copies shall be made available by the Town Clerk for the use of all offices, departments and agencies, and for the use of interested persons.



**Amendments after adoption.**

A. Supplemental appropriations. If during the fiscal year the Town Manager certified that there are available for appropriation revenues in excess of those estimated in the budget, the Council by ordinance may make supplemental appropriations for the year up to the amount of such excess.

B. Emergency appropriations. To meet a public emergency affecting life, health, property or the public peace, the Council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with the provisions of § 15-2-4. To the extent that there are no available unappropriated revenues to meet such appropriations, the Council may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.

C. Reduction of appropriations. If at any time during the fiscal year it appears probable to the Town Manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken. The Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

D. Transfer of appropriations. At any time during the fiscal year the Town Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office or agency and, upon written request by the Town Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office or agency to another.

E. Limitations: effective date. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.



<b>FY 2017-2018 BUDGET CALENDAR</b>
-------------------------------------

**October 2016**

- Budget instructions distributed to departments.

**November 2016**

- Department budgets submitted to Town Manager.

**December 2016**

- Town agencies and departments submit budget requests to the Town Manager.

**December 2016 – January 2017**

- Town Manager meets with and reviews department budgets.

**February 2017**

- The School Committee submits a detailed proposed budget, including estimate of receipts and expenditures, to the Town Manager. (Town Charter, Article XI, §11-1-7)

**February 20, 2017**

- **The Town Manager submits the proposed budget to the Finance Board and Town Council. (Town Charter, Art. III, §3-1-3)**

**February – March 2017**

- The Board of Finance conducts Budget Review Sessions and Public Hearings on Proposed School and Municipal Budgets (Town Charter, Art. III, §3-1-4(a))

**April 3, 2017**

- The Board of Finance transmits its recommended Town Budget to the Town Council. (Town Charter, Art. III, §3-1-4(c))

**April – May 2017**

- The Town Council conducts Budget Review Sessions and Public Hearings on Proposed School and Municipal Budgets

**April 5, 2017**

- Budget Discussion – *Town Council with Selected Departments.*

**April 6, 2017**

- Budget Discussion – *Town Council with Selected Departments.*



**April 12, 2017**

- Budget Discussion – *Town Council with Selected Departments.*

**April 13, 2017**

- Budget Discussion – *Town Council with Selected Departments.*

**April 18, 2017**

- Budget Discussion – *Town Council with Selected Departments.*

**April 19, 2017**

- First Public Hearing on the budget. (Town Charter, Art. III, §3-1-5(a))

**April 24, 2017**

- Second Public Hearing – **Budget ADOPTED** (Town Charter, Art. III, §3-1-5(a))

**ENTERPRISE FUND BUDGETS**

(Water, Sewer, Sanitation, & Animal Shelter)

**April 3, 2017**

- The Town Manager submits to Finance Board the proposed Enterprise Fund budgets. (HRC, Art. III, §3-1-10)

**April 2017**

- Board of Finance meets with Town Manager and department heads (as needed) to review the Proposed Enterprise Fund Budgets.

**Monday, May 1, 2017**

- The Finance Board, after review of the Proposed Enterprise budgets, appears before Council to give its budget recommendations on the above funds to the Town Council. (HRC, Art. III, §3-1-10)

**Monday, May 15, 2017**

- Within 15 days of the receipt of the Water and Sewer budgets, the Town Council shall make revisions, if necessary. If Council revises any of the budgets, a Public Hearing will be scheduled and held prior to adoption. (HRC, Art. III, §3-1-11)

**Monday, June 5, 2017**

- Public Hearing on the Enterprise Fund Budgets. **ADOPTED** (HRC, Art. III, §3-1-11)



## FUND STRUCTURE

The Town reports the following major governmental funds:

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *School Restricted Fund* is used to account for activities related to educational programs funded by state and federal grants.

The *\$6.0 Million Bond Fund* is used to account for projects funded by the general obligation series 2015A issuance to finance the construction renovation, rehabilitation, repair and improvements the Town's roads, sidewalks and drainage facilities.

The Town reports the following major proprietary funds:

The *Water Fund* is a proprietary (enterprise) fund used to account for the operation and maintenance of the Town's water system, which is primarily supported through charges to customers.

The *Sewer Fund* is a proprietary (enterprise) fund used to account for sewer use fees and the expenses associated with providing wastewater services to Town residents. The fund is primarily supported through charges to customers.

Additionally, the Town reports the following fund types:

The *Internal Service Funds* are used to account for the Town's self-insurance program for medical and dental health insurance coverage for persons covered by the health benefit plan of the Town and for payment of insurance claims and deductibles not covered by the Town's commercial insurance.

The *Private Purpose Trust Funds* are used to account for resources legally held in trust for use by parties outside of the Town, and cannot be used at the Town's discretion or to support the Town's general operations. The activities of the Town's private purpose trust fund are utilized for various purposes within the Town.

The *Trust Funds* is used to account for funding and payment of pension benefits provided to police officers and funding of future other postemployment benefits such as health, dental and life insurance for the Town's and School Department's retirees.

The *Agency Funds* account for assets held by the Town as agent for various student groups and other organizations for construction deposits held in escrow, and for unclaimed probate estate assets.



## FUND STRUCTURE - Continued

During the course of operations, the Town has activity between funds for various purposes. Any residual balances outstanding at year end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Balances between the funds included in governmental activities (i.e., the governmental and internal service funds) are eliminated so that only the net amount is included as internal balances in the governmental activities column. Similarly, balances between the funds included in business-type activities (i.e., the enterprise funds) are eliminated so that only the net amount is included as internal balances in the business-type activities column.

Further, certain activity occurs during the year involving transfers of resources between funds. In fund financial statements, these amounts are reported at gross amounts as transfers in/out. While reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Transfers between the funds included in governmental activities are eliminated so that only the net amount is included as transfers in the governmental activities column. Similarly, balances between the funds included in business-type activities are eliminated so that only the net amount is included as transfers in the business-type activities column.



## **BASIS OF ACCOUNTING / BUDGETING**

The accounting and financial reporting treatment is determined by the applicable measurement focus and basis of accounting. Measurement focus indicates the type of resources being measured such as current financial resources or economic resources. The basis of accounting indicates the timing of transactions or events for recognition in the financial statements. The basis of budgeting for the Town's general fund is the same basis of accounting that is used in the Town's audited financial statements.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Issuance of long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, charges for services, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Entitlements are recorded as revenues when all eligibility requirements are met, including any time requirements, and the amount is received during the period or within the availability period for this revenue source (within 60 days of year end). Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other eligibility requirements have been met, and the amount is received during the period or within the availability period for this revenue source (within 60 days of year end). All other revenue items are considered to be measurable and available only when cash is received by the Town.

The proprietary, trust funds and private purpose trust funds are reported using the economic resources measurement focus and the accrual basis of accounting. The agency fund has no measurement focus but utilizes the accrual basis of accounting for reporting its assets and liabilities.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**SUMMARY OF FUNDS / FUND BALANCE**

<b>REVENUES</b>	<b>Actual 2015-2016</b>	<b>Actual 2014-2015</b>	<b>Actual 2013-2014</b>	<b>Actual 2012-2013</b>	<b>Actual 2011-2012</b>
General Property Tax	\$ 68,353,018	\$ 67,701,397	\$ 67,111,282	\$ 65,284,340	\$ 62,722,274
Intergovernmental and Departmental	\$ 23,605,520	\$ 23,507,224	\$ 21,714,929	\$ 18,872,161	\$ 16,078,189
Licenses and Permits	\$ 1,004,702	\$ 892,998	\$ 924,890	\$ 509,710	\$ 433,773
Fines and Penalties	\$ 248,243	\$ 189,849	\$ 164,292	\$ 167,072	\$ 165,168
Interest on Investments	\$ 49,446	\$ 29,172	\$ 27,407	\$ 52,418	\$ 27,683
Other Revenue	\$ 1,703,633	\$ 2,246,949	\$ 2,341,541	\$ 1,891,041	\$ 1,294,637
<b>TOTAL REVENUE</b>	<b>\$ 94,964,562</b>	<b>\$ 94,567,589</b>	<b>\$ 92,284,341</b>	<b>\$ 86,776,742</b>	<b>\$ 80,721,724</b>
<b>EXPENDITURES</b>					
<b>Current</b>					
Legislative, Judicial and Administrative	\$ 3,632,451	\$ 4,071,190	\$ 4,210,763	\$ 4,048,768	\$ 6,485,667
Public Works	\$ 6,380,205	\$ 6,410,305	\$ 6,622,126	\$ 7,992,258	\$ 4,875,216
Public Safety	\$ 8,475,679	\$ 8,797,203	\$ 8,087,246	\$ 7,368,274	\$ 4,436,338
Health and Welfare	\$ 1,572,619	\$ 1,509,542	\$ 3,189,709	\$ 740,743	\$ 739,143
Conservation and Development	\$ 16,756	\$ 28,591	\$ 8,058	\$ 4,254	\$ 51,311
Parks and Recreation	\$ 1,431,213	\$ 1,169,251	\$ 988,760	\$ 853,703	\$ 722,607
Planning and Zoning	\$ 771,227	\$ 749,471	\$ 784,507	\$ 680,536	\$ 226,453
Education	\$ 59,884,514	\$ 59,794,583	\$ 58,575,405	\$ 54,707,723	\$ 53,366,803
Debt Service	\$ 11,144,298	\$ 10,431,820	\$ 9,879,211	\$ 9,769,016	\$ 9,161,946
Capital Outlay	\$ 3,875,406	\$ 7,468,346	\$ 4,005,779	\$ 2,417,792	\$ 1,343,578
<b>TOTAL EXPENDITURES</b>	<b>\$ 97,184,368</b>	<b>\$ 100,430,302</b>	<b>\$ 96,351,564</b>	<b>\$ 88,583,067</b>	<b>\$ 81,409,062</b>
Excess (Deficiency) of Revenues over Expenditures	\$ (2,219,806)	\$ (5,862,713)	\$ (4,067,223)	\$ (1,806,325)	\$ (687,338)
<b>OTHER FINANCING SOURCES (USES)</b>					
Refunding bonds issued	\$ -	\$ 6,000,000	\$ 15,890,000	\$ 20,073,678	\$ -
Premium on refunding bonds issued	\$ -	\$ 145,374	\$ 2,136,371	\$ 1,933,872	\$ -
Payment to refunded bond escrow agent	\$ -	\$ -	\$ (16,489,170)	\$ (21,813,976)	\$ -
Capital Lease issued	\$ 1,194,433	\$ 778,992	\$ 2,347,516	\$ 1,208,876	\$ 581,413
Transfers in	\$ 1,248,986	\$ 1,174,147	\$ 1,264,685	\$ 693,971	\$ 45,763
Transfers out	\$ (1,273,508)	\$ (1,321,542)	\$ (1,922,137)	\$ (1,120,754)	\$ (963,019)
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 1,169,911</b>	<b>\$ 6,776,971</b>	<b>\$ 3,227,265</b>	<b>\$ 975,667</b>	<b>\$ (335,843)</b>
Net Changes in Fund Balances	\$ (1,049,895)	\$ 914,258	\$ (839,958)	\$ (830,658)	\$ (1,023,181)
Fund Balances at Beginning of Year	\$ 20,234,599	\$ 19,320,341	\$ 20,160,295	\$ 14,056,685	\$ 14,385,753
Fund Balances at End of Year	\$ 19,184,704	\$ 20,234,599	\$ 19,320,337	\$ 13,226,027	\$ 13,632,572



**MUNICIPAL EMPLOYEE HISTORY\***

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
General Government	162	167	172	170	172	174

\*Number of employees, not FTEs, that are funded from all sources, not just budget.

**EMPLOYEE BARGAINING ORGANIZATIONS**

<u>Employees</u>	<u>Bargaining Unit</u>	<u>Contract Expiration Date</u>	<u>FY 2016-17 Wage Increase</u>
Police	International Brotherhood of Police Officers, Westerly Local #503	06/30/2019	3.5%
Public Works / Clerical	Laborers' International Union of North America, AFL-CIO, Local Union 808	06/30/2016	Neg. <sup>1</sup>

<sup>1</sup>Contracts currently in negotiations

**EMPLOYEE COMPENSATION**

<u>Employees</u>	<u>No. of Employees<sup>2</sup></u>	<u>Salaries &amp; Wages<sup>2</sup></u>
Police	46	\$3,250,293
Public Works / Clerical	74	\$3,105,315
Non-Union	54	\$3,253,715
Total	174	\$9,609,323

**EMPLOYEE BENEFITS**

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Health Insurance Costs	\$1,729,819	\$2,181,277	\$2,230,679	\$1,934,818	\$2,101,602	\$2,269,730

<sup>1</sup>Contracts currently in negotiations

<sup>2</sup>Represents full-time and regular part-time employees receiving benefits included in adopted budget



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**REVENUE SUMMARY**

	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
	<b>Revenues</b>	<b>Revenues</b>	<b>Revenues</b>	<b>Budget</b>	<b>Budget</b>
<b>Property Taxes</b>	67,113,856	67,702,762	68,353,017	69,663,573	71,633,060
<b>Licenses &amp; Permits</b>	499,111	453,017	610,853	552,665	501,065
<b>Fines &amp; Penalties</b>	160,915	186,135	246,835	184,650	190,150
<b>Use of Property &amp; Money</b>	499,412	507,728	529,015	518,822	518,822
<b>State Aid - Town</b>	2,358,742	2,476,739	2,724,548	2,636,957	2,924,407
<b>State Aid - Schools</b>	9,470,343	9,946,871	10,462,618	10,935,917	10,977,752
<b>Other Sources</b>	1,493,972	1,573,775	1,832,483	1,425,267	1,409,117
<b>Recreation</b>	223,944	228,460	300,888	280,179	259,500
<b>Prior Year Surplus/ Use of Fund Balance</b>	642,000	500,000	275,000	0	0
<b>Solid Waste</b>	2,046,809	2,006,952	2,355,548	2,266,712	0
<b>Transfer In</b>	164,492	3,596	0	0	0
<b>TOTAL REVENUES</b>	<b>84,673,596</b>	<b>85,586,035</b>	<b>87,690,805</b>	<b>88,464,742</b>	<b>88,413,873</b>



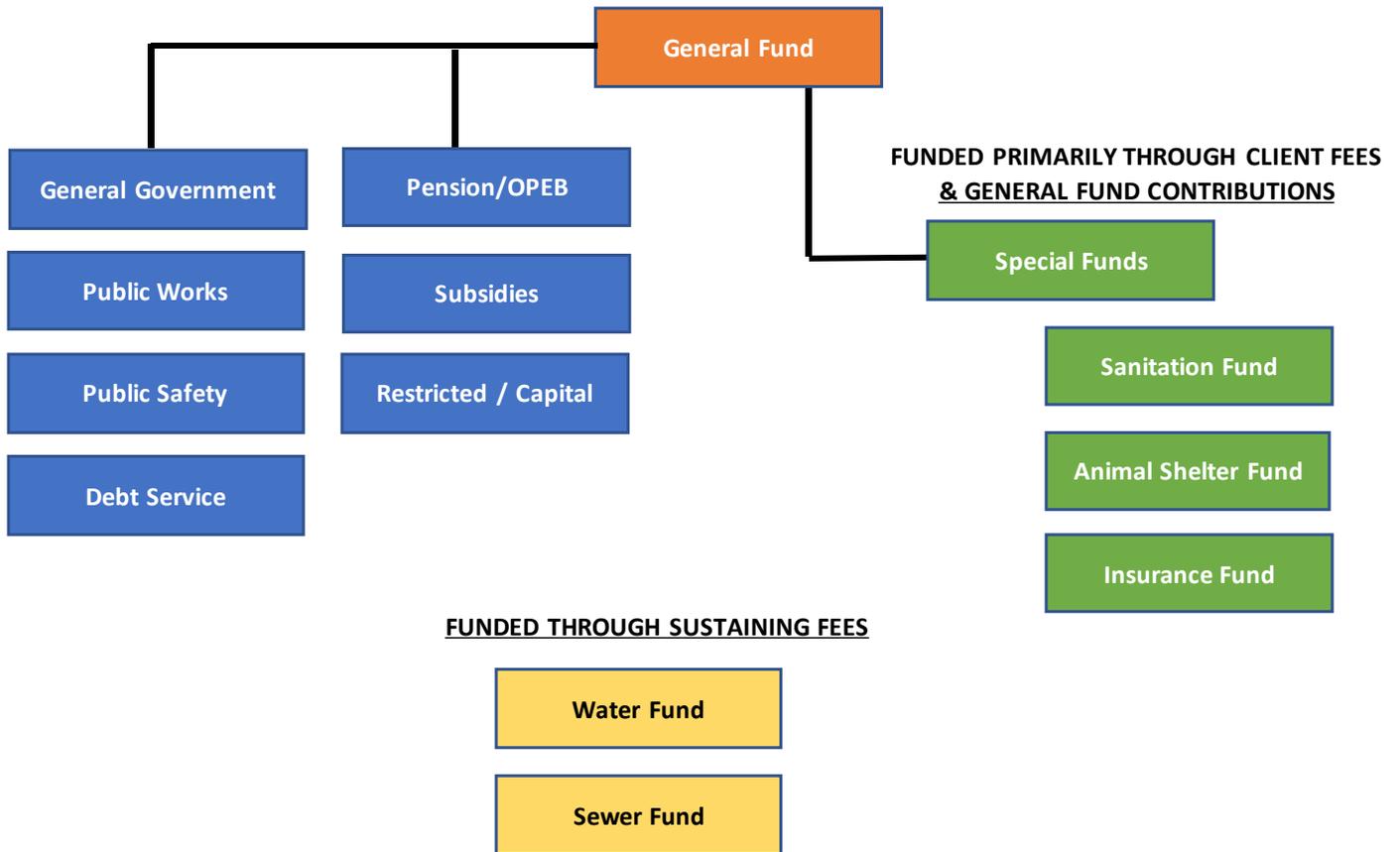
TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**EXPENDITURES SUMMARY**

	<b>FY 2013-2014</b>	<b>FY 2014-2015</b>	<b>FY 2015-2016</b>	<b>FY 2016-2017</b>	<b>FY 2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
	<b>Expenditures</b>	<b>Expenditures</b>	<b>Expenditures</b>	<b>Budget</b>	<b>Budget</b>
<b>General Government</b>	4,556,373	4,863,491	4,333,609	4,491,090	3,997,517
<b>Pension/OPEB</b>	2,325,157	2,382,841	2,099,800	2,301,400	4,523,226
<b>Public Safety</b>	5,747,929	5,835,655	6,316,609	6,377,275	6,538,984
<b>Public Works</b>	3,847,802	4,091,108	4,384,944	4,435,008	4,291,371
<b>Animal Shelter</b>	155,528	145,712	147,513	164,104	0
<b>Sanitation</b>	2,130,743	2,165,746	2,390,451	2,322,815	0
<b>Subsidies</b>	1,017,643	1,034,143	1,038,215	1,088,027	1,128,997
<b>Restricted &amp; Capital</b>	1,284,900	1,260,820	1,569,604	2,175,184	2,091,000
<b>Debt Service</b>	9,925,529	10,335,442	10,238,917	10,012,037	9,847,156
<b>Transfers Out</b>	0	0	369,522	316,002	1,152,112
<b>TOTAL TOWN</b>	<b>30,991,604</b>	<b>32,114,958</b>	<b>32,889,184</b>	<b>33,682,942</b>	<b>33,570,363</b>
<b>SCHOOLS</b>	<b>51,438,571</b>	<b>52,600,095</b>	<b>53,839,173</b>	<b>54,781,801</b>	<b>54,843,512</b>
<b>TOTAL BUDGET</b>	<b>82,430,175</b>	<b>84,715,053</b>	<b>86,728,357</b>	<b>88,464,743</b>	<b>88,413,875</b>



### GRAPHICAL FUND RELATIONSHIP





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## **TAXATION AND COLLECTIONS**



Section 3

SECTION 3  
TAXATION AND COLLECTIONS

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TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**BUDGET SUMMARY**

	<b>EDUCATION</b>	<b>TOWN</b>	<b>DEBT SERVICE</b>	<b>TRANSFERS/ CAPITAL</b>	<b>TOTAL</b>
Appropriations	54,843,512	21,638,093	9,847,156	2,085,112	88,413,873
Estimated Revenue	9,132,701	8,923,840	0	0	18,056,541
MV Tax Revenue (29.67)		4,821,440			4,821,440
Amount to be Raised by Taxation	45,710,811	7,892,813	9,847,156	2,085,112	65,535,892
<b>MILLS</b>	<b>7.99</b>	<b>1.38</b>	<b>1.72</b>	<b>0.36</b>	<b>11.46</b>

**MILL RATE CALCULATION**

	<u>DOLLARS</u>	<u>MILLS</u>		
Amount to be Raised by Taxation	65,535,892	11.46		
Reserve for Uncollected Revenue (estimated 95.5% collection rate)	58,982	0.01		
Reserve for Uncollected Revenue (estimated 98.9% collection rate)	706,477	0.12		
<b>TOTAL TAX WARRANT</b>	<b>66,301,352</b>	<b>11.59</b>		
Grand List	5,600,571,719 *		2017-18 Proposed Mill Rate	11.59
Net MV Grand List	185,293,250 *		2016-17 Mill Rate	11.36
Personal Property	121,000,000			
Less Estimated BAA and adjustments	(1,000,000)		Mill Rate Change	0.23      2.02%
List Net	5,905,864,969		Levy Increase	2.70%

\*Estimated 12/31/16 assesment less 12/31/15 exemptions



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**DIRECT AND OVERLAPPING PROPERTY TAX RATES**

(Rate per \$1,000 of Assessed Value)

	FISCAL YEAR ENDING				
	2018	2017	2016	2015	2014
<b>TOWN</b>					
General	\$11.59	\$11.36	\$10.82	\$10.64	\$10.53
<b>FIRE DISTRICT</b>					
Westerly	Not Set	0.65	0.60	0.55	0.55
Watch Hill	0.55	0.525	0.52	0.50	0.45
Misquamicut	0.73	0.88	0.74	0.72	1.07
Weekapaug	0.82	0.7961	0.6819	0.5729	0.5478
Shelter Harbor	1.31	1.27	1.22	1.175	1.06
Dunn's Corners	0.449	0.453	0.428	0.43	0.33
Bradford	Not Set	0.79	0.67	0.63	0.68

Source: Town of Westerly Assessor's Office



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**PRINCIPLE PROPERTY TAX PAYERS**

2016

Name	Nature of Business	Assessed Value	Rank	% Net Taxable Grand List
National Grid	Utility	\$ 35,875,057	1	0.613%
Washington Trust Company	Financial Institution / Bank	25,580,540	2	0.437%
Ocean House Hotel Partners, LLC	Resort Hotel	23,450,700	3	0.400%
Westerly Ventures, LLC	Commercial Leasing	20,443,700	4	0.349%
George W. Whitney Rev Tr etal	Residential	19,367,181	5	0.331%
Westerly Associates, LLC	Commercial Leasing	16,919,700	6	0.289%
Misquamicut Club	Resort Beach / Country Club	13,310,006	7	0.227%
Harbor Land Strategic Realty, LLC	Residential	13,258,600	8	0.226%
Shelter Harbor Golf Club	Golf Country Club	13,232,657	9	0.226%
Weekapaug Inn & Cottages LLC	Resort Hotel	12,606,767	10	0.215%
<b>TOTAL</b>		<b>\$ 194,044,908</b>		<b>3.313%</b>

NET ASSESSED VALUE AS OF 12/31/16: \$ 5,856,336,030

**PROPERTY TAX LEVIES AND COLLECTIONS**  
Last Ten Years

Fiscal Year	Taxes Levied (Net Abatements)	Collected within the Fiscal Year Amount	% of Levy	Collected in Subsequent Years	Total Collections Amount	Balance Remaining	% of Levy
2007	\$52,055,765	\$51,428,447	98.79%	\$567,446	\$51,995,893	\$59,872	99.88%
2008	56,226,442	55,596,246	98.88%	561,816	56,158,062	68,380	99.88%
2009	58,934,410	57,978,492	98.38%	899,086	58,877,578	56,832	99.90%
2010	59,188,131	58,104,182	98.17%	1,032,966	59,137,148	50,983	99.91%
2011	62,941,885	61,760,687	98.12%	1,011,514	62,772,201	169,684	99.73%
2012	63,528,578	61,369,984	96.60%	1,959,218	63,329,202	199,376	99.69%
2013	65,309,604	63,930,910	97.89%	1,144,969	65,075,879	233,725	99.64%
2014	67,067,280	64,645,348	96.39%	2,177,755	66,823,103	244,177	99.64%
2015	67,067,280	66,274,258	98.82%	469,615	66,743,873	323,407	99.52%
2016	69,019,265	67,949,144	98.45%	-	67,949,144	1,070,121	98.45%





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**DEPARTMENT  
OPERATING BUDGETS**

Section 4



SECTION 4  
DEPARTMENT OPERATING  
BUDGETS

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## **DEPARTMENT: TOWN COUNCIL**

### **Mission**

To assist the Council, to protect and preserve council records, to provide information to the public in a professional and timely manner, and to continually ensure transparency of public information related to council matters through the Town's website.

### **Description**

The Council Division is responsible for preparing Council agendas, ordinances and resolutions, recording Council proceedings and minutes of council meetings, certifying actions of the Council, and performing all other duties associated with and prescribed by the Town Council.

### **Staffing**

Deputy Town Clerk

### **2016-2017 Accomplishments**

- Implemented electronic registry of board, commission and committee members
- Renovated Council Office
- Contracted with ClerkBase to archive council agendas going forward and council records from 1993 to 1999 on ClerkBase site for historic preservation, storage and search ability by the public.

### **2017-2018 Objectives**

- Continue to work with ClerkBase to digitize old council records back to 1960 and store on ClerkBase website to allow for search and retrieval by the public
- Provide staff with education and training to enhance job performance
- Continue to explore new technologies for use with council tasks



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

TOWN COUNCIL
--------------

			2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
1010101	TOWN COUNCIL						
01010101	501160	Town Council Members	17,847	17,481	17,847	17,847	17,848
01010101	501161	Town Sergeant	2,000	2,000	2,000	2,000	2,700
01010101	502010	Advertising	37,798	13,310	20,654	23,500	20,000
01010101	502209	Health Insurance	-	321	-	-	-
01010101	502210	Payroll Taxes	1,441	1,597	1,534	1,519	153
01010101	502211	Pension	8,936	9,630	9,947	13,115	-
01010101	502214	Disability Insurance	-	6	-	-	-
01010101	502215	Workers' Compensation	5	22	9	39	3
01010101	502500	Professional Dev	15,143	15,143	15,143	9,143	15,143
01010101	502950	Contractual Services	8,813	14,824	6,040	5,500	5,570
01010101	502990	Contributions & Other Expenses	1,727	2,554	1,782	2,250	3,000
01010101	503130	Office Supplies	842	341	412	500	500
01010101	506580	Chamber of Commerce	8,000	2,448	-	-	-
		TOTAL	102,552	79,676	75,369	75,413	64,917



## DEPARTMENT: TOWN MANAGER

### **Mission:**

The Town Manager is appointed by the Town Council as the organization's Chief Administrative Officer overseeing day-to-day operations of the Westerly Town government.

### **Description:**

Responsibilities of the Town Manager, as outlined in the Town Charter, include: appointing and removing all Town employees, enforcing and executing all acts and directives of the Council, Town laws, ordinances and provisions of the Charter, directing and supervising the administration of all departments, offices and agencies of the Town, keeping the Council advised of the financial condition and future and other needs of the Town along with other duties that may be assigned by the Council.

### **Accomplishments:**

- Converted to fully electronic purchasing system
- Developed line-item detail general fund budget for Board of Finance & Town Council
- Eliminated cash system for beach parking
- Ending fiscal year with surplus
- Eliminated use of fund balance in general fund budget
- Completed and opened Town Dog Park
- Completed Winnapaug Tank project
- Revised Solid Waste Ordinance
- Implemented shared services agreement with Housing Authority
- Hired new insurance broker and actuary
- Successful negotiation of IBPO collective bargaining agreement
- Consolidated municipal court into Town Clerk Department
- Established Parking Commission
- Developed and launched new website for the Town
- Community forums on beach access right-of-ways
- Implemented an internal Safety Committee
- Reorganized and developed a Department of Development Services
- Initiated monthly walking meetings around community's North End



## Objectives / Goals

### Buildings & Infrastructure

- Finalize streetlight purchase program
- Improve energy efficiency of police building
- Finalize recreational facilities master plan and present to Town Council
- Finish Cross Street project

### Personnel

- Hiring of Municipal Finance Director
- Hiring of Director of Development Services
- Hiring of Town Engineer
- Hiring of general staff
- Professional Development
- Performance Evaluations

### Budget & Finance

- Propose a responsible, balanced-budget on time to the Board of Finance
- Manage financial systems and use
- Operational Audit of Finance Department
- Present financial policies to Town Council for review and possible adoption:
  - Debt management policy
  - Fund balance policy
  - Cash management pos

### Transparent Government

- Communication with Town Council
- Communication with the Public
- Implement Open-Gov financial transparency software
- Keep website and information on website current and easily accessible to residents

### Education

- Positive Relationship with Westerly School District

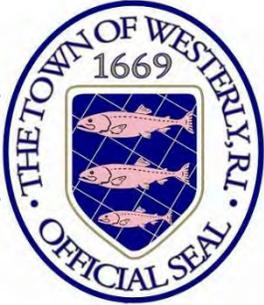


**TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET**

TOWN MANAGER		2014	2015	2016	2017	2018
		Actual	Actual	Actual	Revised	Adopted
01010601	TOWN MANAGER					
01010601	500100 Town Manager	81,966	88,868	84,821	74,100	76,138
01010601	500104 Chief of Staff	30,967	-	-	-	-
01010601	500107 Analyst Specialist	28,369	563	-	-	-
01010601	500360 Executive Assistant	11,699	35,378	37,525	35,777	35,777
01010601	502003 First Aid	-	-	-	500	500
01010601	502020 Travel Expenses	684	506	-	-	-
01010601	502030 Dues	14,670	12,413	14,761	16000	0
01010601	502040 Conferences	80	500	-	-	-
01010601	502201 Life Insurance	-	307	147	218	218
01010601	502208 Flexible Spending	181	72	67	-	62
01010601	502209 Health Insurance	16,684	14,808	18,127	22,092	18,437
01010601	502210 Payroll Taxes	11,365	9,151	8,928	8,118	8,390
01010601	502211 Pension	11,015	11,630	12,287	11,207	-
01010601	502214 Disability Insurance	764	112	272	247	248
01010601	502215 Workers' Compensation	218	461	708	219	189
01010601	502300 Printing & Binding	6,047	2,721	4,346	4,000	6,000
01010601	502500 Professional Development	80	-	-	-	30,000
01010601	502650 Maintenance of Equipment	-	500	81	400	400
01010601	502900 Professional Services	-	-	1,118	-	-
01010601	502950 Contractual Services	-	2,400	-	-	-
01010601	503040 Books & Publications	431	726	491	750	750
01010601	503130 Office Supplies	2,786	4,720	3,283	3,500	3,500
01010601	504089 Contingency	-	-	-	240,051	175,117
01010601	504130 Office Equipment	-	-	-	-	1,900
01010601	506070 Economic Development	6,297	(1,048)	2,488	1,000	2,500
	<b>TOTAL</b>	<b>224,301</b>	<b>184,787</b>	<b>189,448</b>	<b>418,179</b>	<b>360,124</b>



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## DEPARTMENT: TOWN CLERK'S OFFICE

### Mission

To protect and preserve records dating back to 1661 for future generations, to provide information to the public in a professional and timely manner, to continually strive to improve the quality and accessibility of public information, and to provide service to the public in a courteous and impartial manner.

### Description

The Town Clerk's Office is responsible for custody of the Town Seal, recording land evidence documents, maintaining vital records and issuing certified copies of same, issuing marriage licenses, business licenses and dog licenses, maintaining the Code of Ordinances and disseminating information to the public.

### Staffing

Town Clerk

Office Assistant (recording, licensing, vitals, counter)

Office Assistant (recording, licensing, vitals, counter)

### 2016-2017 Accomplishments

- Implemented credit card payments for cashiering system.
- Entered into lease agreement with Conduent (ACS/Xerox) for equipment upgrade to the cashiering and recording system.
- Renovated Town Clerk's Office, library and vault
- Integrated Municipal Court into the Town Clerk's Office
- Continued project of scanning early vital records to electronic storage
- Attended 2016 Charter Revision Commission meetings to assist with development of charter amendments and, after adoption, incorporated amendments into the Town Charter

### 2017-2018 Objectives

- Work with IT to bring business licensing, dog licensing and vitals programs from outside vendor in house, update same to be web based
- Provide staff with education and training to enhance job performance
- Continue project of digitizing all early vital records
- Continue to explore new technologies for use with Town Clerk functions.



**TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET**

TOWN CLERK			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
01010201	TOWN CLERK						
01010201	500200	Town Clerk	63,467	68,949	70,330	71,733	73,168
01010201	500340	Deputy Town Clerk	52,830	52,782	53,954	58,381	62,996
01010201	500760	Office Assistant	69,979	74,380	75,120	74,402	74,402
01010201	501040	Overtime & Standby	-	152	-	980	500
01010201	502010	Advertising	185	185	185	5,225	5,225
01010201	502030	Dues	-	-	-	2065	0
01010201	502201	Life Insurance	-	530	293	540	540
01010201	502208	Flexible Spending	173	83	176	201	201
01010201	502209	Health Insurance	38,623	36,613	38,461	42,240	43,167
01010201	502210	Payroll Taxes	13,739	14,441	14,716	15,633	15,723
01010201	502211	Pension	18,580	19,359	22,276	24,432	-
01010201	502214	Disability Insurance	1,040	250	500	292	300
01010201	502215	Workers' Compensation	335	323	349	407	353
01010201	502300	Printing & Binding	1,007	1,012	1,038	1,210	1,210
01010201	502500	Professional Development	-	590	590	845	2,100
01010201	502650	Maintenance of Equipment	1,724	1,290	1,661	2,258	1,960
01010201	502900	Professional Services	20,000	20,860	18,869	18,209	20,000
01010201	503040	Books & Publications	7,705	2,821	8,890	6,775	6,000
01010201	503130	Office Supplies	3,179	2,302	2,588	4,000	4,000
01010201	504130	Office Equipment	-	-	-	9,161	10,000
	TOTAL		292,565	296,922	309,996	338,989	321,843



## **DEPARTMENT: BOARD OF CANVASSERS**

### **Mission**

To ensure that all Westerly citizens are afforded the opportunity to register to vote and that they qualify to vote in every election and to make the election process as trouble-free as possible for the voter.

### **Description**

The Board of Canvassers office is responsible for registering voters and conducting elections pursuant to the election laws of the State.

### **Staffing**

Deputy Town Clerk

### **2016-2017 Accomplishments**

- Coordinated a voter registration drive
- Purged party disaffiliation forms from 1992 to present of inactive voters who have been removed from the voting rolls
- Conducted a Presidential Preference Primary, a Primary and a General Election
- Conceived the idea of early voting by mail and implemented same whereby nearly 4,000 registered voters were able to vote by absentee ballot during the General Election, thereby eliminating long lines of people waiting to vote at the polls • Restructured and renovated the Board of Canvassers office

### **2017-2018 Objectives**

- Continue to provide staff with education and training to enhance job performance
- Continue to work toward the passage of an early voting bill



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

BOARD OF CANVASSERS
---------------------

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010301 BOARD OF CANVASSERS					
01010301 500340 Deputy Town Clerk	52,044	52,782	53,954	58,381	62,996
01010301 500345 Assistant Town Clerk	-	-	-	55,000	-
01010301 500380 Administrative Assistant	42,471	44,356	46,105	-	-
01010301 500430 Municipal Court Clerk	-	-	-	-	8,498
01010301 501040 Overtime & Standby	-	886	-	6,367	750
01010301 502010 Advertising	349	2,098	870	2,835	500
01010301 502201 Life Insurance	-	360	210	360	207
01010301 502208 Flexible Spending	80	55	67	51	51
01010301 502209 Health Insurance	17,217	18,038	18,365	19,603	19,583
01010301 502210 Payroll Taxes	7,004	7,474	7,484	8,177	5,200
01010301 502211 Pension	9,453	9,233	9,928	10,945	-
01010301 502214 Disability Insurance	688	202	387	241	157
01010301 502215 Workers' Compensation	170	171	176	217	200
01010301 502300 Printing and Binding	1,502	660	900	10,958	900
01010301 502900 Professional Services	8,070	38,277	15,574	35,523	15,090
01010301 502950 Contractual Services	1,500	1,500	1,450	1,500	1,500
01010301 503130 Office Supplies	374	214	725	915	500
01010301 504130 Office Equipment	-	-	-	1,015	500
TOTAL	140,923	176,305	156,196	212,088	116,633



## **DEPARTMENT: PROBATE COURT**

### **Mission**

To compassionately assist those needing the aid of the Probate Court and to make their experience less stressful during a most difficult period.

### **Description**

The Probate Court is responsible for filing new probate estates, preparing dockets for Probate Court, preparing documents associated with probate estates, and for any and all matters associated with the Probate Court.

### **Staffing**

Office Assistant

### **2016-2017 Accomplishments**

- Continually storing all probate files electronically and filing the hard copy files at the Armory vault
- Continuing project of scanning old probate estate files for electronic storage and accessibility by the public from a computer terminal in the Town Clerk's library
- Working with programmer to electronically populate newly adopted probate forms

### **2017-2018 Objectives**

- Work with IT to bring probate program from vendor in house, update same to be web based
- Continue to provide staff with education and training to enhance job performance



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

PROBATE COURT
---------------

		2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	
01010705 PROBATE COURT							
01010705	500420	Court Judge	5,000	5,000	6,500	7,000	7,400
01010705	500760	Office Assistant	36,224	37,210	37,560	37,201	37,201
01010705	502010	Advertising	5,682	6,093	6,369	6,127	6,000
01010705	502201	Life Insurance	-	87	42	90	90
01010705	502208	Flexible Spending	31	55	135	201	201
01010705	502209	Health Insurance	17,646	17,526	18,514	19,603	21,064
01010705	502210	Payroll Taxes	2,854	2,926	3,053	3,120	2,504
01010705	502211	Pension	4,221	4,368	4,974	5,587	-
01010705	502214	Disability Insurance	173	14	45	-	-
01010705	502215	Workers' Compensation	67	70	78	88	74
01010705	502900	Professional Services	-	23	2,200	2,373	2,500
01010705	503130	Office Supplies	-	-	-	100	100
		TOTAL	71,897	73,372	79,469	81,490	77,134



## **DEPARTMENT: MUNICIPAL COURT**

### **Mission**

To promote the health and safety of the residents of Westerly, to ensure compliance with town ordinances, and to provide jurisdictional responsibility for law enforcement powers within Rhode Island.

### **Description**

The Municipal Court has jurisdiction to hear and determine cases involving violations of any ordinance of the Town of Westerly, including Minimum Housing ordinances, and any violations of Chapter 24.3 of the Rhode Island General Laws entitled “Rhode Island Housing Maintenance and Occupancy Code”, and any other jurisdiction conferred upon the court by Rhode Island General Law.

### **Staffing**

Municipal Court Clerk

### **2016-2017 Accomplishments**

- Increased the number of work stations in the Municipal Court room to accept payments during court sessions
- Set up pay-by-phone system for payment of parking tickets through Complus  
Developed and had erected new resident parking signs for Larkin Road
- Arranged Municipal Court database to accept E-Citation transmission, thus alleviating errors
- Implemented automatic transmission of Final Dispositions
- Created an access database for hand written tickets in order to track payments
- With the approval of RITT, found and corrected errors in court fees

### **2017-2018 Objectives**

- Continue to provide staff with education and training to enhance job performance
- Continue to review street sign issues throughout town in trouble area
- Provide Municipal Court Clerks throughout Rhode Island a liaison who they would be able to contact to assist in troubleshooting problems that they may incur due to new changes in software or state regulations



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

MUNICIPAL COURT		2014	2015	2016	2017	2018	
		Actual	Actual	Actual	Revised	Adopted	
01010706 MUNICIPAL COURT							
01010706	500420	Court Judge	11,236	11,236	11,236	11,236	11,400
01010706	500430	Municipal Court Clerk	44,029	45,311	50,905	-	48,153
01010706	502201	Life Insurance	-	170	94	-	153
01010706	502208	Flexible Spending	-	25	37	-	-
01010706	502209	Health Insurance	6,086	5,995	5,993	-	-
01010706	502210	Payroll Taxes	4,126	4,202	4,667	860	4,543
01010706	502211	Pension	4,404	4,321	4,437	-	-
01010706	502214	Disability Insurance	289	86	191	-	106
01010706	502215	Workers' Compensation	79	94	98	22	19
01010706	503130	Office Supplies	296	232	500	300	300
TOTAL			70,546	71,672	78,158	12,418	64,674



## **DEPARTMENT: LEGAL SERVICES**

### **Mission**

To provide legal services to the Town Council, Planning and Zoning Boards along with all departments within the town government.

### **Description**

The legal budget includes the Town Solicitor and Assistant Town Solicitor, whose focus is on Planning and Zoning matters. Further the legal budget provides for other professional legal services, such as specialized legal matters, litigation, etc.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

LEGAL SERVICES
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		2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010501	LEGAL SERVICES					
01010501	500102	Town Solicitor	38,325	39,046	36,000	54,000
01010501	500480	Confidential Secretary/Clerk	5,341	5,496	6,175	-
01010501	501020	Part Time	79,970	74,499	77,723	79,970
01010501	502110	Office Supplies	557	500	1,497	2,000
01010501	502201	Life Insurance	-	10	11	180
01010501	502208	Flexible Spending	-	3	5	-
01010501	502209	Health Insurance	749	727	727	-
01010501	502210	Payroll Taxes	4,840	3,640	2,073	1,783
01010501	502211	Pension	534	524	538	-
01010501	502214	Disability Insurance	51	37	23	-
01010501	502215	Workers' Compensation	92	82	47	46
01010501	502900	Professional Services	137,904	128,334	319,572	71,950
01010501	502913	COPAR	129,939	46,147	40,000	-
01010501	502920	Arbitration/Other Fees	5,788	250	409	550
	TOTAL		404,092	299,297	484,799	210,479
				484,799	210,479	234,680



## DEPARTMENT: FINANCE

### Mission

Provide clear, accurate, and timely financial information services and reporting within the organization and to the public. The timely delivery of this service is essential for proper and effective financial management of the School and Town. Provide for the safekeeping and the prudent investment of all Town and school funds, as well as strict financial budgetary controls over all departments. Collect all revenues of the town in a courteous and equitable manner.

### Description

The Finance Department is a consolidated department between the Town and School District and is responsible for the financial reporting; collections of property taxes, motor vehicle, personal property, and water and sewer bills; payroll, purchasing, and payments to our vendors; budget preparation; and working with outside audit firms to complete a timely and comprehensive annual audit which provides the towns financial position on the general fund, enterprise funds, non-major governmental funds, internal service funds, private purpose trust funds and agency funds.

### Staffing (funding allocation included)

Finance Director	(50% Town, 5% Water, 5% Sewer, 40% School)
Deputy Finance Director	(30% Town, 5% Water, 5% Sewer, 60% School)
Tax Collector	(70% Town, 20% Water, 10% Sewer)
A/R Coordinator	(70% Town, 20% Water, 10% Sewer)
Account Clerk II (2)	(1 - 100% Town, 1 – 100% Water)
A/P Clerk (2)	(30% Town, 5% Water, 5% Sewer, 60% School)
Purchasing Clerk	(30% Town, 5% Water, 5% Sewer, 60% School)
Purchasing Agent/Risk Mgr.	(30% Town, 10% Water, 10% Sewer, 50% School)
Payroll Coordinator	(30% Town, 5% Water, 5% Sewer, 60% School)
Finance Asst./Payroll Clerk	(40% Town, 10% Water, 10% Sewer, 40% School)
Staff Accountant	(30% Town, 5% Water, 5% Sewer, 60% School)
Finance Intern (PT)	(100% Town)



## **DEPARTMENT: FINANCE – Continued**

### **Accomplishments**

- Timely audit reports
- Submission of School Budget to GFOA and ASBO for national recognition
- Increase in security for on line banking and negotiated increase in interest earned
- Multiple vendor contracts, insurance, adult day care lease and Hopkinton landfill agreement
- Land acquisitions (Lucey Property), lease purchase (CherENZA Property) and 6 million road bond
- Lock Box service – improved services to citizens with change of lock box vendor, coordination with Washington Trust

### **Goals and Objectives**

- Assist in negotiations of IBPO and LIUNA Local 808 contracts.
- Submission of Town Budget to GFOA
- Restructure of general ledger account codes
- Implement on-line purchasing



**TOWN OF WESTERLY**  
**F/Y 2017-2018 ADOPTED BUDGET**

**FINANCE DEPARTMENT**

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010701 FINANCE DEPARTMENT					
01010701 500105 Purchasing Agent/Risk Manager	18,575	21,826	19,890	19,890	19,891
01010701 500130 Finance Director	51,474	39,747	56,319	55,652	84,000
01010701 500132 Deputy Finance Director	26,353	21,755	22,677	22,339	-
01010701 500170 Tax Collector	46,454	53,587	48,405	48,106	45,500
01010701 500180 Payroll Coordinator	648	15,047	15,828	15,592	-
01010701 500181 Accounts Payable Clerk	923	11,168	23,951	24,723	23,951
01010701 500310 Information Systems Manager	31,560	44,451	-	-	-
01010701 500311 Information Systems Assistant	29,565	39,055	-	-	-
01010701 500381 Acct. Receivable Coordinator	29,708	31,109	22,671	31,566	29,402
01010701 500382 Accountant	15,141	10,597	14,887	14,382	14,382
01010701 500401 Finance Assistant	53,920	35,075	17,597	18,000	18,000
01010701 500403 Finance Intern	1,714	488	-	2,000	2,000
01010701 500504 Finance Assistant PT	-	2,155	-	-	-
01010701 500505 Purchasing Clerk	439	12,017	13,468	13,747	-
01010701 500770 Account Clerk II	36,388	37,225	37,580	37,201	37,201
01010701 501040 Overtime & Standby	4,382	30	864	1,000	4,000
01010701 502010 Advertising	2,366	16,861	1,596	1,500	1,500
01010701 502030 Dues	-	-	-	875	0
01010701 502050 Postage	28,160	31,508	29,651	37,000	37,000
01010701 502201 Life Insurance	-	765	210	777	990
01010701 502208 Flexible Spending	371	221	559	659	201
01010701 502209 Health Insurance	71,205	82,564	68,254	68,526	68,525
01010701 502210 Payroll Taxes	25,520	25,520	22,492	22,327	22,327
01010701 502211 Pension	35,352	39,660	32,362	34,051	-
01010701 502213 LAP Insurance	356,729	356,035	356,456	330,000	-
01010701 502214 Disability Insurance	2,370	884	848	506	650
01010701 502215 Workers' Compensation	325	331	198	599	551
01010701 502300 Printing and Binding	16,227	26,993	9,398	14,000	14,000
01010701 502301 Trainings & Seminars	298	-	-	-	-
01010701 502500 Professional Development	385	75	80	785	1,500
01010701 502650 Maintenance of Equipment	351	5,241	437	500	250
01010701 502830 Fringe Benefits	345	-	-	-	-
01010701 502900 Professional Services	18,570	500	4,317	10,000	26,025
01010701 502930 Miscellaneous Expenses	119	50	-	-	-
01010701 502950 Contractual Services	124,288	103,256	-	-	-
01010701 503130 Office Supplies	8,081	4,600	5,075	7,000	7,000
01010701 503132 Office Supplies IT	135	247	-	-	-
01010701 504080 Computer Hard/Software	28,667	17,370	4,948	-	-
01010701 504130 Office Equipment	-	-	-	6,000	6,000
01010701 505130 Police Pension Fund Contrib.	(67,920)	-	-	-	-
01010701 505131 OPEB Contribution	429,600	429,600	386,000	-	-
01010701 505132 MERS (Municipal Emp. Retire)	181,261	181,261	181,400	-	-
01010701 505296 Transfer Sewer Dist. Fees	600,555	691,895	-	-	-
01010701 521050 Health Insurance	99	-	99	-	-
01010701 52204 Non Certified Pension	30	-	-	-	-
01010701 531170 Auditors Fee	21,438	20,060	20,609	35,000	26,000
01010701 533310 Mileage	234	399	67	500	-
<b>TOTAL</b>	<b>2,232,406</b>	<b>2,411,227</b>	<b>1,419,192</b>	<b>874,803</b>	<b>490,845</b>





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## DEPARTMENT: ASSESSMENT ADMINISTRATION

### Mission

To provide a professional, risk-free workplace to administer the Town's assessment program in a manner that assures public confidence in our accuracy, productivity, and fairness.

### Description

The Assessor's Office is responsible for the proper and valid assessment of all real estate, taxable personal property, and motor vehicles and for the timely completion of the annual tax roll. The office is also responsible for processing tax exemptions, resolving tax appeals, and appraising all new construction and renovations.

### Staffing

- Assessor
- Senior Appraiser
- Assessment Assistant
- Appraiser
- Clerk

### Performance Data

- Provide information to taxpayers
- Resolve complaints
- Reply to appeals (99)
- Track sales (@430)
- Maintain records for new construction and building permits
- Maintain mapping
- Process senior exemptions (@550)
- Value motor vehicles (@1,000) and trailers (@470).

### 2016-2017 Accomplishments

- Successful completion of the statistical revaluation of the town
- Instrumental in getting 12 tax appeal cases dismissed, saving the town \$85,000 plus court costs
- Developed Standard Operating Procedures for office duties
- Certified the Grand List by June 15<sup>th</sup>
- Cross-trained on Munis and electronic bill-paying
- Made town-wide map/lot listing uniform for GIS implementation

### 2017- 2018 Objectives

- Provide staff the opportunity for continuing education and professional development to expand their knowledge base
- Certify the Grand List by June 15<sup>th</sup>



**TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET**

<b>ASSESSMENT ADMINISTRATION</b>
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010703 ASSESSMENT ADMINISTRATION					
01010703 500190 Town Assessor	48,045	58,042	58,132	58,305	59,471
01010703 500410 Field Appraiser	42,274	43,505	44,314	43,999	44,879
01010703 500470 Acct Clerk III	37,334	38,183	38,550	38,184	38,184
01010703 500850 Assessment Assistant	42,275	43,505	44,413	44,000	45,320
01010703 500860 Senior Appraiser	49,673	46,499	45,734	46,223	47,148
01010703 502010 Advertising	843	1,377	611	1,300	1,500
01010703 502201 Life Insurance	-	781	431	756	756
01010703 502208 Flexible Spending	209	183	299	201	303
01010703 502209 Health Insurance	70,006	72,856	75,098	78,075	54,875
01010703 502210 Payroll Taxes	15,525	16,290	16,393	16,794	17,113
01010703 502211 Pension	22,466	22,638	24,268	25,225	-
01010703 502214 Disability Insurance	1,514	369	761	433	434
01010703 502215 Workers' Compensation	3,032	3,226	3,627	2,766	2,933
01010703 502300 Printing & Binding	2,974	1,354	1,768	2,139	2,100
01010703 502500 Professional Development	335	200	240	1,671	1,675
01010703 502900 Professional Services	443	319	319	-	-
01010703 502950 Contractual Services	900	900	900	1,400	11,200
01010703 503030 Clothing	-	-	-	220	300
01010703 503040 Books & Publications	544	346	420	892	900
01010703 503130 Office Supplies	4,410	3,592	3,369	3,667	3,800
01010703 504130 Office Equipment	864	-	597	2,090	3,900
<b>TOTAL</b>	343,666	354,164	360,242	368,340	336,791



## DEPARTMENT: INFORMATION TECHNOLOGY

### Mission

The Westerly Information Technology Department will support the general government operations through the use of high quality technology and innovative solutions.

### Description

The Town of Westerly Information Technology Department provides technology solutions and services utilized by the general government operations, utilities and support to public safety. The department is responsible for hardware support, system administration, long range technology planning, software integration, website management and administration of the geographic information system.

### Staffing

IT Manager  
IT Assistant (2)

### Performance Data FY2017

1 - Emergency Requests	40
2 - Critical Requests	43
3 - Non-Critical Requests	234
4 - Low Priority Requests	52
5 - Projects	62
Total Service Calls	431

### 2016 – 2017 Accomplishments

- Successful deployment of new website WesterlyRI.Gov
- Migration of all user data to new network
- Migration of all users to new E-mail system and WesterlyRI.Gov domain
- Deployment of new online GIS service
- Deployment of new offsite backup service
- Town Hall security camera upgrade
- Deployment of Building E-permitting
- GIS planimetric data creation
- Council chambers audio upgrade
- Deployment of new time and attendance system

### 2017 – 2018 Objectives

- Phone system upgrade
- Document management system deployment
- Rewire town hall data network
- Catch basin and drainage system inventory



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

INFORMATION TECHNOLOGY
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010704 INFORMATION TECHNOLOGY					
01010704 500107 Analyst Specialist	-	-	30,720	25,925	26,962
01010704 500310 Information Systems Manager	-	-	39,516	37,500	54,075
01010704 500311 Information Systems Assistant	-	-	36,996	30,570	38,595
01010704 502201 Life Insurance	-	-	144	301	362
01010704 502208 Flexible Spending	-	-	6	-	-
01010704 502209 Health Insurance	-	-	22,920	24,594	31,663
01010704 502210 Payroll Taxes	-	-	7,879	6,908	8,705
01010704 502211 Pension	-	-	9,888	9,587	-
01010704 502214 Disability Insurance	-	-	379	211	263
01010704 502215 Workers' Compensation	-	-	179	187	200
01010704 502500 Professional Development	-	-	155	250	500
01010704 502900 Professional Services	-	-	-	-	10,000
01010704 502950 Contractual Services	-	365	116,086	124,400	147,132
01010704 503040 Books & Publications	-	-	(119)	300	300
01010704 503130 Office Supplies	-	-	328	480	480
01010704 504080 Computer Hard/Software	-	-	43,946	44,900	46,890
TOTAL	-	365	309,024	306,113	366,126



## **DEPARTMENT: HUMAN RESOURCES**

### **Mission**

The Human Resources Department is committed to hiring, compensating, and developing the Town's workforce to ensure its ability to serve residents by strategically partnering with Town departments. We are dedicated to the fair and equitable treatment of all individuals whether resident, applicant, or employee by providing support, advice, or guidance in an ethical, courteous and timely manner.

### **Description**

The Human Resources Department is responsible for the recruitment & selection process, administering employee benefit programs including the pension plan, maintaining and updating the personnel rules and procedures, administration of the collective bargaining agreements, enhancing employee health and wellness programs, implementing general training for the organization, administering worker's compensation, engaging in contract negotiations and holding grievance hearings, resolving employee issues, and deploying and maintain human resources information systems.

### **Staffing**

Human Resources Director  
Human Resources Specialist

### **2016 – 2017 Accomplishments**

- Implementation of electronic talent acquisition process.
- Implementation of high deductible health plan for two-thirds of staff.
- Implemented employee self-service module in the ERP system.
- Designed and implemented town-wide performance management program.
- Conducted classification study on non-represented positions and updated the Town's classification plan.
- Developed and implemented employer branding for talent acquisition.
- Successful negotiation of a union contract (IBPO)
- Conducted compensation study on non-represented positions.
- Designed and implemented a career laddering program in three Town divisions.

### **2017 – 2018 Objectives**

- Continued implementation of HR modules in the Town's ERP system.
- Continue implementation of Wellness Programs.
- Implementation of Town-wide general training program.
- Update personnel policy for new insurance requirements



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

HUMAN RESOURCES
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010707 HUMAN RESOURCES					
01010707 500330 Human Resources Director	40,629	40,756	41,400	52,500	52,500
01010707 500402 PR/Benefits Coordinator	24,680	16,813	26,121	23,343	-
01010707 500405 HR Specialist	-	-	-	-	32,000
01010707 502010 Advertising	9,649	4,759	6,644	5,000	6,500
01010707 502050 Postage	23	-	57	100	100
01010707 502201 Life Insurance	-	297	179	126	252
01010707 502205 Health - Wellness	-	17,500	15,400	6,051	8,000
01010707 502207 Wellness Cost Share Incentive	30,094	-	-	-	-
01010707 502208 Flexible Spending	54	25	-	141	-
01010707 502209 Health Insurance	9,333	3,834	3,368	12,978	6,914
01010707 502210 Payroll Taxes	4,913	5,109	5,263	5,511	6,169
01010707 502211 Pension	4,590	3,744	3,846	5,250	-
01010707 502214 Disability Insurance	492	26	201	116	231
01010707 502215 Workers' Compensation	96	87	(22)	147	137
01010707 502280 Pre-Employment Testing	7,661	4,995	7,115	8,000	8,000
01010707 502281 Employee Recognition	-	-	-	-	5,000
01010707 502300 Printing & Binding	300	-	369	400	400
01010707 502301 Trainings & Seminars	-	-	-	2,949	1,000
01010707 502500 Professional Development	-	-	190	-	2,588
01010707 502650 Maintenance of Equipment	-	70	-	100	100
01010707 502900 Professional Services	-	-	5,174	55,000	-
01010707 503040 Books & Publications	801	399	374	500	882
01010707 503130 Office Supplies	428	1,001	488	820	820
01010707 503430 Police Testing	3,272	2,915	1,186	4,000	4,000
01010707 504130 Office Equipment	-	-	40	100	100
01010707 505777 Employee Assistance Program	-	-	3,024	3,060	3,060
01010707 521120 Unemployment Comp	22,168	4,440	19,964	12,000	12,000
TOTAL	159,183	106,771	140,381	198,192	150,753



## DEPARTMENT: DEVELOPMENT SERVICES

### **Mission:**

The Development Services department is committed to building a safe, healthy and prosperous town through customer-focused planning, zoning, development and enforcement.

### **Description:**

The Department of Development Services consists of Planning, Zoning, Code Enforcement, Building Inspection, Community and Economic Development, Minimum Housing and Grants Administration. The Department is responsible for the Town's Comprehensive Plan, oversees land use planning and performs comprehensive reviews of major and minor development projects and subdivisions, promotes environmental conservation and regulation, coordinates community development and neighborhood commercial revitalization activities, administers federal, state and housing rehabilitation grant programs, issues building permits and performs building, mechanical, plumbing and electrical inspections, manages the permitting of all applications for zoning certificates, sign permits, and commercial parking lots, processes Dimensional Modifications and Zoning Board of Review Applications, ensures zoning enforcement and compliance and assists and supports local Town Boards and Commissions such as the Planning Board, Zoning Board, Architectural Review Board, Building Code of Appeals Board, Economic Development Commission, Conservation Committee and the Municipal Land Trust in addition to proactively working all other Town Departments and community partners.

### **Staffing:**

#### **Department of Development Services**

- Director

#### **Building Office:**

- Building Official
- Building Inspector
- Contracted Electrical Inspector & Plumbing/Mechanical Inspector
- Office Assistant

#### **Planning and Zoning Office:**

- Town Planner
- Planning Associate
- Zoning Official
- Minimum Housing Official
- Office Assistant



**DEVELOPMENT SERVICES – *Continued***

**2016/2017 Accomplishments:**

- All job vacancies have been filled in the Department.
- A Department Measurements Database System was designed and implemented to collect and measure Department activity.
- The Online Building Permit System was implemented.
- Six (6) Elevation grants from FEMA grant funds were closed, eight (8) are in process.
- A Career Ladder Development Program has been implemented for one staff member.
- A Draft Airport Protection Overlay District Ordinance has been developed.
- A Medical Marijuana Ordinance has been implemented.
- Began process to develop Beach Access Loading Zones.
- Began process of a plan to designate and improve ROW's.

<b>Key Performance Data:</b>	<b>FY2017</b>
<b>Building Department:</b>	
• Building Permits Issued (all trades)	2,055
• Building Inspections	1,497
• Electrical Inspections	878
• Plumbing/Mechanical Inspections	866
<b>Planning Department:</b>	
• Planning Applications Filed/Completed	33/28
<b>Zoning Department:</b>	
• Zoning Submittals Received	527
• Certificates Issued	394
• Certificates of Ownership Received/Approved	85/63
• Dimension Modifications Received/Approved	19/17
• Zoning Applications Received	39
○ Variance(s) Applications	30
○ Special Use Permit(s) Applications	6
○ Appeal Applications	3
<b>Code Enforcement:</b>	
• Property Maintenance Actions	257
• License Inspections	196
• Zoning Complaints	11
• Snow Removal Infractions	45
• Enforcement Actions Resolved	193

More than \$480,000 in revenue collected by Development Services Department\*

\*Does not include Code Enforcement Fines.



**DEVELOPMENT SERVICES - *Continued***

**2017/2018 Objectives:**

- Continued implementation of technology for onsite inspections and real time communication of violations.
- Investigate the use of interns to supplement the workforce.
- Continue working to close out the remaining Elevation Grants.
- Complete Comprehensive Plan.
- Complete recertification of Community Rating System (CRS) maintaining Class 8 Designation and investigate ways to improve future designation.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DEVELOPMENT SERVICES

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011705 DEVELOPMENT SERVICES					
01011705 500210 Town Planner	78,318	75,526	84,534	81,513	70,000
01011705 500211 Assistant Planner	49,491	50,932	51,872	32,560	-
01011705 500212 Planning Associate	-	-	-	16,650	45,000
01011705 500260 Building Official	63,659	65,512	66,921	66,256	71,655
01011705 500261 Director of Development Service	79,040	65,994	55,395	68,274	89,000
01011705 500262 Grant Administrator	-	-	-	-	20,000
01011705 500390 Zoning Officer/Supervisor	57,863	59,547	60,654	60,224	60,224
01011705 500510 Building Inspector	40,781	46,278	47,153	46,818	48,223
01011705 500520 Electrical Inspector	18,000	18,000	18,000	24,460	-
01011705 500525 Part Time Housing/Maintenanc	15,115	16,000	17,346	11,540	-
01011705 500701 Minimum Housing Official	46,458	47,907	48,898	48,452	48,452
01011705 500760 Office Assistant	72,963	74,419	75,120	74,402	74,402
01011705 500920 Administrative Assistant	-	-	-	-	500
01011705 501040 Overtime & Standby	10,290	4,653	3,307	3,000	5,000
01011705 502010 Advertising	7,441	(1,060)	6,089	5,250	5,000
01011705 502030 Dues	-	-	18	2280	0
01011705 502201 Life Insurance	-	1,379	732	1,440	1,440
01011705 502208 Flexible Spending	343	315	534	606	555
01011705 502209 Health Insurance	102,276	111,473	115,817	127,219	141,161
01011705 502210 Payroll Taxes	36,597	35,362	35,802	38,787	37,716
01011705 502211 Pension	50,301	48,082	50,758	54,805	-
01011705 502214 Disability Insurance	2,739	851	1,446	982	938
01011705 502215 Workers' Compensation	8,985	6,715	6,828	5,180	6,007
01011705 502300 Printing & Binding	169	240	606	2,800	3,000
01011705 502500 Professional Development	1,879	1,426	977	5,640	8,745
01011705 502650 Maint. of Equipment	130	-	-	-	600
01011705 502651 RIAC Tree Replanting	17,468	-	(246)	-	-
01011705 502652 Misc Grant Expenditures	-	(165)	-	-	-
01011705 502950 Contractual Services	14,827	14,103	16,268	13,850	60,500
01011705 503030 Clothing	653	417	531	650	650
01011705 503040 Books & Publications	663	294	682	600	735
01011705 503130 Office Supplies	3,151	2,525	2,864	5,300	3,650
01011705 504130 Office Equipment	4,907	2,802	2,321	-	2,400
TOTAL	784,509	749,525	771,228	799,538	805,553



## DEPARTMENT: BOARD OF FINANCE

### **Mission:**

To provide prudent financial advice and recommendations to the members of the Town Council and School Committee during the Town's annual review of the proposed budgets.

### **Description:**

The Town Council appoints the Board of Finance, which is comprised of five taxpayers who are residents of the Town and is governed by the Town Charter.

Per §3-1-4(a), "The board is empowered to confer with the Town Manager, all department heads and others deemed necessary for the understanding and fair consideration of the requested appropriations"



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

BOARD OF FINANCE
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01010102 FINANCE BOARD					
01010102 502300 Printing & Binding	30	-	100	-	-
01010102 502950 Contractual Service	913	571	791	850	2,500
TOTAL	942	571	891	850	2,500



## DEPARTMENT: CONSERVATION COMMISSION

### **Mission:**

The Westerly Conservation Commission shall endeavor to maintain and preserve the natural environment within the Town of Westerly by promoting, protecting and developing its ecological resources.

### **Description:**

To coordinate activities of official and unofficial bodies organized for the purpose of ecological preservation. To coordinate with local and state officials for the purpose of addressing conservation issues. To work in conjunction with the town planning department, the town manager and the town council for the promotion, development, utilization and preservation of open spaces and natural resources.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

CONSERVATION COMMISSION

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011703 CONSERVATION COMMISSION					
01011703 504331 Town Forest	1,813	600	1,350	2,000	2,000
01011703 504332 Rights of Way Maintenance	64	1,213	-	17,500	17,500
TOTAL	1,877	1,813	1,350	19,500	19,500



## DEPARTMENT: MUNICIPAL LAND TRUST

### **Mission:**

The mission of the Westerly Municipal Land Trust is to preserve and protect the natural resources of Westerly, Rhode Island.

### **Description:**

The Municipal Land Trust supports the implementation of the town's comprehensive plan and lends assistance to town departments and commissions in regard to the execution of policies related to land use and preservation. The Westerly Municipal Land Trust continues to develop a public awareness program for all open space properties in Westerly Rhode Island. We will be implementing a stewardship program to ensure the preservation and protection of the natural resources of environmentally sensitive land for the benefit of all citizens of Westerly, Rhode Island.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

		MUNICIPAL LAND TRUST				
		2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011702 MUNICIPAL LAND TRUST						
01011702	508311 Westerly Mun. Land Trust	6,121	2,653	3,946	10,000	10,000
	TOTAL	6,121	2,653	3,946	10,000	10,000



## DEPARTMENT: RECREATION & LEISURE TIME

### Mission Statement

The Mission of the Westerly Recreation Department is to provide a variety of quality programs, community events, and recreational services in a safe and affordable manner, and to effectively develop and maintain recreational facilities, including all town owned fields, facilities and beaches for all residents and taxpayers of the Town of Westerly.

### Description

Contained within the aforementioned Mission Statement are the goals that identify where the Westerly Recreation Department is today and where it proposes to be in the near future. Presently, the Recreation Department offers a variety of programs and special events which includes, but are not limited to, our summer playground program (serving 200 children), Tunes on the Dunes summer concert series (serving 1500-2000 per concert), Run for the Pumpkins Fall 5K trail run (serving 100+ runners), Fall and Spring kids bowling program (serving 100+ children), youth lacrosse clinics, Fun in the Sun weekly summer activities for kids at the beach (serving 30+ children weekly), Wuskenau Ocean Adventures summer camp, surf school, Catch a Curl Surf competition, indoor and summer tennis instruction (serving 30-50 children), children's yoga, children's arts and crafts, adult co-ed indoor volleyball, etc...We have also partnered with the Positive Coaching Alliance and the Westerly School Department Athletics Department and Town Leagues to offer coaching workshops throughout the year to the volunteers and parents that support the local leagues and teams in town. To date we have reached out to over 5 dozen coaches through our PCA workshops. Since its launch in 1998 at Stanford University PCA has impacted more than 5 million youth athletes. PCA reaches youth and high school sport leaders, coaches, athletes, parents, and officials through partnerships with schools, local sports organizations and Recreation Departments.

At the center of the Positive Coaching Alliance mission there are three models:

- The Double-Goal Coach, who strives to win while also pursuing the more-important goal of life lessons through sports;
- The Second-Goal Parent, who concentrates on life lessons, while letting coaches and athletes focus on competing; and
- The Triple-Impact Competitor, who strives to impact sport on three levels by improving oneself, teammates and the game as a whole.



## **RECREATION & LEISURE TIME - *Continued***

It is the goal in this budget to aggressively expand our ability to offer more and varied off-season programming by adding an additional staff person whose responsibility it will be to develop, promote and implement recreation programming throughout the year. Westerly is fortunate that there are many groups presently that work with the town to provide programming (Westerly Track and Athletic Club, NE Science and Sail and all of the volunteers who run the leagues just to name a few). These partnerships, combined with the proposed additional staff resource, will result in more recreation and leisure programs being offered year-round to our residents and will allow us to extend the seasonal use of our fields and beaches which will have a direct impact on the quality of life in our community.

### **Staffing**

Recreation Director

Administrative/program assistant (1/2 time position shared with school department)

Seasonal staff of approximately 70-80

### **FY 2016-17 Accomplishments**

- Implemented new programs such as adult co-ed volleyball, children's yoga, toddler arts and crafts, fitness programs at the town beach,
- Produced 14 concerts drawing on average 2000-3000 nightly
- Implemented Positive Coaching Alliance workshops to assist coaches and parents in how to run a successful league/athletic program
- Recreation Director took a more active role in recreation/field maintenance working with Public Works staff to address short and long term goals for maintaining town recreation resources. Responsibilities included but were not limited to: serving on Fields Use Committee, completing rehabilitation of Town Beach pavilion, coordinated field sign replacement program, various facility rehab projects (i.e. building siding, replacing stairs, lighting replacement), etc...
- Director developed scope of work for RFQ for master plan for town athletic fields...conducted field walk through and chaired proposal review committee.



## RECREATION & LEISURE TIME - *Continued*

### Two Year Objectives

#### Year 1

- -Continue to run all seasonal programming with existing seasonal staff structure.
- Augment programming capabilities by adding a part-time, year-round program assistant responsible for developing, organizing, overseeing new programming. Income generated by this position through increased program fees would be used to offset the cost of the new position. Emphasis on "pay as you go" programs would be used to optimize department revenue. This new position would also be directed to develop more adaptive recreation programs and look for ways to make Westerly's facilities and programs more accessible.
- Have a more inclusive role with the Public Works Department on recreation field and facility maintenance.
- Promote Positive Coaching Alliance workshops among league and school department coaches and parents. Westerly has sponsored these clinics for three years and has been one of the leading communities in the state for promoting this positive message reaching out to over 60 coaches from the school department and various leagues.

#### Year 2

- Implement recreational fields and facilities master plan.
- Seek ways to maximize revenue generating capabilities of recreation facilities. Offer special events (holiday festival of lights, fall activities at the town beaches...) that could be revenue generators for the town especially during times when the facilities are not being utilized by beach patrons or leagues.
- Secure funding for full time program director and administrative assistant.



**TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET**

RECREATION & LEISURE TIME						
	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted	
01011402 RECREATION & LEISURE TIME						
01011402 500120 Recreation Director	47,471	48,853	49,758	49,408	49,408	
01011402 500870 Playground Supervisor	6,133	6,088	3,195	7,200	7,500	
01011402 500920 Administrative Assistant	17,463	16,937	20,911	20,453	20,453	
01011402 501030 Seasonal Wages	51,312	50,373	57,354	58,000	58,000	
01011402 501040 Overtime & Standby	69	487	213	-	-	
01011402 502100 Telephone	2,056	2,599	3,175	1,600	2,600	
01011402 502200 Utilities	7,489	7,001	7,268	7,000	8,000	
01011402 502201 Life Insurance	-	71	79	198	198	
01011402 502208 Flexible Spending	95	41	49	-	-	
01011402 502209 Health Insurance	20,528	25,836	23,250	23,984	23,984	
01011402 502210 Payroll Taxes	8,706	8,697	9,039	10,010	10,010	
01011402 502211 Pension	4,748	6,735	7,434	8,568	-	
01011402 502214 Disability Insurance	295	159	157	118	118	
01011402 502215 Workers' Compensation	3,697	2,975	3,171	4,110	3,713	
01011402 502300 Printing & Binding	88	500	-	500	500	
01011402 502950 Contractual Services	5,840	-	-	-	-	
01011402 502990 Contribution & Other Expenses	12,300	12,150	5,050	12,500	12,500	
01011402 503130 Office Supplies	75	923	474	500	500	
01011402 503140 Recreation Supplies	16,221	13,951	10,388	14,000	14,000	
01011402 503260 Bus Trips	8,871	8,260	5,609	8,988	9,000	
01011402 504594 Recreation Programing	18,588	20,000	12,219	19,000	19,000	
01011402 504990 Recreation Improvements	24,300	17,414	14,971	17,000	17,000	
01011402 506670 Entertainment	15,195	12,775	12,400	-	-	
01011402 506671 Entertainment/Special Events	12,937	12,484	12,500	30,000	30,000	
01011402 52204 Non Certified Pension	(83)	-	-	-	-	
<b>TOTAL</b>	<b>284,392</b>	<b>275,310</b>	<b>258,664</b>	<b>293,137</b>	<b>286,484</b>	



## DEPARTMENT: RECREATION – TOWN BEACH OPERATIONS

### Mission Statement

The Mission of the Westerly Recreation Department is to provide a variety of quality programs, community events, and recreational services in a safe and affordable manner, and to effectively develop and maintain recreational facilities, including all town owned fields, facilities and beaches for all residents and taxpayers of the Town of Westerly.

### Description

The Town Beach operations consist of two, noncontiguous parcels of oceanfront property located at 311 and 356 Atlantic Ave, with an adjacent piece of property presently utilized as a parking lot and Tourist Booth/Information Center located at 316 Atlantic Ave. The 311 and 316 Atlantic Ave. properties were acquired in the early 2000's through a drug forfeiture. The 311 property is referred to as Wuskenau Beach and the 365 property is referred to as the Westerly Town Beach. The Wuskenau Beach is open to the public and charges a day parking fee or a season pass fee. The Westerly Town Beach is open to Westerly residents and taxpayers who must purchase their parking pass at town hall each season. The Town of Westerly sells between 2500 - 3000 parking passes to the Westerly Town Beach each year @ \$70 for a regular pass and \$45 for a senior pass. Wuskenau revenues for their day parking passes and season pass sales exceeded \$70,000 last summer.

It is the goal in this budget to seek adequate funding to maintain these facilities to the level that is expected by the users of these beaches. Providing clean, safe beaches with adequate staff who have all been properly trained and given the proper equipment to perform their appointed tasks are the main goals for this upcoming season. We are also aggressively exploring ways to extend the season beyond the Memorial Day to Labor Day window. We are looking at funding programs that would take place in the Spring and Fall such as a Farmer's Market that could be run out of our beach parking lot. Presently, we offer a wide variety of programs at our beaches in season that include, but are not limited to, our Fun in the Sun children's program, our Tunes on the Dunes concert series that regularly draws in excess of 2000 people nightly for our 14 concert series, our Wuskenau Ocean Adventure Program and fitness programs such as early morning Zumba and yoga on the beach.



## **TOWN BEACH OPERATIONS - *Continued***

### **Staffing**

Recreation Director

Administrative/program assistant (1/2 time position shared with school department)

Seasonal staff of approximately 70-80

Beach Manager (2)

Lifeguard Supervisors (3)

Maintenance Supervisor

Beach Attendants (30 approx.)

Lifeguards (30 approx.)

### **FY 2016-17 Accomplishments**

- Produced 14 concerts drawing on average 2000-3000 nightly
- Became the first beach operation in the State of RI to receive certification from the United State Lifesaving Association.
- Developed seagull abatement program to address increase in bird attacks on beach patrons
- Converted Wuskenau Beach pass sales to credit only therefore removing all cash from this operation.

### **Two Year Objectives**

#### **Year 1**

- Continue to run all beach operations with existing seasonal staff structure.

Work to increase awareness of lifeguard's role in beach safety on entire stretch of Misquamicut Beach. Town lifeguards regularly make rescues on adjoining beaches to assist understaffed facilities.

- Develop schedule for replacing old and outdated rescue equipment.
- Complete Post Hurricane Sandy construction projects (i.e. guardrail at Westerly Town Beach parking lot)

#### **Year 2**

- Implement new off season programming schedule (Farmer's Market, special Spring and Fall events, etc...)
- Secure funding for lifeguard jet ski, new 4 wheel drive vehicle for beach rescues, new PA system for Wuskenau Beach etc...



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**TOWN BEACH OPERATIONS**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	Actual	Actual	Actual	Revised	Adopted
01011403 TOWN BEACH OPERATIONS					
01011403 500120 Recreation Director	15,824	16,284	16,586	16,469	16,469
01011403 501030 Seasonal Wages	224,389	243,636	236,314	185,000	210,000
01011403 501031 Maintenance Supervisor	-	-	-	12,800	12,500
01011403 501033 Seasonal wage entertainment	2,888	-	-	-	-
01011403 501040 Overtime & Standby	4,049	2,914	9,685	3,000	5,000
01011403 502010 Advertising	311	300	388	1,000	1,000
01011403 502100 Telephone	2,389	1,492	1,872	1,850	1,850
01011403 502200 Utilities	3,113	2,267	4,495	3,000	3,000
01011403 502201 Life Insurance	-	113	26	45	45
01011403 502208 Flexible Spending	32	14	16	-	-
01011403 502209 Health Insurance	4,676	4,246	4,414	4,635	4,635
01011403 502210 Payroll Taxes	18,559	19,687	19,423	16,129	16,129
01011403 502211 Pension	1,522	1,553	1,645	1,680	-
01011403 502214 Disability Insurance	149	(25)	52	37	37
01011403 502215 Workers' Compensation	6,401	6,760	7,431	7,151	7,795
01011403 502300 Printing & Binding	1,500	1,500	1,319	1,500	1,500
01011403 502650 Maintenance of Equipment	3,413	4,971	2,698	3,500	3,500
01011403 502700 Maintenance of Building & Imp	21,429	21,378	18,827	16,500	20,000
01011403 502830 Fringe Benefits	155	-	-	-	-
01011403 502850 LAP Insurance	12,653	-	-	-	-
01011403 503120 Janitorial Supplies	3,426	3,771	8,805	6,000	6,000
01011403 503135 Point of Sale (POS) System	-	-	-	1,000	1,000
01011403 503250 Safety Supplies	3,000	2,416	2,401	3,000	3,000
01011403 503251 Trash Removal	-	2,450	4,250	4,000	4,000
01011403 503990 Other Supplies	12,065	1,071	896	1,000	1,000
01011403 506061 Park Benches	1,703	306	-	-	-
<b>TOTAL</b>	<b>343,643</b>	<b>337,104</b>	<b>341,546</b>	<b>289,296</b>	<b>318,460</b>



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## DEPARTMENT: PENSION & OPEB

### Mission

Funding for contractual & planned post- retirement benefits along with other post-employment benefits.

### Description

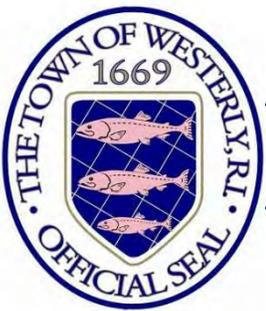
The Town funds other post-employment benefits (OPEB) if they were or are offered through collective bargaining agreements. An example of an “other post-employment benefit” is health insurance. For the first time, in FY18, the Town fully-funded its obligation towards OPEB based on the actuarially-determined contribution (ADC), of \$1,912,794. This represents a significant increase from prior years and constitutes the primary dollar amount for the budget increase this year. Last year, the Town funded its OPEB obligation at 40% of the ADC, or \$400,000 of \$1 million. Based on a new actuary’s calculation of our benefits structure, the liability increased significantly and raised the ADC to \$1.9 million. To that end, the Town’s funded level of its OPEB obligation decreased from 24% to 8%.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

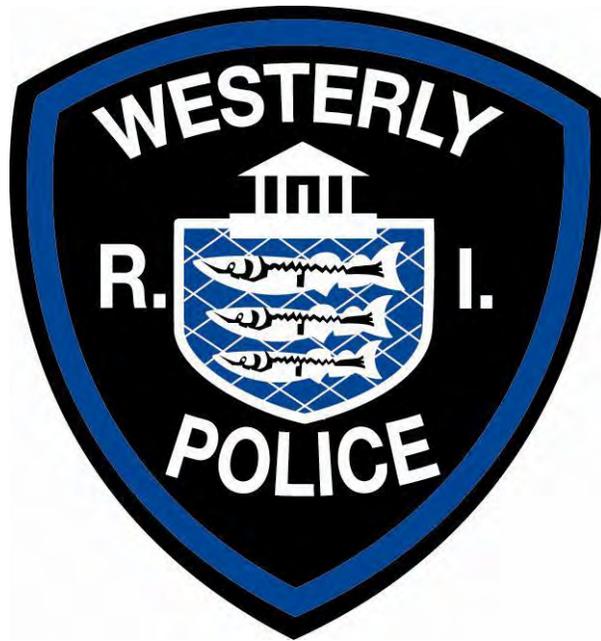
PENSION & OPEB					
	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Revised	Adopted
01010803 PENSION & OPEB					
01010803 502204 Police Pension ARC	-	-	-	1,720,000	1,850,000
01010803 505131 OPEB Contribution	-	-	-	400,000	1,912,794
01010803 505132 MERS (Municipal Emp. Retire)	-	-	-	181,400	181,400
01010803 505133 Town Council Pension	-	-	-	-	13,147
01010803 505134 Admin Pension	-	-	-	-	190,305
01010803 505135 Police Admin ICMA	-	-	-	-	42,007
01010803 505136 Local 808 Pension	-	-	-	-	333,573
TOTAL	-	-	-	2,301,400	4,523,226





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**PUBLIC SAFETY  
PROTECTION & TECHNOLOGY**



Pages 121 - 128

## DEPARTMENT – PUBLIC SAFETY

### Mission

The Westerly Police Department is committed to safeguarding the lives and property of the citizens of our community. The members of the Department uphold the highest of ethical standards while aggressively pursuing law offenders. We are dedicated to serving with a professional and caring approach while respecting the dignity of each individual. Our services will always be rendered with courtesy and compassion in adherence to local and state laws and the United States Constitution. We are committed to establishing and maintaining partnerships with all segments of our community to proactively solve problems and reduce crime, and to providing non-bias, professional service to our citizens and visitors.

### Description

The primary responsibility of the Police Department and its officers is the protection of the people and upholding the law. The Westerly Police Department provides many public safety services to the Town of Westerly and its mission is shared among its patrol, detective and administrative components.

1. The patrol component provides protection for life and property; promotes highway safety; investigates criminal and non-criminal activities; provides assistance to local and state agencies; maintains order at demonstrations and public events; and makes community service visits to schools and community groups. It also provides for animal control, dispatch, and building and vehicle maintenance services.
2. The detective component investigates criminal complaints that include, but are not limited to: homicides, arsons, burglaries, sexual assaults, thefts, frauds, assaults, and other felonies and misdemeanors that require extensive investigation.
3. The administrative component is charged with the functional responsibility of administrative and operational control of the various organizational units. It also is responsible for the planning, organizing, scheduling, directing, coordinating, researching, recording, and budgeting functions of the department. It also provides for administrative aid services.



**PUBLIC SAFETY - *Continued***

We envision the Westerly Police Department as the benchmark of professionalism and leadership, not only in Southern Rhode Island, but statewide. By taking an aggressive stance against criminal activity, utilizing traditional and progressive means, we assist in creating a safer, more productive town. By working with citizens and businesses, we can continue to assist in the economic development of our town and make Westerly a truly vibrant community.

**Staffing**

	Current	Authorized
Chief	1	1
Captain	1	1
Lieutenants	3	3
Patrol Sergeants	6	6
Detective Sergeant	1	1
Detectives	4	4
Corporals	3	3
Patrol Officers	24	27
School Resource Officer	2	2
Juvenile/Elderly Affairs	1	1
Investigator	1	1
Animal Control Officer	1	1
Administrative Assistant	1	1
Dispatchers	7	7
Office Assistant	1	1
Mechanic	1	1
Custodian	2	2
Tech Manager	1	1
<b>Total</b>	<b>61</b>	<b>64</b>

Community Service Officers                      15, Summer

**Performance Data**

Calls for Service 2016	35,307
Arrests	1,371
DUI Arrests	102
MV Crash Investigations	841
ACO Calls Service by ACO	312
Other Animal Complaints	719



## **PUBLIC SAFETY - *Continued***

### **2016-2017 Accomplishments**

- VACANCIES: Hired five new patrol officers to replace vacancies due to retirements
- NEW DISPATCH RADIO SYSTEM: In process of implementing plan
- GYM: Working to move gym from 1<sup>st</sup> floor to basement, upgrade equipment
- Training

### **2017-2018 Objectives**

- RI STATE ACCREDITATION: To complete the requirements to attain Rhode Island State Accreditation certification; as a way of improving delivery of services, controlling liability risk, providing greater accountability, enhancing effectiveness and efficiency, increasing capabilities to prevent and control crime and improving morale.
- TASER REPLACEMENT: Develop a CIP to replace aging and obsolete Tasers many of which are no longer in production.
- LIEUTENANT POSITION: Create another Lieutenant's position within the Department to oversee night patrol shifts, assist with community policing and other administrative tasks.
- IN-SERVICE TRAINING – To provide blocks of training to all officers to address relevant police topics and to comply with accreditation standards. Explore in service training options using PowerDMS.
- PATROL RIFLE: To train and equip more officers with the patrol rifle and to purchase more rifles.
- FIREARMS REPLACEMENT: To trade in and replace current duty handgun. The springs and sights need to be replaced, but it may be more cost effective to trade in and replace the guns.

### **Future Needs:**

- During FY2018-17 the department anticipates an increase of 3.5% due to contractual obligations. It would also like to implement a plan to replace the Tasers and increase quantity and quality of availability training for department members.



**TOWN OF WESTERLY**  
**F/Y 2017-2018 ADOPTED BUDGET**

<b>PUBLIC SAFETY &amp; PROTECTION</b>
---------------------------------------

			2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011001	PUBLIC SAFETY & PROTECTION						
01011001	500110	Chief of Police	106,094	108,216	177,576	113,062	113,500
01011001	500150	Captain of Police	98,465	100,434	106,797	104,933	109,240
01011001	500220	Lieutenant of Police	279,090	294,045	381,445	296,498	309,193
01011001	500310	Information Systems Manager	-	3,612	-	-	-
01011001	500380	Administrative Assistant	41,833	42,521	43,634	44,533	45,424
01011001	500550	Detective Sergeant	88,906	91,616	114,381	93,113	98,782
01011001	500560	Detective	326,890	341,925	348,165	343,340	364,243
01011001	500570	Patrol Sergeant	380,287	402,126	355,393	400,912	425,318
01011001	500571	Day Sergeant	84,761	86,002	81,232	87,399	92,720
01011001	500580	Patrol Officer	1,973,595	2,193,732	2,265,205	2,184,941	2,317,598
01011001	500760	Office Assistant	38,987	39,867	40,067	39,858	39,858
01011001	500830	Clerk/Dispatcher II	286,556	284,981	295,130	292,510	292,510
01011001	500840	Animal Control Officer	43,666	44,980	41,367	44,491	44,491
01011001	500880	Private Detail Wages	44,183	26,758	(55,491)	-	-
01011001	500940	Shift Premium	18,074	18,628	18,449	19,000	22,500
01011001	501020	Part Time	57,247	55,065	54,429	72,228	60,000
01011001	501021	Part Time - Harbor Master	-	-	-	-	-
01011001	501040	Overtime & Standby	333,233	249,912	375,635	320,000	356,200
01011001	501070	Holiday Pay	177,354	195,327	192,275	198,401	199,218
01011001	501080	Court Overtime	13,841	10,166	8,802	12,000	12,000
01011001	501500	Due from Police Grants	1,092	2,532	4,176	-	-
01011001	502050	Postage	375	354	400	400	400
01011001	502060	Education	26,561	34,026	27,205	25,000	25,000
01011001	502100	Telephone	(118)	5	1,022	-	-
01011001	502190	Other Expenses	2,840	3,108	2,907	3,000	3,000
01011001	502191	Other Exp./Civil Preparedness	-	432	3,000	3,000	1,000
01011001	502201	Life Insurance	-	3,411	2,904	3,960	4,014
01011001	502202	Police RHS	-	40,749	15,744	5,000	5,208
01011001	502204	Police Pension ARC	-	1,716,400	1,713,800	-	-
01011001	502208	Flexible Spending	2,079	1,314	4,858	8,228	7,124
01011001	502209	Health Insurance	781,918	771,161	828,417	920,513	925,130
01011001	502210	Payroll Taxes	115,828	109,058	108,267	107,052	113,641
01011001	502211	Pension	1,953,241	117,575	127,198	115,782	-
01011001	502214	Disability Insurance	6,413	837	714	100	100
01011001	502215	Workers' Compensation	7,746	6,495	7,146	9,478	1,143
01011001	502300	Printing & Binding	1,402	1,000	689	1,000	1,000
01011001	502500	Professional Development	750	860	865	1,000	3,000
01011001	502600	Maint. of Motor Vehicles	29,528	21,458	27,441	30,000	30,000
01011001	502650	Maint. of Equipment	7,240	7,656	6,899	9,000	8,500
01011001	502900	Professional Services	7,030	6,738	2,649	3,500	5,000
01011001	503020	Armory	26,887	7,111	7,412	-	-
01011001	503022	Armory	-	-	-	10,400	25,807
01011001	503030	Clothing	79,930	79,810	80,224	80,860	83,200
01011001	503040	Books & Publications	300	-	212	300	300
01011001	503070	Fuel & Lubricants	147,698	121,535	88,647	120,300	125,000
01011001	503100	Motor Veh. Parts	12,653	9,273	12,319	14,500	13,000
01011001	503101	Harbor Parts	484	600	693	2,500	2,500
01011001	503110	Medical Supplies	561	1,035	168	1,400	4,622
01011001	503130	Office Supplies	4,075	4,075	4,333	4,500	4,500

*Continued on Next Page*



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**Continued from Previous page**

		PUBLIC SAFETY & PROTECTION				
		2014	2015	2016	2017	2018
		Actual	Actual	Actual	Revised	Adopted
01011001	PUBLIC SAFETY & PROTECTION <i>Continued</i>					
01011001	503180 Machinery & Equipment Parts	721	499	1,323	1,500	1,500
01011001	503250 Safety Supplies	-	100	100	100	100
01011001	503270 K-9 Expenses	2,005	2,486	1,332	3,500	7,000
01011001	503271 Code Red	-	10,000	-	2,000	5,000
01011001	503272 Police Reserves	-	200	2,755	3,000	3,000
01011001	504080 Computer Hard/Software	-	-	879	-	-
01011001	504093 Lease Payment	31,000	31,000	43,454	31,000	36,263
01011001	504130 Office Equipment	-	930	975	1,000	1,750
01011001	554250 Safety Equipment	-	-	-	3,500	3,500
01011001	599999 Transfer Out	-	-	13,634	-	-
	TOTAL	7,643,301	7,703,737	7,989,249	6,193,592	6,353,096



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

PUBLIC SAFETY / TECHNOLOGY
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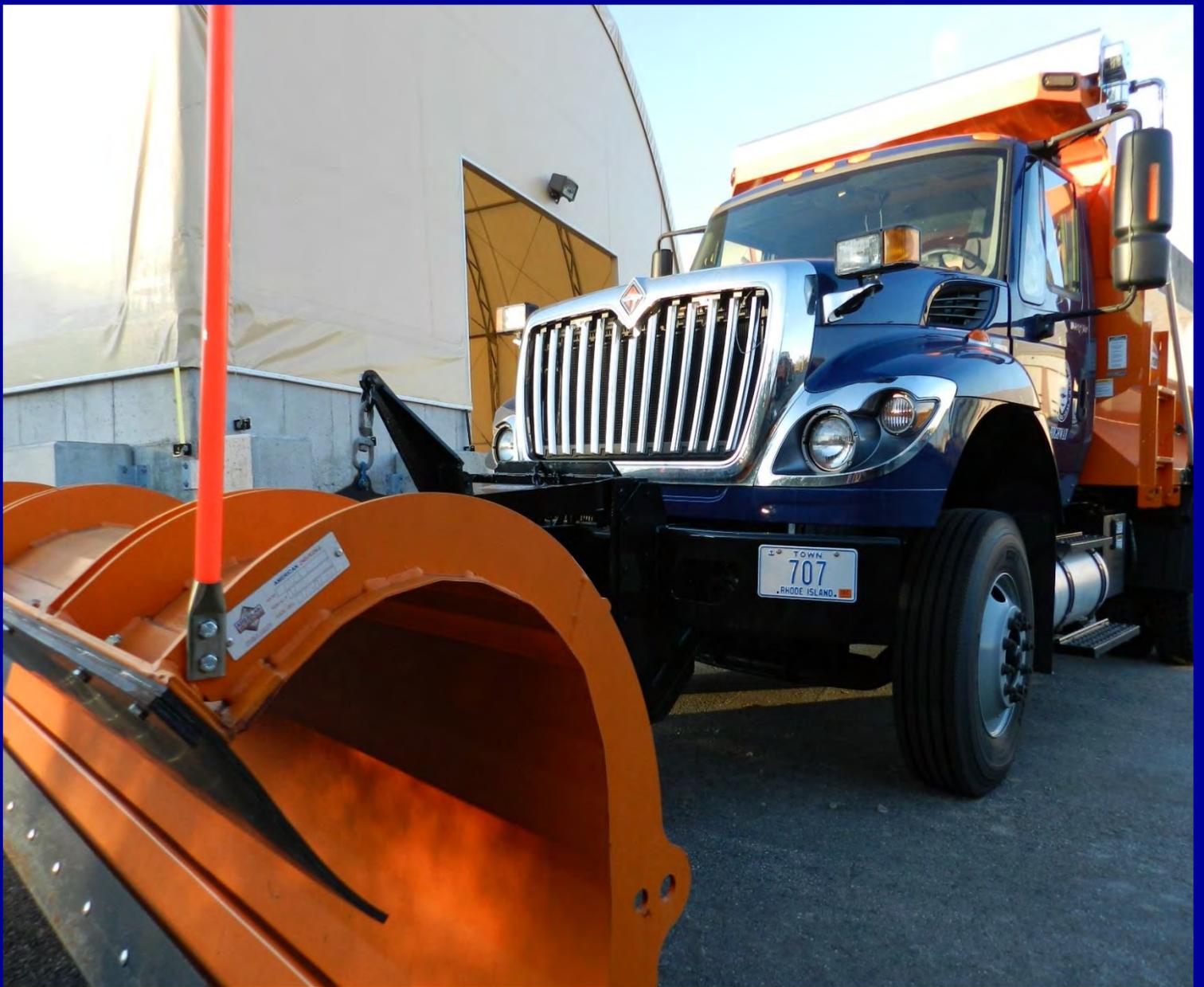
		2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011005 PUBLIC SAFETY / TECHNOLOGY						
01011005 500310	Information Systems Manager	-	2,659	-	-	-
01011005 500312	Tech Manager	60,476	61,035	59,676	62,963	64,222
01011005 502030	Dues	-	-	-	1000	0
01011005 502040	Conferences	1,074	769	-	-	-
01011005 502100	Telephone	23,325	25,035	20,235	27,000	30,000
01011005 502201	Life Insurance	-	180	30	180	180
01011005 502208	Flexible Spending	-	-	24	51	51
01011005 502209	Health Insurance	15,271	17,949	16,299	18,541	19,081
01011005 502210	Payroll Taxes	3,842	4,586	4,267	4,559	4,605
01011005 502211	Pension	5,350	6,370	5,643	6,422	-
01011005 502214	Disability Insurance	300	117	203	142	141
01011005 502215	Workers' Compensation	91	106	-	125	108
01011005 502500	Professional Development	-	-	-	-	1,500
01011005 502950	Contractual Services	35,780	50,337	38,993	41,000	43,000
01011005 503130	Office Supplies	385	562	351	1,000	1,000
01011005 504080	Computer Hard/Software	-	-	25,000	16,000	22,000
TOTAL		145,894	169,704	170,720	178,983	185,888





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## **PUBLIC WORKS**



Pages 129 - 152



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## DEPARTMENT: PUBLIC WORKS – TOWN BUILDINGS & GROUNDS

### Mission

To provide continued services to the citizens and employees of Westerly in a professional, safe manner in regards to all maintenance of Town Buildings and Grounds

### Description

The Department of Public Works is responsible for all the maintenance of town owned Buildings and Grounds.

### Staffing

Superintendent of Public Works (1)  
Assistant Superintendents (1)  
Administrative Assistants (1)  
Custodians (4.5)  
Laborers (DPW) assistance

### 2016-2017 Accomplishments

- Installed new A/C unit in the IT department
- Installed new floor in IT Department
- Major repairs to HVAC units in Town Hall, Police Station and Adult Day Center
- Installed a handy cap counter in the Tax Collectors office at Town Hall.
- Installed Energy Efficient LED lighting in the interior and exterior of the DPW building, Police Station, exterior of the Town Hall
- Installed new insulation in the attic and ceilings of the Town Hall
- Assisted with Major renovations in the Clerks and Canvassers offices
- New Hot Water heater in Town Hall
- Installed amenities at the Town's Dog Park
- Installed new sod on the Augieri Field at Westerly High School



## TOWN BUILDINGS AND GROUNDS – *Continued*

### 2017-2018 Objectives

- Continue to provide safe efficient services in regards to all maintenance in all Town of Westerly Owned Buildings and Grounds.
- Provide staff with continuing education and appropriate training.
- Implement a safety program.
- Install a new Generator at the Police Station.
- Build a new office in The Development Services work area for the Building Department.
- Install with the School Department all new planted sod in the Quad area at Westerly High School.
- Continue to assist and work as a team with all the Department's in the Town of Westerly and cities and Towns in Rhode Island and nearby Connecticut
- Remodel Beach Street Garage for Recreation Maintenance Department



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - TOWN BUILDINGS & GROUNDS

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011091 D.P.W. - TOWN BUILDINGS					
01011091 500280 Asst. Public Works Superintend	-	-	-	63,354	65,877
01011091 500730 Custodain II	141,297	155,825	165,605	144,529	144,529
01011091 501020 Part Time	-	-	-	16,380	21,380
01011091 501040 Overtime & Standby	1,156	1,025	1,690	1,000	1,000
01011091 502100 Telephone	30,353	27,274	29,136	31,000	35,670
01011091 502180 Fuel Oil (Heating)	11,586	8,850	3,392	8,000	7,737
01011091 502200 Utilities	228,215	242,479	239,935	245,000	197,100
01011091 502201 Life Insurance	-	385	167	501	591
01011091 502208 Flexible Spending	-	44	130	-	201
01011091 502209 Health Insurance	43,444	44,031	48,472	69,202	75,150
01011091 502210 Payroll Taxes	11,456	11,224	11,718	16,229	17,380
01011091 502211 Pension	16,924	18,989	21,300	28,802	-
01011091 502214 Disability Insurance	452	25	173	-	145
01011091 502215 Workers' Compensation	4,906	4,983	5,685	6,011	6,059
01011091 502650 Maintenance of Equipment	3,294	3,083	1,448	-	-
01011091 502700 Maintenance of Building & Imp	95,269	54,550	45,977	20,400	19,900
01011091 502950 Contractual Services	-	-	-	65,050	112,430
01011091 503010 Agriculture Supplies	1,997	1,016	997	-	-
01011091 503050 Construction Supplies	539	58	-	-	-
01011091 503070 Fuel & Lubricants	888	842	959	1,500	1,280
01011091 503100 Motor Vehicle Parts	236	-	-	-	-
01011091 503110 Medical Supplies	91	411	477	1,800	1,800
01011091 503120 Janitorial Supplies	18,432	17,200	17,881	18,000	12,000
01011091 503150 Electrical Supplies	4,338	3,753	2,691	-	-
01011091 503160 Hardware & Tools	271	-	43	500	500
01011091 503230 Plumbing/Air Conditioning Supp	13,150	11,798	5,561	-	-
01011091 503250 Safety Supplies	2,346	238	849	-	-
01011091 504130 Office Equipment	375	121	566	1,000	1,000
01011091 505050 Senior Citizens Expenses	67,219	55,231	64,022	67,000	67,000
01011091 505051 Repair Towers	9,500	-	-	-	-
01011091 505052 USPS Parking Lot Lease	3,500	5,500	6,000	6,000	6,000
01011091 519080 Part Time Custodian	16,313	1,593	-	-	-
<b>TOTAL</b>	<b>727,547</b>	<b>670,529</b>	<b>674,872</b>	<b>811,258</b>	<b>794,730</b>



## **DEPARTMENT: PUBLIC WORKS - ADMINISTRATION**

### **Mission**

To Ensure Residents receive quality service in the most cost effective, and professional manner in all Public Work services

### **Description**

The Department of Public Works Administration is responsible for daily operation of the Highway, Recreation Maintenance, Building Maintenance and Solid Waste Divisions

### **Staffing**

Superintendent of Public Works (1)  
Assistant Superintendents (2)  
Administrative Assistants (2)

### **2016-2017 Accomplishments**

- Successfully prepared the Department of Public Works Annual Budget
- Billed many vendors and paid many vendors for operating expenses in the entire DPW division

### **2017-2018 Objectives**

- Increase personnel and efficiency in the Department
- Continue to be helpful to all departments of the Town of Westerly
- Continue to work with the Town Engineer's Office in regards to all Public Works Projects
- Continue Professional Development



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - ADMINISTRATION
----------------------

		2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011101 D.P.W. - ADMINISTRATION						
01011101	500155 Director of Public Works	-	-	-	-	47,500
01011101	500160 Public Works Superintendent	-	-	-	81,424	83,053
01011101	500250 Utilities Engineer	11,253	11,581	11,789	11,712	-
01011101	500380 Administrative Assistant	-	-	-	44,536	45,870
01011101	501023 Part Time Administrative Asst.	-	-	-	-	10,400
01011101	502201 Life Insurance	-	18	21	396	486
01011101	502208 Flexible Spending	-	6	13	40	10
01011101	502209 Health Insurance	3,378	3,590	3,673	41,485	40,173
01011101	502210 Payroll Taxes	751	823	839	10,013	13,830
01011101	502211 Pension	1,056	1,104	1,170	14,043	-
01011101	502214 Disability Insurance	60	38	42	309	393
01011101	502215 Workers' Compensation	344	242	273	2,654	2,934
01011101	502300 Printing & Binding	-	870	958	1,000	1,000
01011101	502500 Professional Development	-	130	130	150	3,650
01011101	503130 Office Supplies	1,779	1,748	1,478	1,500	1,500
01011101	504130 Office Equipment	-	-	-	-	1,900
	TOTAL	18,622	20,149	20,385	209,262	252,700



## **DEPARTMENT: PUBLIC WORKS - ENGINEERING**

### **Mission**

To provide accurate and sound engineering advice and support to Departments, Boards, and the Town Council, in-house engineering for water, wastewater, roads and drainage projects, and compliance with drinking water and wastewater quality regulations.

### **Description**

The Department of Public Works Engineering Division is responsible for the development of plans and specifications for municipal construction projects, site investigations, providing technical assistance for other departments, development plan review, and heavy construction inspection.

### **Staffing**

Town Engineer  
Utilities Engineer  
Associate Engineer  
Engineering Technician

### **2016-2017 Accomplishments**

- Initiated the final phase for the completion of the Cross Street reconstruction project
- Completed temporary sidewalk repairs in Watch Hill, Chamber Gardens project,
- Issued bids for Misquamicut Pumping Station, Chapman Pond Boat Launch, Broad St Culvert, Town-wide Road Resurfacing, and White Rock/Canal Stormwater Credits.
- Completed a town-wide survey of road conditions and updated Pavement Management inventory.

### **2017-2018 Objectives**

- Complete Broad St culvert replacement project
- Complete Downtown sidewalks project
- Complete town-wide Road Resurfacing on Main St
- Complete flood-proofing of Misquamicut Pumping Station
- Issue bid for reconstruction of Friendship St – Phase II
- Complete Pond View Ave paving and drainage project
- Complete reconstruction of Chapman Pond boat launch



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - ENGINEERING
-------------------

			2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011102 ENGINEERING DEPARTMENT							
01011102	500140	Town Engineer	15,528	18,887	58,138	45,907	56,100
01011102	500250	Utilities Engineer	-	-	-	-	11,829
01011102	501030	Seasonal Wages	-	-	-	6,750	20,000
01011102	502201	Life Insurance	-	17	26	108	108
01011102	502209	Health Insurance	3,092	3,218	10,807	4,584	1,200
01011102	502210	Payroll Taxes	2,611	3,097	5,762	4,285	4,292
01011102	502211	Pension	1,622	1,614	5,446	4,125	-
01011102	502214	Disability Insurance	75	50	105	129	123
01011102	502215	Workers' Compensation	1,012	969	1,860	1,578	1,643
01011102	502300	Printing & Binding	378	75	2,000	-	1,000
01011102	502500	Professional Development	570	365	585	1,000	1,000
01011102	502900	Professional Services	6,195	2,640	-	17,511	10,000
01011102	503040	Books & Publications	1,110	84	469	495	750
01011102	503050	Construction Supplies	760	826	73	500	500
01011102	503130	Office Supplies	1,148	266	1,074	4,500	4,500
01011102	503160	Hardware & Tools	-	-	-	-	500
01011102	504130	Office Equipment	3,989	1,580	820	2,000	2,500
01011102	508010	Pump-Out Boat	52,686	40,728	49,161	-	-
01011102	508630	GIS System	-	-	3,706	-	-
01011102	549640	Safety Supplies	-	-	-	-	500
TOTAL			90,775	74,415	140,031	93,472	116,545



## **DEPARTMENT: PUBLIC WORKS – TREE WARDEN**

### **Mission**

To continue to provide a safe, well maintained Landscape throughout the entire Town of Westerly

### **Description**

The Department of Public Works Tree Warden Division is responsible for recognizing the need to trim, cut, plant, and remove certain vegetation for the safety of the Public as well as the wellbeing of the plants through-out Westerly

### **Staffing**

Assistant Superintendent of Public Works (1)  
Tree Warden (Part time on call basis)

### **2016-2017 Accomplishments**

- Successfully removed several Trees that were damaged or posed a threat to the health and safety of the Residents of Westerly

### **2017-2018 Objectives**

- To continue to provide safe evaluations of any tree or vegetation that needs to be removed or maintained throughout town.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - TREE WARDEN
-------------------

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011104 D.P.W. TREE WARDEN					
01011104 501162 Tree Warden	-	-	-	1,000	-
01011104 502210 Payroll Taxes	38	77	38	77	-
01011104 502215 Workers' Compensation	-	30	15	45	-
01011104 502900 Professional Services	4,300	2,369	500	5,000	5,000
01011104 502950 Contractual Services	1,000	1,000	1,000	-	1,000
01011104 503010 Agriculture Supplies	3,922	1,993	672	-	-
TOTAL	9,260	5,468	2,225	6,122	6,000



## **DEPARTMENT: PUBLIC WORKS – HIGHWAY & DRAINAGE**

### **Mission**

To provide continued services to the citizens of Westerly in a professional, safe manner in regards to all maintenance, including road and sidewalk infrastructure, drainage, signage, buildings, grounds, and Town Beaches.

### **Description**

The Department of Public Works is comprised of: Administration, Facilities Maintenance, Fleet Maintenance, Highway Maintenance, Solid Waste, Buildings and Grounds maintenance, as well as School Property and Fields maintenance.

### **Staffing**

Superintendent of Public Works (1)  
Assistant Superintendents (2)  
Administrative Assistants (1)  
Laborers (5)  
Heavy Equipment Operators (3)  
Light Equipment Operators (7)  
Crew Leaders (1)

### **2016-2017 Accomplishments**

- Successfully handled the plowing and removal of snow during all winter weather incidents, for the town's 156 plus miles of roadway.
- Increased dedicated time and services to Grounds Maintenance with a consolidated effort regarding the School Department grounds with Highway Laborers
- Street Sweeping of over 672 town roads
- Roadside Mowing/ Tree trimming throughout the entire town
- Town wide line striping and signage
- Over 600 hours of litter control and rubbish removal
- Repaired, replaced, and installed new catch basins, sumps, and pipe (22)
- Patched 200 tons of asphalt on pot hole and road repair
- Cleaned over 100 storm drains throughout town
- Changed all downtown lights to LED lighting
- Purchase all town street lights
- Assisted with the completion of the Dog Park
- Completed many Energy Projects, interior and exterior lighting for several Town Buildings



## **HIGHWAY & DRAINAGE - *Continued***

### **2017-2018 Objectives**

- Install a Salt Brine System at the Highway Facility
- Continue to provide safe efficient services in regards to all maintenance throughout the Town of Westerly
- Provide staff with continuing education and appropriate training
- Implement a safety program
- Continue to work as a team with all other departments
- Assist with the Master Plan for Recreation Fields
- Upgrade the Beach Street Facility for the use of Storage and Recreational Maintenance Division
- Finalize the Cross Street Drainage, sidewalk and road project
- Assist in implementing Road Overlay and sidewalk replacement programs with Director of Public Works and Town Engineer



**TOWN OF WESTERLY**  
**F/Y 2017-2018 ADOPTED BUDGET**

**DPW - HIGHWAY & DRAINAGE**

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011105 D.P.W. - HIGHWAY & DRAINAGE					
01011105 500160 Public Works Superintendent	54,763	56,357	57,474	-	-
01011105 500280 Asst. DPW Superintendent	121,721	125,264	127,784	63,344	65,244
01011105 500380 Administrative Assistant	42,788	44,033	44,854	-	-
01011105 500600 Crew Leader	43,499	44,560	44,894	44,491	44,491
01011105 500650 Equipment Operator	126,255	129,288	123,598	129,043	129,043
01011105 500660 Light Equipment Operator	340,566	366,666	392,412	419,536	419,536
01011105 500680 Mechanic Welder	25,664	26,628	25,678	-	-
01011105 500710 Laborer	161,913	137,984	174,262	165,235	165,235
01011105 500711 Skilled Laborer	81,342	84,277	41,855	41,787	41,787
01011105 501030 Seasonal Wages	18,725	18,467	8,028	20,000	20,000
01011105 501040 Overtime & Standby	16,099	22,984	20,302	17,000	20,000
01011105 501060 Shift Premium	-	-	2	-	-
01011105 502201 Life Insurance	-	2,282	1,151	1,890	1,890
01011105 502208 Flexible Spending	410	175	404	603	603
01011105 502209 Health Insurance	298,224	305,181	334,129	320,335	357,815
01011105 502210 Payroll Taxes	73,930	75,663	75,656	65,590	61,600
01011105 502211 Pension	110,448	114,028	129,351	132,687	-
01011105 502214 Disability Insurance	3,657	646	1,528	142	144
01011105 502215 Workers' Compensation	56,593	51,340	55,144	60,787	55,785
01011105 502500 Professional Development	-	-	-	-	1,500
01011105 502600 Maintenance of Motor Vehicles	(320)	30	-	-	-
01011105 502650 Maintenance of Equipment	19,137	22,493	32,802	-	-
01011105 502660 Maintenance of Fixed Equipment	2,642	1,360	2,751	3,000	3,000
01011105 502700 Maintenance of Buildings & Im-	3,390	3,040	1,624	-	-
01011105 502750 Rentals	4,213	1,062	432	4,500	4,500
01011105 502900 Professional Services	7,701	5,092	7,587	8,000	8,000
01011105 502930 Miscellaneous Expenses	-	1	-	-	-
01011105 503010 Agriculture Supplies	-	-	-	2,000	2,000
01011105 503030 Clothing	3,169	4,266	4,234	2,850	2,850
01011105 503050 Construction Supplies	24,940	10,928	6,286	8,500	8,500
01011105 503070 Fuel & Lubricants	152,619	113,886	59,263	89,000	96,489
01011105 503080 Signs & Markers	11,412	11,786	16,950	10,000	10,000
01011105 503110 Medical Supplies	636	558	768	-	-
01011105 503120 Janitorial Supplies	2,240	1,476	1,359	2,200	2,200
01011105 503130 Office Supplies	459	776	625	700	700
01011105 503150 Electrical Supplies	78	619	479	-	-
01011105 503160 Hardware & Tools	3,923	3,710	3,593	4,500	6,500
01011105 503250 Safety Supplies	613	341	279	-	-
01011105 503310 Pipes & Fitting	1,690	4,437	3,593	7,000	7,000
01011105 503970 Asphalt Products	36,932	35,243	25,940	35,000	35,000
01011105 503980 Concrete Products	2,025	6,242	2,125	4,000	4,000
01011105 503990 Other Supplies	1,022	1,031	607	-	-
01011105 549640 Safety Supplies	-	-	-	6,232	6,232
<b>TOTAL</b>	<b>1,855,118</b>	<b>1,834,196</b>	<b>1,829,803</b>	<b>1,669,952</b>	<b>1,581,645</b>



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## **DEPARTMENT: PUBLIC WORKS – SNOW & ICE**

### **Mission**

To continue to provide a safe roads and sidewalks for the residents of the Town of Westerly

### **Description**

The Department of Public Works Department is responsible for the removal and treatment of snow and ice throughout Westerly on all town owned roads and sidewalks

### **Staffing**

Superintendent of Public Works (1)  
Assistant Superintendent of Public Works (2)  
Laborers (5)  
Skilled Laborer (1)  
Light Equipment Operators (10)  
Heavy Equipment Operators (3)  
Crew Leaders (1)

### **2016-2017 Accomplishments**

- Plowed and sanded 156 plus miles of roadway throughout the entire winter months.
- Cleared and treated all town owned sidewalks and building walk ways

### **2017-2018 Objectives**

- To continue to maintain all town owned sidewalks and highways more efficiently
- Introduce a salt brine system to the treatment materials.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - SNOW & ICE

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011106 D.P.W. - SNOW & ICE					
01011106 501040 Overtime & Standby	83,000	132,690	80,397	83,000	83,000
01011106 502201 Life Insurance	-	1	-	-	-
01011106 502209 Health Insurance	-	-	-	-	-
01011106 502210 Payroll Taxes	6,350	5,605	6,150	6,350	6,350
01011106 502214 Disability Insurance	-	-	119	-	-
01011106 502215 Workers' Compensation	-	-	-	-	-
01011106 503020 Materials	40,000	154,190	61,288	75,000	75,000
01011106 503021 Meal Allowance	2,000	3,036	1,346	2,000	2,000
01011106 503050 Construction Supplies	38,069	31,756	19,483	-	-
01011106 503070 Fuel & Lubricants	580	1,773	-	5,000	5,000
01011106 503100 Motor Vehicle Parts	40,924	13,283	39,101	20,000	35,000
01011106 503180 Machinery & Equipment Parts	427	1,239	1,973	5,000	5,000
01011106 599999 Transfer Out	-	-	1,492	-	-
TOTAL	211,350	343,571	211,350	196,350	211,350



## DEPARTMENT: PUBLIC WORKS – STREET LIGHTING

### Mission

To continue to provide well-lit neighborhoods and business districts for the safety of all whom visit the Town of Westerly and the Residents.

### Description

The Department of Public Works oversee the lighting in Town.

### Staffing

Assistant Superintendent of Public Works (1)  
Outside vendor (Prism)

### 2016-2017 Accomplishments

- Town of Westerly successfully purchased the street lights from National Grid
- Changed several lights to energy efficient LED lights throughout Historic Downtown

### 2017-2018 Objectives

- Continue to upgrade and maintain more efficient lighting on the streets of the entire town of Westerly.
- To reduce costs on street lights in town.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - STREET LIGHTING					
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011107 D.P.W. STREET LIGHTING					
01011107 502200 Utilities	492,450	501,619	517,817	450,000	400,000
TOTAL	492,450	501,619	517,817	450,000	400,000



## **DEPARTMENT: PUBLIC WORKS – EQUIPMENT MAINTENANCE**

### **Mission**

To provide continued services to the citizens of Westerly in a professional, safe manner in regards to all maintenance of Town owned vehicles and equipment

### **Description**

The Department of Public Works is responsible for all the maintenance of town owned Vehicles and Equipment

### **Staffing**

Senior Mechanic (1)  
Mechanic Welder (3)

### **2016-2017 Accomplishments**

- Maintained a large fleet of Heavy Equipment during a very busy winter season with minimal breakdowns
- Large repair job on bucket loader at the Transfer Station
- Large repair to Street Sweeper
- Purchased new six-wheel dump truck

### **2017-2018 Objectives**

- Successfully implement the New Fleet Replacement Program for the DPW, Transfer Station and Recreation Maintenance Department
- Provide Staff in the Equipment Maintenance Division with continuing education and appropriate training



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - EQUIPMENT MAINTENANCE

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011109 D.P.W. EQUIPMENT MAINTENANCE					
01011109 500670 Senior Mechanic	45,828	46,977	47,367	46,925	46,925
01011109 500680 Mechanic Welder	97,890	101,135	101,510	135,907	135,907
01011109 501040 Overtime & Standby	477	561	249	1,000	1,000
01011109 502201 Life Insurance	-	266	132	360	360
01011109 502208 Flexible Spending	31	55	135	201	201
01011109 502209 Health Insurance	42,416	41,946	45,229	48,372	50,562
01011109 502210 Payroll Taxes	10,297	10,653	10,730	13,612	13,292
01011109 502211 Pension	15,361	16,033	18,294	25,542	-
01011109 502214 Disability Insurance	407	50	135	-	-
01011109 502215 Workers' Compensation	9,735	8,915	9,759	13,861	13,058
01011109 502400 Cleaning Service	5,646	5,792	5,915	6,700	6,000
01011109 502500 Professional Development	318	387	438	400	400
01011109 502650 Maintenance of Equipment	3,499	1,859	2,134	-	-
01011109 502750 Rentals	-	-	-	300	432
01011109 502900 Professional Services	-	-	-	3,200	3,200
01011109 503030 Clothing	380	1,084	423	600	600
01011109 503070 Fuel & Lubricants	4,897	2,281	3,515	4,000	4,000
01011109 503100 Motor Vehicle Parts	56,323	53,591	44,749	81,000	75,000
01011109 503160 Hardware & Tools	3,146	1,504	1,547	6,400	6,400
01011109 503990 Other Supplies	4,165	4,776	2,973	-	-
01011109 549640 Safety Supplies	-	-	-	712	1,412
TOTAL	300,815	297,864	295,232	389,092	358,750



## DEPARTMENT: PUBLIC WORKS - PARKS & RECREATION MAINTENANCE

### Mission

To Ensure Residents receive quality service in the safe, most cost effective, and professional manner in all Public Works Recreation Maintenance services.

### Description

DPW Recreation Maintenance provides Maintenance to all town owned Properties, and Fields and Grounds including the School Fields and Grounds.

### Staffing

Superintendent of Public Works (1)  
Assistant Superintendents (1)  
Administrative Assistants (1)  
Crew Leader (1)  
Laborers (2)  
Seasonal Employees

### 2016-2017 Accomplishments

- Successfully completed a three-year maintenance contract for Turf Maintenance
- Installed Sod at various fields, Cimalore, Craig, and Augieri, to continue with safe playing fields for the residents of westerly and students.
- Repaired Fencing and Playground Equipment throughout the district.

### 2017-2018 Objectives

- Increase personnel and efficiency in the Department
- Continue to work with all departments of the Town of Westerly as well as the Westerly School Department.
- Implement recreational fields and facilities master plan with the Recreation Board and Director
- Continue to contract field maintenance, aeration, fertilization, over seeding, etc. to continue to improve the conditions and protect the investments the Town has made.
- Continue Professional Development.

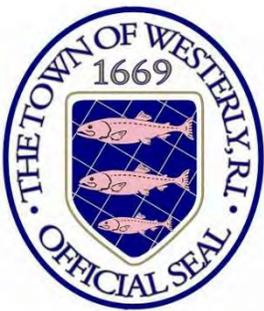


TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

DPW - PARKS & RECREATION MAINTENANCE
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		2014	2015	2016	2017	2018	
		Actual	Actual	Actual	Revised	Adopted	
01011406 D.P.W. - PARKS & REC. MAINTENANCE							
01011406	500160	Public Works Superintendent	7,823	8,051	8,211	-	-
01011406	500600	Crew Leader	43,623	44,475	44,916	44,491	44,491
01011406	500710	Laborer	37,887	119,421	106,590	123,926	123,926
01011406	501030	Seasonal Wages	57,180	50,572	32,598	33,000	49,000
01011406	501040	Overtime & Standby	2,038	8,963	8,634	21,000	9,000
01011406	502200	Utilities	27,057	57,631	41,865	55,000	55,000
01011406	502201	Life Insurance	-	365	169	360	450
01011406	502208	Flexible Spending	7	-	-	-	-
01011406	502209	Health Insurance	24,074	48,431	47,642	65,740	57,643
01011406	502210	Payroll Taxes	11,572	16,834	14,474	16,129	15,515
01011406	502211	Pension	10,037	20,185	21,304	25,542	-
01011406	502214	Disability Insurance	262	44	167	-	-
01011406	502215	Workers' Compensation	6,920	10,518	10,717	12,899	14,968
01011406	502650	Maintenance of Equipment	17,279	15,816	16,865	15,500	17,000
01011406	502700	Maintenance of Building & Imp	41,742	17,346	17,750	44,900	30,000
01011406	502950	Contractual Services	-	42,832	62,373	105,000	100,000
01011406	503010	Agriculture Supplies	5,815	9,607	9,943	11,000	11,000
01011406	503030	Clothing	-	-	-	600	750
01011406	503050	Construction Supplies	13,306	8,292	11,515	-	-
01011406	503070	Fuel & Lubricants	21,047	15,963	10,298	15,000	15,495
01011406	503100	Motor Vehicle Parts	11,919	13,954	7,908	12,000	12,000
01011406	503120	Janitorial Supplies	3,070	2,981	2,664	3,300	3,300
01011406	503150	Electrical Supplies	196	1,208	733	-	-
01011406	503160	Hardware & Tools	3,438	3,027	1,170	3,000	3,000
01011406	503230	Plumbing/Air Conditioning Supp	2,016	1,302	1,186	-	-
01011406	503240	Trash Containers	108	182	-	800	800
01011406	506060	Equipment	6,477	9,767	4,898	5,000	5,000
01011406	508010	Pump-Out Boat	14	-	-	-	-
01011406	549640	Safety Supplies	-	-	-	1,312	1,312
		TOTAL	354,906	527,765	484,590	615,500	569,651





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**DEPARTMENT: ANIMAL SHELTER - *New Enterprise Fund***

**Mission**

Is to maintain a premier animal shelter, adoption center and outreach facility that supports both health and welfare of lost or abandoned animals, and to educate those who care for them.

**Description**

The Animal Shelter is responsible for the relinquishment, impoundment and adoption of animals in Westerly. We provide health and wellness exams, behavior evaluations, spay/neuter and vaccinate prior to adoption. Our vision is to create a place where our community and our animals will be treated with compassion, empathy and dignity; where teaching and understanding will play an essential role in reducing overpopulation, cruelty and relinquishment; where every imaginable effort is made to return an animal to its owner, or to place that animal in a safe and loving home.

**Staffing**

Shelter Manager and Volunteer Coordinator  
Veterinarian  
Veterinary Technician  
Animal Shelter Coordinator  
3 Part Time Animal Caretakers

**Performance Data**

	<u><b>FY2017</b></u>
Animals In Shelter	463
Adoptions/Return to Owner	400
Surgeries Performed	422
Vaccines Administered	583
Volunteer Hours Performed	6200+

**2016 – 2017 Accomplishments**

Opening of Low Cost Wellness Clinic  
Pet Loss Support Group  
Youth Reading Program

**2017 – 2018 Objectives**

Implement Elderly Care/Senior Cat Program  
Further expand Low Cost Wellness Clinic  
Further streamline volunteer program  
Continue Rabies Clinics, Microchip Clinics and Wellness Programs



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

ANIMAL SHELTER

			2018 Adopted
08580858	ANIMAL SHELTER FUND - 1ST YEAR ENTERPRISE FUND		
08580858	402320	Dog Licenses	(7,700)
08580858	402330	Fees/Fines/Adoption	(25,500)
08580858	402331	RI Foundation Grant	-
08580858	402332	Shelter Clinic Revenue	(14,400)
08580858	402350	Neuter	(700)
08580858	406150	Miscellaneous	-
08580858	406673	Grant Revenue	(10,000)
08580858	499999	Transfer In	(222,129)
08580858	500900	Animal Shelter Manager	50,347
08580858	500901	PT Animal Care Giver	28,080
08580858	500902	Animal Shelter Coordinator	25,303
08580858	502004	Food	7,000
08580858	502005	Vet Care	33,200
08580858	502030	Dues	-
08580858	502100	Telephone	1,330
08580858	502200	Utilities	37,900
08580858	502201	Life Insurance	360
08580858	502208	Flexible Spending	51
08580858	502209	Health Insurance	16,070
08580858	502210	Payroll Taxes	8,488
08580858	502211	Pension	8,565
08580858	502214	Disability Insurance	188
08580858	502215	Workers' Compensation	1,191
08580858	502500	Professional Development	300
08580858	502650	Maint. of Equipment	3,500
08580858	502700	Maintenance of Buildings & Imp	8,500
08580858	502841	Technology Contracts	335
08580858	502898	RI Foundation Grant	-
08580858	502899	Veterinarian Services	-
08580858	502950	Contractual Services	2,100
08580858	503070	Fuel & Lubricants	220
08580858	503110	Medical Supplies	2,000
08580858	503120	Janitorial Supplies	6,000
08580858	503130	Office Supplies	2,000
08580858	504080	Computer Hard/Software	1,300
08580858	506060	Equipment	21,700
08580858	550440	Furniture/Equip Replace.	-
08580858	560100	Shelter Clinic Expenses	14,400
08580858	599999	Transfer Out	-
Animal Shelter Fund Revenues			<u>280,429</u>
Animal Shelter Fund Expenditures			<u>280,429</u>



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**BUDGET HISTORY PRIOR TO  
ENTERPRISE FUND CLASSIFICATION**

ANIMAL SHELTER			2014	2015	2016	2017	2018	
			Actual	Actual	Actual	Revised	Adopted	
01011008	Animal Shelter							TRANSFERRED TO
01011008	500900	Animal Shelter Manager	45,981	48,328	49,234	58,881		ENTERPRISE
01011008	500901	PT Animal Care Giver	20,273	25,919	28,596	45,243		FUND ACCOUNT
01011008	501030	Seasonal Wages	3,403	8,597	7,451	-		
01011008	502004	Food	2,188	1,742	2,122	7,000		
01011008	502005	Vet Care	32,426	32,207	33,000	22,500		
01011008	502040	Conferences	1,553	-	-	-		
01011008	502201	Life Insurance	-	180	97	360		
01011008	502208	Flexible Spending	117	55	65	-		
01011008	502209	Health Insurance	17,334	13,544	7,207	19,120		
01011008	502210	Payroll Taxes	4,936	6,094	6,414	7,799		
01011008	502211	Pension	4,598	4,609	4,884	5,986		
01011008	502214	Disability Insurance	406	152	209	128		
01011008	502215	Workers' Compensation	704	899	1,070	1,052		
01011008	502500	Professional Development	-	-	210	300		
01011008	502650	Maint. of Equipment	4,201	3,024	3,230	3,500		
01011008	503110	Medical Supplies	880	6,949	1,679	2,000		
01011008	503130	Office Supplies	2,402	1,131	1,572	2,000		
01011008	503160	Hardware & Tools	193	1,460	-	-		
01011008	503370	Other Food	3,720	4,453	5,117	-		
TOTAL	Animal Shelter		145,314	159,342	152,159	175,869		



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## DEPARTMENT: SANITATION - *New Enterprise Fund*

### **Mission**

Continue to provide a safe, well maintained Transfer Station for the sanitary disposal of solid waste for residents and businesses in the Town of Westerly.

### **Description**

The Department of Public Works Solid Waste Division receives and transfers all refuse and

### **Staffing**

Assistant Superintendent of Public Works (1)  
Administrative Assistant (1)  
Crew Leaders (1)  
Laborers (1)  
Light Equipment Operators (1)  
Heavy Equipment Operators (2)  
Tractor Trailer Drivers (3)

### **2016 – 2017 Accomplishments**

Continued to operate a well - organized Transfer Station.  
Implemented a mattress recycling program in partnership with the Mattress Recycling Council.  
Received a tip fee rebate in the amount of \$19,618 for increasing recycling.  
Revised Solid Waste Ordinance

### **2017 – 2018 Objectives**

To reduce the deficit in the Solid Waste budget  
Repair/replace the floor in the transfer building  
Provide staff with continuing education and appropriate training  
Implement a safety program  
Install a traffic gate on the transfer building to reduce the Town's liability  
Continue to increase recycling



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SANITATION			2018 Adopted
<b>09000900 SANITATION FUND - 1ST YEAR ENTERPRISE FUND</b>			
09000900	406560	Trash Bag Receipts	(300,000)
09000900	406561	Haulers/Commercial	(1,975,000)
09000900	406570	Transfer Station Daily Receipt	(392,288)
09000900	406571	Misc. Scrap Metal & Batteries	(50,000)
09000900	406591	Interest Haulers/Commerical	(1,500)
09000900	406592	Hopkinton Contract	(13,000)
09000900	499999	Transfer In	(230,906)
09000900	500280	Asst. Public Works Superintend	61,867
09000900	500380	Administrative Assistant	45,870
09000900	500600	Crew Leader	44,491
09000900	500650	Equipment Operator	86,029
09000900	500660	Light Equipment Operator	41,954
09000900	500710	Laborer	41,309
09000900	500890	Tractor Trailer Driver	140,026
09000900	501030	Seasonal Wages	5,600
09000900	501040	Overtime & Standby	36,000
09000900	501043	Rate Differential	500
09000900	502010	Advertising	500
09000900	502100	Telephone	2,350
09000900	502200	Utilities	9,000
09000900	502201	Life Insurance	1,080
09000900	502209	Health Insurance	139,861
09000900	502210	Payroll Taxes	33,926
09000900	502211	Pension	63,689
09000900	502214	Disability Insurance	237
09000900	502215	Workers' Compensation	21,125
09000900	502300	Printing & Binding	67,000
09000900	502400	Cleaning Services	4,400
09000900	502500	Professional Development	3,100
09000900	502650	Maintenance of Equipment	26,500
09000900	502700	Maintenance of Building & Impr	4,000
09000900	502750	Rentals	6,000
09000900	502850	LAP Insurance	44,864
09000900	502900	Professional Services	7,000
09000900	502947	Waste Disposal	1,487,500
09000900	502950	Contractual Services	14,900
09000900	503020	Materials	500
09000900	503030	Clothing	1,200
09000900	503070	Fuel & Lubricants	159,493
09000900	503100	Motor Vehicle Parts	76,000
09000900	503110	Medical Supplies	300
09000900	503120	Janitorial Supplies	800
09000900	503130	Office Supplies	2,000
09000900	503160	Hardware & Tools	1,100
09000900	504080	Computer Hard/Software	3,000
09000900	504580	Improvements Transfer Station	75,000
09000900	508606	Vehicle Replacement Plan	200,000
09000900	549640	Safety Supplies	2,624
<b>SANITATION FUND REVENUES</b>			<b>2,962,694</b>
<b>SANITATION FUND EXPENDITURES</b>			<b>2,962,694</b>



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**BUDGET HISTORY PRIOR TO  
ENTERPRISE FUND CLASSIFICATION**

		SANITATION				
		2014	2015	2016	2017	2018
		Actual	Actual	Actual	Revised	Adopted
01011108	D.P.W. Sanitation					TRANSFERRED TO
01011108	500160 Public Works Superintendent	15,646	16,102	16,421	-	ENTERPRISE
01011108	500280 Asst. Public Works Superintend	60,860	62,637	63,801	63,344	FUND ACCOUNT
01011108	500380 Administrative Assistant	42,787	44,033	45,142	44,533	
01011108	500600 Crew Leader	38,041	39,434	44,917	44,491	
01011108	500650 Equipment Operator	84,170	48,240	50,419	86,029	
01011108	500660 Light Equipment Operator	-	-	-	41,954	
01011108	500661 Roll Off Operator	41,628	10,613	59,868	-	
01011108	500680 Mechanic Welder	9,312	9,376	10,044	-	
01011108	500710 Laborer	80,885	71,923	36,242	41,309	
01011108	500890 Tractor Trailer Driver	136,818	136,628	151,665	140,026	
01011108	501030 Seasonal Wages	3,615	4,800	-	5,600	
01011108	501040 Overtime & Standby	19,829	35,651	35,952	26,000	
01011108	501043 Rate Differential	-	-	-	500	
01011108	502010 Advertising	189	55	62	500	
01011108	502100 Telephone	2,242	2,575	1,949	2,250	
01011108	502200 Utilities	7,816	8,558	6,255	9,000	
01011108	502201 Life Insurance	-	1,011	539	1,080	
01011108	502208 Flexible Spending	104	55	42	-	
01011108	502209 Health Insurance	133,072	120,857	131,394	136,612	
01011108	502210 Payroll Taxes	38,689	34,477	37,071	35,804	
01011108	502211 Pension	55,212	47,385	55,951	62,088	
01011108	502214 Disability Insurance	1,843	427	827	242	
01011108	502215 Workers' Compensation	24,092	17,952	14,948	20,966	
01011108	502300 Printing & Binding	70,633	66,393	54,600	67,000	
01011108	502400 Cleaning Services	3,873	3,816	4,327	5,600	
01011108	502500 Professional Development	120	301	3,115	660	
01011108	502650 Maintenance of Equipment	28,201	30,786	29,727	26,500	
01011108	502700 Maintenance of Building & Impr	7,013	2,183	2,893	4,000	
01011108	502750 Rentals	90	-	110	6,000	
01011108	502850 LAP Insurance	33,179	42,362	36,662	44,864	
01011108	502900 Professional Services	35,213	36,935	27,385	6,940	
01011108	502947 Waste Disposal	-	-	-	1,150,000	
01011108	502950 Contractual Services	1,163,140	1,150,852	1,351,749	29,800	
01011108	503020 Materials	223	-	60	500	
01011108	503030 Clothing	1,672	1,158	2,989	1,200	
01011108	503050 Construction Supplies	422	876	1,088	-	
01011108	503070 Fuel & Lubricants	200,740	155,742	107,248	133,000	
01011108	503100 Motor Vehicle Parts	57,392	71,611	61,474	76,000	
01011108	503110 Medical Supplies	292	319	445	300	
01011108	503120 Janitorial Supplies	510	404	767	600	
01011108	503130 Office Supplies	656	1,416	1,849	2,000	
01011108	503160 Hardware & Tools	222	575	663	1,100	
01011108	503420 Rate Differential	26	18	3	-	
01011108	504080 Computer Hard/Software	1,524	1,338	1,178	3,000	
01011108	549640 Safety Supplies	-	-	-	1,424	
TOTAL	D.P.W. Sanitation	2,401,994	2,279,873	2,451,842	2,322,815	





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## DEPARTMENT: UTILITIES (WATER & SEWER)

### Mission Statement

It is the goal of the Westerly Utility Division to provide a safe, compliant, and cost effective Potable Water System for all residents of the Town of Westerly, and Pawcatuck, Connecticut. Also, the best possible service on the maintenance of the Water and Sewer Distribution Systems.

### Department Description

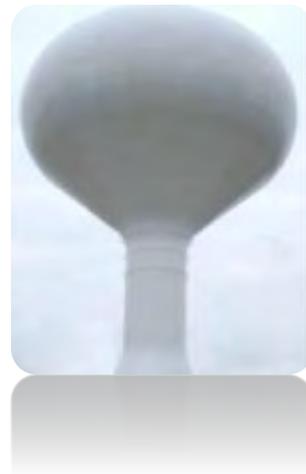
The Utility Division has twenty eight (28) full time employees that handle the maintenance of the Water and Sewer Distribution Systems, Billing Department, Twelve (12) Active Wells, and Six (6) Water Storage Tanks. The annual pumpage is in excess of 1.2 Billion Gallons per year.

### Staff Listing

Director of Public Works, Construction Manager, Water Supply Technician, Utility Officer and Maintenance Coordinator, Two Crew Leaders, One Crew Leader/Operator, Two Water Plant Operators, Four Maintenance Specialists, Two Light Equipment Operators, Four Laborers, Four Office/Clerical Support Staff, Parts Specialist, Mechanic and Part Time Custodian.

### Performance Data: 2016

New Meters, New Homes:	60
Water/Sewer designs:	10
Trench Repairs:	67
Meters Converted:	291
Meters Replaced:	514
Leak Repairs:	63
New/Repaired Hydrants:	7
Linear Feet of Line Replacements:	4,650'
After Hour Call- ins	137
Routine Hydrants Flushed:	864
Sewer Breaks/Repairs:	17
Jet truck Flushes:	693



## **UTILITIES (WATER & SEWER) - *Continued***

### **Accomplishments from fiscal year 16/17**

Replaced Two Thousand Two Hundred and Fifty-five (2555') feet of Water Mains, Completed Tower Street Tank Surrounding Properties Lead Soil Removal Project, Repairs were done to the Ledward Avenue and Hillview Drive Altitude valves, Installed protective guardrail to protect the White Rock Pump Station Number 1 Well field, Replaced roof systems White Rock Pump Station Number 3, Bradford Stations #2 and #3 and repaired hatch system and replaced exterior light systems, Winnapaug Tank. Added One Thousand Sixty-One, (1061') Meters to the Radio Read System; Repaired Sixty Nine ,(69) Water Breaks, Replaced Fourteen (14) Lead Services, Installed Seventeen (17) New Water Services; and completed one round of UCMR Testing for the EPA. On the Sewer side, the Department completed a Sewer Line Replacement Project on Franklin Street at the intersection of Equity Lane, and purchased a new High-Velocity Jet Truck unit to continue our program to keep the Collection System free of obstructions.

### **Goals for Remainder of Fiscal Year 17 and FY18**

Continue Water Main Replacement, Meter Replacement R-900 Radio Read System, Lead Service Replacement, and Fire Hydrant Replacement Programs. Complete the Winnapaug Tank property fencing and Landscaping Project, Completion of the Water Main Renewal Project, Cross Street, Secure Funding from the Water Resource Board for the acquisition of the Cherenzia Property, 105 White Rock Road, located in the Wellhead Protection Area, Enhance Security Systems on all needed Utility Properties, and Continue to be in complete testing Compliance with the R.I. and C.T. Health Departments, Secure a Contract Operator Firm to continue operation of the Wastewater plant for the next three years, replace the secondary sludge collectors for tanks 1 and 2 , and the chlorine disinfection system at the Wastewater plant, and plan for Scada system upgrades and the Water and Sewer plant operations during a three year program.



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

UTILITIES - WATER

WATER FUND - 06015150			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
06015150	461070	Water Use	(4,131,945)	(3,904,929)	(4,494,183)	(4,033,888)	(4,187,773)
06015150	461090	Water - Regular Interest	(30,809)	(30,288)	(30,344)	(32,000)	(35,000)
06015150	461520	Water - Work Orders	(51,988)	(54,163)	(49,116)	(65,000)	(71,634)
06015150	461550	Public Hydrants/Fire District	(65,107)	(65,143)	(64,965)	(65,200)	(64,965)
06015150	461560	Private Hydrants	(16,800)	(17,535)	(16,643)	(17,535)	(17,500)
06015150	461570	Private Sprinklers	(19,800)	(19,979)	(19,979)	(20,000)	(21,500)
06015150	461580	Other Income	(31,080)	(36,898)	(34,328)	(40,000)	(35,000)
06015150	464100	Interest on Investments	(2,115)	(2,018)	(3,412)	(2,500)	(2,500)
06015150	464160	State Surcharge	(249,959)	(274,780)	(243,710)	(295,000)	(295,000)
06015150	464190	Cross Connection Fee Charges	(20,727)	(18,377)	(23,359)	(23,500)	(23,500)
06015150	464210	Gain on disposition of assets	(14,000)	(4,800)	-	-	-
06015150	499999	Transfer In	-	(4,000)	-	-	-
06015150	500100	Town Manager	37,619	36,997	31,314	30,875	31,724
06015150	500102	Town Solicitor	19,163	19,523	18,000	18,000	18,000
06015150	500104	Chief of Staff	12,903	-	-	-	-
06015150	500105	Purchasing Agent/Risk Manager	6,587	4,677	6,730	6,630	8,303
06015150	500107	Analyst Specialist	13,487	268	8,096	12,325	12,818
06015150	500130	Finance Director	5,106	3,861	5,546	5,569	10,710
06015150	500132	Deputy Finance Director	3,794	3,699	3,779	3,723	-
06015150	500140	Town Engineer	38,118	37,774	19,122	19,102	18,700
06015150	500155	Director of Public Works	-	-	-	-	23,750
06015150	500170	Tax Collector	15,168	16,307	13,843	13,745	13,000
06015150	500180	Payroll Coordinator	108	2,508	2,638	2,599	-
06015150	500181	Accounts Payable Clerk	154	1,861	3,992	4,120	4,245
06015150	500230	Utilities Superintendent	58,674	53,474	61,648	61,068	-
06015150	500250	Utilities Engineer	19,693	20,266	20,631	20,496	20,701
06015150	500270	Utility Officer/Maintenance C	59,114	60,835	61,966	61,526	62,757
06015150	500290	Construction/Utility Manager	26,702	27,480	34,085	33,819	34,834
06015150	500300	Water Supply Technician	59,079	60,799	62,121	61,490	63,335
06015150	500310	Information Systems Manager	15,190	12,700	11,290	18,750	15,450
06015150	500311	Information Systems Assistant	17,113	10,795	12,885	18,014	11,027
06015150	500330	Human Resources Director	11,584	10,774	6,855	15,000	15,000
06015150	500360	Ex. Sec./Asst. to TM	5,517	16,819	17,840	17,009	17,349
06015150	500381	Acct. Receivable Coordinator	8,488	8,888	6,203	9,019	8,401
06015150	500382	Accountant	4,834	1,766	2,481	2,397	2,397
06015150	500400	Junior Accountant	30,485	31,372	31,955	31,728	32,363
06015150	500401	Finance Assistant	16,835	8,179	4,431	4,500	4,589
06015150	500402	PR/Benefits Coordinator	5,263	5,479	1,047	6,384	8,358
06015150	500470	Acct Clerk III	56,577	56,510	56,901	57,275	56,894
06015150	500504	Finance Assistant PT	-	616	-	-	-
06015150	500505	Purchasing Clerk	73	2,003	2,245	2,291	-
06015150	500590	Project Technician	42,818	44,064	44,884	44,565	45,902
06015150	500600	Crew Leader	101,659	109,868	113,916	111,228	111,228
06015150	500630	Maintenance Specialist I	173,574	159,546	169,364	170,560	170,560
06015150	500640	Water Plant Operator	91,545	102,033	86,215	85,280	85,280

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Reference Employee Salaries  
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**TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET**

**UTILITIES - WATER**

WATER FUND - Continued			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
06015150	500650	Equipment Operator	73,048	73,943	39,316	32,261	32,261
06015150	500660	Light Equipment Operator	61,419	64,847	73,982	73,419	73,419
06015150	500680	Mechanic Welder	38,753	39,638	40,674	39,866	39,640
06015150	500710	Laborer	116,164	63,210	144,055	165,235	165,235
06015150	500720	Laborer/Custodian	10,417	10,332	4,299	15,542	-
06015150	500730	Custodian II	-	-	-	-	10,327
06015150	500740	Meter Maintenance	-	-	-	-	-
06015150	500750	Parts Specialist	40,443	41,329	41,710	41,309	41,309
06015150	500770	Account Clerk II	45,183	37,279	37,560	37,201	37,201
06015150	501010	Compensated Absences	(11,701)	35,606	(18,858)	-	-
06015150	501023	Part Time Administrative Asst.	-	-	-	-	10,327
06015150	501030	Seasonal Wages	4,925	4,491	3,644	6,400	6,464
06015150	501040	Overtime & Standby	35,118	38,726	34,242	39,542	39,542
06015150	501160	Town Council Members	6,895	6,753	6,895	6,896	6,895
06015150	502010	Advertising	1,701	1,154	1,833	2,000	2,000
06015150	502020	Travel Expenses	-	19	-	300	300
06015150	502030	Dues	29	635	1,500	2,000	2,000
06015150	502050	Postage	13,176	15,683	17,891	20,339	20,210
06015150	502100	Telephone	10,108	8,423	7,356	8,352	15,925
06015150	502180	Fuel Oil (Heating)	20,749	15,351	8,969	17,328	16,290
06015150	502200	Utilities	293,817	289,914	298,212	301,218	313,741
06015150	502201	Life Insurance	-	-	-	3,222	3,082
06015150	502207	Wellness Cost Share Incentive	4,200	-	-	-	-
06015150	502208	Flexible Spending	863	428	852	1,106	1,082
06015150	502209	Health Insurance	396,484	370,216	397,640	416,098	443,176
06015150	502210	Payroll Taxes	0	93,552	88,953	101,251	94,992
06015150	502211	Pension	24	134,342	153,134	175,388	173,683
06015150	502213	LAP Insurance	-	-	-	-	-
06015150	502214	Disability Insurance	6	82	1,974	1,112	1,012
06015150	502215	Workers' Compensation	(15,626)	27,164	31,248	55,793	44,181
06015150	502300	Printing & Binding	3,000	3,053	4,600	6,850	9,100
06015150	502500	Professional Development	1,225	699	1,291	1,569	1,630
06015150	502600	Maintenance of Motor Vehicles	2,861	5,622	3,757	6,905	6,905
06015150	502650	Maintenance of Equipment	3,040	4,639	4,112	3,750	3,750
06015150	502660	Maintenance of Fixed Equipmer	11,922	11,304	7,591	15,400	15,400
06015150	502700	Maintenance of Buildings & Imp	7,998	3,672	2,942	7,000	7,000
06015150	502750	Rentals	15	400	264	2,000	2,000
06015150	502760	State Fees	270,213	274,780	276,575	295,000	295,000
06015150	502830	Fringe Benefits	291,233	1,565	2,122	-	-
06015150	502840	Miscellaneous Vendor Contracts	241,437	139,147	143,087	202,313	204,035
06015150	502841	Technology Contracts	-	66,113	84,162	90,446	96,512

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TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

UTILITIES - WATER

WATER FUND - Continued			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
06015150	503020	Materials	372,115	360,731	372,509	452,565	476,565
06015150	503030	Clothing	2,726	3,295	2,968	3,045	3,045
06015150	503040	Books & Publications	-	-	-	500	500
06015150	503050	Construction Supplies	5,917	5,043	5,428	8,450	8,000
06015150	503070	Fuel & Lubricants	38,034	25,564	18,512	34,479	30,766
06015150	503100	Motor Vehicle Parts	14,799	14,314	14,718	21,395	22,739
06015150	503120	Janitorial Supplies	2,765	2,879	3,000	3,000	4,100
06015150	503130	Office Supplies	3,519	3,875	2,313	3,875	3,875
06015150	503150	Electrical Supplies	383	445	802	1,300	1,300
06015150	503160	Hardware & Tools	3,216	2,312	2,677	3,977	3,977
06015150	503170	Meter Parts	54,410	14,020	15,296	64,638	64,638
06015150	503190	Pump Room Parts/Supplies	6,856	3,386	5,270	7,100	7,100
06015150	503230	Plumbing/Air Conditioning Supp	42	-	-	450	450
06015150	503250	Safety Supplies	1,084	1,207	941	1,600	2,800
06015150	503290	Traffic Control	2,307	2,756	1,628	3,000	3,000
06015150	503310	Pipes & Fittings	40,399	16,935	25,852	41,320	41,321
06015150	503890	Concrete Products	147	1,073	1,971	3,117	3,117
06015150	503970	Asphalt Products	39,137	44,889	37,689	67,050	67,020
06015150	503990	Other Supplies	514	80	53	1,000	1,000
06015150	504043	Winnapaug Tank Power Washir	8,980	-	-	27,619	-
06015150	504080	Computer Hard/Software	1,627	1,603	-	3,000	3,000
06015150	504089	Contingency	-	-	-	27,333	27,333
06015150	504130	Office Equipment	-	-	-	21,304	-
06015150	504240	Dump Truck	-	-	-	42,369	42,369
06015150	504262	Scada System	-	-	-	-	100,000
06015150	504347	Cherenzia Excavation	-	-	-	206,000	206,000
06015150	504348	Scanning Tool	-	-	4,748	-	-
06015150	504390	Pickup Truck	247	-	-	-	-
06015150	504575	4 Wheel Drive Backhoe	4,937	-	-	-	-
06015150	504711	Roof Replacement	50,000	-	-	-	-
06015150	504811	Infrastructure Improvement Fd	170,500	132,884	108,376	133,000	133,000
06015150	505020	Interest	3,315	145	103,760	-	-
06015150	505300	Fees/Registration	-	-	-	-	1,000
06015150	505360	Depreciation Expense	221,413	243,052	256,189	-	-
06015150	506481	Pipeline Rehabilitation	-	-	-	166,639	200,000
06015150	506491	Town Road Paving	165,000	-	-	-	-
06015150	508606	Vehicle Replacement Plan	-	-	-	-	48,000
06015150	521050	Health Reim Retiree	7,369	-	-	-	-
06015150	599999	Transfer Out	-	529,250	157,814	-	-
Water Fund Operating			(244,593)	(126,224)	(875,154)	-	-
Water Fund			(244,593)	(126,224)	(875,154)	-	-



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

UTILITIES - SEWER

SEWER FUND - 07015200		2014	2015	2016	2017	2018
		Actual	Actual	Actual	Revised	Adopted
07015200	464160 State Surcharge	(28,496)	(28,864)	(25,256)	(26,398)	(27,740)
07015200	471010 Current Year Taxes	(600,555)	(687,804)	(693,890)	(536,002)	(672,829)
07015200	471080 Sewer User Fees	(2,653,237)	(2,747,302)	(2,773,486)	(2,692,177)	(2,758,040)
07015200	471110 Sewer User Interest	(14,301)	(17,826)	(17,741)	(15,000)	(15,000)
07015200	471470 Sewer Assessments	(209,860)	(19,499)	(12,570)	(12,850)	(12,000)
07015200	471540 Assessment Interest	(38)	(165)	(281)	(5,000)	(4,500)
07015200	471550 Sewer Work Orders	(176,793)	(184,006)	(150,700)	(180,000)	(180,000)
07015200	474080 Sewer Rental - N. Trebisacci	(17,068)	(15,748)	(17,245)	(17,246)	(17,246)
07015200	474090 Sewer Rental	(2,412)	(3,254)	(1,827)	(2,436)	(2,436)
07015200	474100 Interest on Investments	-	(1)	(1)	(1,000)	(1,000)
07015200	474110 Contribution Fund Balance	-	-	-	-	(273,000)
07015200	474160 General Fund Contributions	(380,555)	(376,895)	(369,522)	(316,002)	(316,935)
07015200	474210 Gain on disposition of assets	-	(1,200)	(11,000)	-	-
07015200	499999 Transfer In	-	-	(34,882)	-	-
07015200	500100 Town Manager	22,571	22,198	18,789	18,525	19,034
07015200	500102 Town Solicitor	19,163	19,523	18,000	18,000	18,000
07015200	500104 Chief of Staff	7,742	-	-	-	-
07015200	500105 Purchasing Agent/Risk Manage	6,719	4,677	6,730	6,630	8,303
07015200	500107 Analyst Specialist	4,651	92	2,792	4,250	4,420
07015200	500130 Finance Director	5,106	3,861	5,546	5,569	10,710
07015200	500132 Deputy Finance Director	206	3,699	3,779	3,723	-
07015200	500140 Town Engineer	38,118	37,774	19,122	19,102	18,700
07015200	500155 Director of Public Works	-	-	-	-	23,750
07015200	500170 Tax Collector	7,103	8,475	6,922	6,872	6,500
07015200	500180 Payroll Coordinator	108	2,508	2,638	2,599	-
07015200	500181 Accounts Payable Clerk	154	1,861	3,992	4,120	4,245
07015200	500190 Town Assessor	12,011	13,137	14,393	14,576	14,868
07015200	500230 Utilities Superintendent	19,558	17,825	20,549	20,356	-
07015200	500240 Assistant Town Engineer	65,027	66,920	68,164	67,680	69,034
07015200	500250 Utilities Engineer	25,320	26,057	26,526	26,353	26,616
07015200	500290 Construction/Utility Manager	26,703	27,480	27,847	27,670	28,500
07015200	500310 Information Systems Manager	14,955	6,350	5,645	18,750	7,725
07015200	500311 Information Systems Assistant	5,771	5,398	6,155	6,005	5,514
07015200	500330 Human Resources Director	5,792	5,387	3,427	7,500	7,500
07015200	500360 Ex. Sec./Asst. to TM	2,660	5,800	6,152	5,865	5,982
07015200	500381 Acct. Receivable Coordinator	4,244	4,444	3,101	4,509	4,200
07015200	500382 Accountant	1,715	3,730	2,481	2,397	2,397
07015200	500400 Junior Accountant	13,065	13,445	13,695	13,598	13,870
07015200	500401 Finance Assistant	8,536	6,461	4,286	4,500	4,589
07015200	500402 PR/Benefits Coordinator	2,632	3,180	977	3,192	4,179
07015200	500470 Acct Clerk III	20,161	19,855	19,992	19,092	19,474
07015200	500504 Finance Assistant PT	-	308	-	-	-
07015200	500505 Purchasing Clerk	73	2,003	2,245	2,291	-
07015200	500590 Project Technician	5,292	5,446	5,547	5,508	5,673
07015200	500600 Crew Leader	21,574	21,560	23,700	22,246	22,246
07015200	500630 Maintenance Specialist I	18,995	17,965	-	-	-
07015200	500650 Equipment Operator	10,192	8,444	7,742	10,754	10,754

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TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

UTILITIES - SEWER

SEWER FUND - Continued		2014	2015	2016	2017	2018
		Actual	Actual	Actual	Revised	Adopted
07015200	500660 Light Equipment Operator	10,267	10,500	10,545	10,488	10,488
07015200	500680 Mechanic Welder	5,536	5,663	5,811	5,889	5,663
07015200	500720 Laborer/Custodian	4,922	5,168	1,756	-	5,165
07015200	500860 Senior Appraiser	5,519	5,167	5,032	5,136	5,239
07015200	501010 Compensated Absences	(4,803)	4,728	5,648	-	-
07015200	501040 Overtime & Standby	6,746	3,995	3,669	6,180	6,180
07015200	501160 Town Council Members	2,298	2,251	2,298	2,298	2,298
07015200	502010 Advertising	229	-	-	750	750
07015200	502020 Travel Expenses	-	19	-	250	250
07015200	502030 Dues	-	-	-	1,000	1,000
07015200	502050 Postage	464	2,326	759	7,405	7,540
07015200	502100 Telephone	992	1,862	930	150	150
07015200	502201 Life Insurance	-	-	-	978	958
07015200	502208 Flexible Spending	314	174	285	297	248
07015200	502209 Health Insurance	95,050	95,041	86,460	97,446	106,619
07015200	502210 Payroll Taxes	0	28,692	24,726	28,276	27,778
07015200	502211 Pension	24	37,808	37,482	41,232	41,315
07015200	502214 Disability Insurance	2	19	786	645	660
07015200	502215 Workers' Compensation	(636)	5,009	4,297	9,573	7,095
07015200	502300 Printing & Binding	2,416	2,098	2,365	3,190	3,860
07015200	502500 Professional Development	11	-	11	50	50
07015200	502550 Laboratory Testing	10,241	12,758	9,987	15,000	15,000
07015200	502560 RIPDE - ADJ	2,965	28,200	3,000	35,000	35,000
07015200	502600 Maintenance of Motor Vehicules	2,615	3,394	1,775	3,540	3,540
07015200	502650 Maintenance of Equipment	395	669	1,953	2,200	2,200
07015200	502750 Rentals	2,275	2,264	1,504	3,225	3,225
07015200	502760 State Fees	28,435	28,864	25,065	26,398	27,740
07015200	502830 Fringe Benefits	81,896	4,246	711	-	-
07015200	502840 Miscellaneous Vendor Contract	649,167	670,966	719,519	739,135	740,009
07015200	502841 Technology Contracts	-	25,568	20,049	19,134	21,527
07015200	502850 LAP Insurance	28,876	20,734	22,439	28,000	28,840
07015200	502900 Professional Services	-	9,065	-	-	-
07015200	502970 Sewer Plant Contract	1,251,397	1,381,956	1,430,487	1,430,948	1,475,000
07015200	503020 Materials	61	-	-	1,000	1,000
07015200	503030 Clothing	302	448	656	1,225	1,225
07015200	503040 Books & Publications	-	-	-	125	125
07015200	503050 Construction Supplies	2,447	2,084	2,532	4,100	4,100
07015200	503070 Fuel & Lubricants	19,409	18,863	10,154	12,326	11,089
07015200	503100 Motor Vehicle Parts	7,438	4,554	6,161	10,509	10,509
07015200	503130 Office Supplies	573	1,327	1,559	1,800	1,800
07015200	503160 Hardware & Tools	1,072	358	1,378	2,622	2,622
07015200	503180 Machinery & Equipment Parts	700	230	63	1,850	1,850
07015200	503250 Safety Supplies	-	123	310	900	900
07015200	503310 Pipes & Fittings	4,690	4,190	5,549	4,950	4,950

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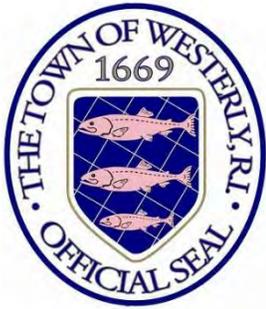


TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

UTILITIES - SEWER

SEWER FUND - Continued	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
07015200 504089 Contingency	-	-	-	7,484	7,484
07015200 504160 Replacement Crew Cabs (25%	-	333	-	-	-
07015200 504262 Scada System	-	-	-	-	100,000
07015200 504578 Replac. Aeration System	100,000	-	-	100,000	-
07015200 504872 Sewer System Evaluation Stuc	-	47,771	-	-	110,000
07015200 504891 Chlorine Disinfection System	-	-	-	-	60,000
07015200 504892 Clarifier Sludge Collector	-	-	-	-	150,000
07015200 504893 Comprehensive Plant Eval	-	-	-	-	100,000
07015200 505010 Principal	-	-	-	547,289	592,832
07015200 505020 Interest	148,838	119,770	109,306	84,716	41,038
07015200 505290 STP Capital Program	120,000	119,171	119,736	120,000	120,000
07015200 505300 Fees/Registration	-	-	-	900	900
07015200 509931 Depreciation Expense	472,568	473,996	484,881	-	-
07015200 509951 Amortization of Bd. Issue Cost	67,684	-	-	-	-
07015200 599999 Transfer Out	-	207,815	264	-	-
Sewer Operating Fund Total	(549,262)	(295,123)	(583,833)	-	-
Sewer Fund Total	(549,262)	(295,123)	(583,833)	-	-





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**COMMUNITY / SUBSIDIES**



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TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SUBSIDIES - COMMUNITY SERVICE
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011305 SUBSIDIES - COMMUNITY SERVICE					
01011305 506410 Elderly Transportation	12,704	13,710	14,000	14,000	14,000
01011305 506420 South County Community Action	21,000	21,000	21,000	15,750	15,750
01011305 506430 South Shore Mental Health Clin	10,000	5,000	5,000	-	-
01011305 506450 Wood River Health Center	10,000	10,000	10,000	10,000	10,000
01011305 506460 Visiting Nurse Services	10,000	10,000	10,000	7,500	7,500
01011305 506480 Olean Regional Center	12,000	12,000	12,000	12,000	12,000
01011305 506490 Domestic Violence Res. Center	5,000	5,000	5,000	5,000	5,000
01011305 506500 Senior Citizens' Center	95,000	55,000	55,000	55,000	60,000
01011305 506501 Senior Citizens' Meals	4,000	4,000	4,000	4,000	4,000
01011305 506503 Wash Cty Coalition for Child	1,000	1,000	1,000	1,000	1,000
01011305 506510 West Adult Services	37,200	37,200	-	-	-
01011305 506513 Westerly Substance Abuse	-	5,000	-	-	-
01011305 506550 WARM	-	-	-	22,000	22,000
01011305 506560 Souther RI Volunteers	2,500	1,500	1,500	-	-
01011305 506750 North End Crime Watch	-	-	-	7,500	7,500
01011305 506780 Pawcatuck Neighborhood Center	10,500	10,500	10,500	10,500	11,025
01011305 506840 Johnny Cake Center	30,000	30,000	30,000	30,000	31,500
01011305 506923 RICAN	4,500	4,500	4,500	4,500	4,500
01011305 506924 Literacy Volunteers	8,700	8,700	8,700	8,700	8,700
TOTAL	274,104	234,110	192,200	207,450	214,475



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SUBSIDIES - TOWN EXTENSION
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011306 SUBSIDIES - TOWN EXTENSION					
01011306 505800 State Library Aid	265,543	255,838	274,847	284,845	318,791
01011306 506400 Ambulance Corps	25,000	25,000	25,000	25,000	26,000
01011306 506590 Westerly Public Library & Park	410,000	410,000	410,000	410,000	415,000
01011306 506630 Westerly Armory Restoration	12,500	25,000	50,000	30,000	32,000
TOTAL	713,043	715,838	759,847	749,845	791,791



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SUBSIDIES - PUBLIC EVENTS
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011307 SUBSIDIES - PUBLIC EVENTS					
01011307 506600 Westerly Summer Concert	8,000	8,000	8,000	8,000	8,000
01011307 506610 Westerly Band	3,500	3,500	3,500	3,500	3,500
01011307 506681 Colonial Theatre School	3,000	3,000	3,000	3,000	3,000
01011307 506760 Columbus Day Parade	-	-	-	5,000	5,000
01011307 506770 Veterans Parades (2)	-	-	-	5,000	5,000
TOTAL	14,500	14,500	14,500	24,500	24,500



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SUBSIDIES - ECONOMIC DEVELOPMENT
----------------------------------

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011308 SUBSIDIES - ECONOMIC DEVELOPMENT					
01011308 506580 Chamber of Commerce	38,000	38,000	51,552	46,000	46,000
01011308 506690 Watch Hill Business Associat.	10,000	10,000	10,000	10,000	13,000
01011308 508310 M B A	-	-	-	18,000	-
TOTAL	48,000	48,000	61,552	74,000	59,000



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

SUBSIDIES - CELEBRATION OF PUBLIC EVENTS
--

	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011405 CELEBRATION OF PUBLIC EVENTS					
01011405 502210 Payroll Taxes	15	31	15	31	31
01011405 502215 Workers' Compensation	-	1	0	1	-
01011405 503080 Signs & Markers	400	1,800	400	200	200
01011405 503410 Veterans Memorial	-	2,000	12,000	2,000	9,000
01011405 503411 Permanent Neighbor Day Comm	401	350	400	500	500
TOTAL	816	4,181	12,816	2,732	9,731





**DEBT SERVICE**



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**TOWN OF WESTERLY**  
**F/Y 2017-2018 ADOPTED BUDGET**

DEBT SERVICE			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
01011908	TOWN DEBT SERVICE						
01011908	502950	Contractual Services	4,000	2,637,259	-	-	-
01011908	502961	96 Senior Citizens	30,131	-	27,203	25,734	-
01011908	502972	2012C Refunding Bond	30,711	-	167,491	160,043	157,244
01011908	502973	07 Road Improv./Lanc	642,573	-	609,773	593,373	576,973
01011908	502974	2012A Roads	1,458,635	-	651,925	550,200	539,250
01011908	502975	2006 Police/Hghwy	247,500	-	979,875	919,125	-
01011908	502976	2003 Beach Bond	118,019	-	-	-	-
01011908	502977	2005 Bond Beach Portion	30,800	-	20,500	-	-
01011908	502978	2012B Beach Portion	10,091	-	12,762	12,764	12,798
01011908	502989	Prepaid 2014 Refunding	-	-	343,271	109,789	-
01011908	502991	2014 GOB - A Lucy	-	-	-	90,525	88,725
01011908	502992	2014 GOB - Town Refunding	-	-	655,238	335,000	1,130,400
01011908	502994	2011 Suntrust Master Lease	-	-	106,517	-	-
01011908	502995	2013 CalFirst BL01444-03	-	-	129,483	129,483	68,226
01011908	502997	2014 CalFirst BL01444-05	-	-	71,318	-	-
01011908	502999	2014 CalFirst BL01444-07	-	-	90,818	70,552	51,681
01011908	503311	2014 Road Bond	-	-	144,969	390,400	465,600
01011908	503312	RI Infrastructure Road/Bridge	-	-	16,313	13,989	20,538
01011908	503320	Lease Purchase	37,982	476,727	-	-	-
01011908	503321	DPW/Highway - 2011	125,431	-	-	-	-
01011908	503323	Town Vehicles - 2013 P&Z	17,656	-	-	-	-
01011908	503324	Police Vehicles -2013 Crusiers	46,700	-	-	-	-
01011908	503325	2013-14 Lease Escrow	4,000	-	-	-	-
01011908	503326	DPW Tractor/Trailer - 2013	30,646	-	-	-	-
01011908	503327	DPW Backhoe - 2013	17,621	-	-	-	-
01011908	503328	DPW Dumptrucks - 2013	53,600	-	-	-	-
01011908	503329	DPW Sweeper - 2013	28,348	-	-	-	-
01011908	503330	Energy Consrevation ESCO- 201	60,354	-	51,476	53,265	55,114
01011908	504313	Lease Payment Trans In	(200,000)	(230,000)	(31,983)	-	-
01011908	504316	Beach Bd Transfer In	-	(156,762)	-	-	-
01011908	504317	2015 CalFirst CL03162-02	-	-	14,037	76,767	-
01011908	504318	2016 CalFirst BL01444-09	-	-	-	167,358	174,204
01011908	504321	Transfer In - Grant	-	-	-	(90,525)	(88,725)
01011908	504333	Town Lease FY2016	-	-	-	17,160	17,448
01011908	504336	2017 Cal First BL01444-11	-	-	-	-	169,790
01011908	509841	Administrative Fees	-	-	16	2,500	2,500
		<b>TOTAL</b>	<b>2,794,797</b>	<b>2,727,224</b>	<b>4,061,002</b>	<b>3,627,501</b>	<b>3,441,767</b>



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

A1068:11092 EDUCATION DEBT SERVICE			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
01011909	EDUCATION DEBT SERVICE						
01011909	502910	Escrow	1,000	-	-	-	-
01011909	502950	Contractual Services	-	7,317,834	-	-	-
01011909	502962	RIHEBC 2010A	462,600	-	462,600	462,600	462,600
01011909	502963	RIHEBC 2010G	688,979	-	688,979	688,979	688,979
01011909	502964	RIHEBC 2011A	573,088	-	548,887	539,438	526,838
01011909	502965	RIHEBC 2011C	1,337,400	-	1,285,900	1,262,800	1,239,700
01011909	502967	2012 Bond Refunding	1,669,609	-	2,111,638	2,111,861	2,117,602
01011909	502968	1998 School Renovation	32,075	-	29,538	28,250	26,950
01011909	502969	2005 High School Renovation	1,047,200	-	697,000	-	-
01011909	502971	2001 School Refunding	983,125	-	-	-	-
01011909	502993	2014 GOB - School Refunding	-	-	259,500	927,750	891,050
01011909	502996	2014 CalFirst BL01444-04	-	-	97,502	-	-
01011909	502998	2014 CalFirst BL01444-06	-	-	150,000	128,703	128,703
01011909	503332	Copiers - 7	14,365	-	-	-	-
01011909	504317	2015 CalFirst CL03162-02	-	-	154,066	104,256	-
01011909	504318	2016 CalFirst BL01444-09	-	-	-	95,577	88,731
01011909	504334	School Lease FY2016	-	-	-	34,323	34,196
01011909	504336	2017 Cal First BL01444-11	-	-	-	-	200,042
TOTAL			6,809,440	7,317,834	6,485,609	6,384,536	6,405,389





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**TRANSFERS**



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TOWN OF WESTERLY  
 F/Y 2017-2018 ADOPTED BUDGET

**TRANSFERS**

**01011920 Transfer Out**

		2014 Actual	2015 Actual	2016 Actual	2017 Adopted	2018 Town Council	% Inc
Transfer Out	599999	380,558	376,895	369,522	316,002	1,152,112	264.59
<b>Totals</b>		<b>380,558</b>	<b>376,895</b>	<b>369,522</b>	<b>316,002</b>	<b>1,152,112</b>	<b>264.59</b>

Transfer to Sewer Fund	\$316,935
Transfer to Insurance Fund	\$382,142
Transfer to Animal Shelter Fund	\$222,129
Transfer to Transfer Station Fund	\$230,906
<b>Totals</b>	<b>\$1,152,112</b>





**CAPITAL IMPROVEMENT PLAN  
& RESTRICTED PROGRAMS**



Section 5

SECTION 5  
CAPITAL IMPROVEMENT PLAN  
& RESTRICTED PROGRAMS

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**TOWN OF WESTERLY**  
**F/Y 2017-2018 ADOPTED BUDGET**

<b>RESTRICTED PROGRAMS</b>
----------------------------

			2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011801	Restricted Programs						
01011801	402961	Building - Other Revenue	0	-	-	-	-
01011801	502202	Police RHS	-	200,000	-	-	-
01011801	502500	Professional Development	-	-	-	1,000	1,000
01011801	502720	Overlay Roads/Asphalt	425,000	241,854	314,347	375,000	400,000
01011801	502725	Line Striping - Roads	-	-	-	35,000	15,000
01011801	504019	S.A. Phase III Boat Launch	-	-	-	70,000	-
01011801	504049	Town Hall Elevator	-	-	-	25,000	25,000
01011801	504084	Revaluation	40,000	16,914	(36,543)	50,000	100,000
01011801	504281	Planning Reserve	-	8,500	62,091	-	-
01011801	504290	Dump Trailer	7,000	-	-	-	-
01011801	504301	Sweeper Attachment	4,000	-	-	-	-
01011801	504302	Rubber Tracks	4,000	-	-	-	-
01011801	504303	Snow Blower	5,500	-	-	-	-
01011801	504304	Utility Trailer	8,400	-	-	-	-
01011801	504305	Used Caterpillar Bulldozer	12,000	-	-	-	-
01011801	504306	Body/Service Truck	12,000	-	-	-	-
01011801	504307	Kubota Zero Turn Mower	16,500	-	-	-	-
01011801	504310	Sidewalk Repairs/Replacement	80,000	-	-	75,000	125,000
01011801	504350	Highway Drainage	50,253	-	-	100,000	90,000
01011801	504353	Town Beach Fence Replacement	-	-	-	-	10,000
01011801	504394	Salt Pond Restoration	25,000	-	-	-	-
01011801	504512	Recodification/Code of Ordinances	-	-	-	5,000	5,000
01011801	504595	Gingerella Complex Upgrades	10,195	-	-	-	-
01011801	504652	Stormwater Phase II	30,000	-	-	50,000	35,000
01011801	505100	Actuarial	-	-	-	20,000	-
01011801	505250	Downtown Light Poles	5,000	-	-	5,000	5,000
01011801	505452	Mail Machine - Town Clerk	-	3,643	3,564	-	-
01011801	505487	Snow & Ice	50,000	50,000	25,183	50,000	65,000
01011801	505511	Pavement Management System	-	-	1,947	-	10,000
01011801	505512	Guard Rail Replacement	5,000	-	-	-	30,000
01011801	505523	Cimalore Facility Improvements	-	-	5,285	-	-
01011801	505524	Gingerella Skate Improvements	-	-	-	10,000	5,000
01011801	505525	L90 Loader Tires	-	-	16,000	-	16,000
01011801	505526	Field Paint Machine	-	-	4,998	-	-
01011801	505527	Adult Day Center Water Heater	-	-	2,033	-	-
01011801	505540	TC Copy Machine	5,000	-	4,042	-	-
01011801	505541	52" Walk Behind Mower	-	-	6,415	-	-
01011801	505545	48" Walk Behind Mower	-	-	5,275	-	-
01011801	506080	Senior Center Van	-	-	-	30,000	-
01011801	506160	Misquamicut Drains	20,000	-	-	-	-
01011801	506550	WARM	22,000	22,000	22,000	-	-
01011801	506750	North End Crime Watch	6,000	7,500	7,500	-	-
01011801	506760	Columbus Day Parade	5,000	5,000	5,000	-	-
01011801	506770	Veterans Parades (2)	5,000	5,000	5,000	-	-
01011801	506790	Beach Improvements	-	-	-	-	15,000
01011801	507280	Mosquito Control Program	-	-	24,051	25,000	25,000
01011801	508310	M.B.A.	18,000	18,000	18,000	-	-
01011801	508603	Bike Racks	-	-	-	-	3,000
01011801	508604	Employee Separation	-	-	-	-	25,000

Continued On Next Page



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**RESTRICTED PROGRAMS - Continued**

RESTRICTED PROGRAMS			2014	2015	2016	2017	2018
			Actual	Actual	Actual	Revised	Adopted
RESTRICTED PROGRAMS - Continued							
01011801	508608	CCR Partnership	-	-	-	25,000	60,000
01011801	508611	Lights and Poles	-	-	-	-	10,000
01011801	508612	Bike Path	-	-	-	-	30,000
01011801	508630	GIS System	15,000	5,393	6,742	5,000	15,000
01011801	508638	Police Vests	-	-	2,000	8,000	8,000
01011801	508639	Police Speed Signs	-	5,560	-	-	-
01011801	508641	Upgrade IT Townwide	-	1,043	-	15,000	25,000
01011801	508642	Parking/Transportation	-	-	91	-	-
01011801	508645	School Bus Depot	-	-	2,015	40,000	-
01011801	508646	Tide Gauge	-	-	1,856	3,000	-
01011801	508647	Police Retiree Expense	-	-	-	100,000	-
01011801	508649	NEIWPC Stormwater Grant Mat	-	-	-	10,000	-
01011801	508651	Rivercenter Grant Match	-	-	-	30,000	-
01011801	508653	GPS AVL Tracking	-	-	-	20,000	-
01011801	508654	350th Anniversary	-	-	-	5,000	5,000
01011801	599999	Transfer Out	-	398,312	443,956	-	-
TOTAL			885,849	988,718	952,847	1,187,000	1,158,000



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

CAPITAL IMPROVEMENTS				
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	2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011910 - CAPITAL IMPROVEMENT					
01011910 504020	45,000	67,257	44,165	50,000	-
01011910 504048	-	-	-	204,700	-
01011910 504051	-	-	-	-	20,000
01011910 504243	-	8,406	-	-	-
01011910 504389	-	-	-	25,000	-
01011910 504395	-	-	-	30,000	-
01011910 504502	-	-	64,169	-	-
01011910 504588	-	-	(95)	-	-
01011910 504596	-	-	54,932	-	-
01011910 505039	-	-	(5,900)	-	-
01011910 505664	100,000	-	-	-	-
01011910 506522	-	-	-	-	75,000
01011910 508606	-	-	-	-	350,000
01011910 509350	-	-	-	-	60,000
01011910 599999	-	37,500	155,974	-	-
TOTAL	145,000	113,163	313,245	309,700	505,000



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

CAPITAL IMPROVEMENTS - SCHOOL
-------------------------------

			2014 Actual	2015 Actual	2016 Actual	2017 Revised	2018 Adopted
01011911	CAPITAL IMPROVEMENT - SCHOOL						
01011911	504080	Computer Hard/Software	-	-	-	50,000	-
01011911	505661	Bleachers	107,650	-	-	201,000	-
01011911	505663	Buses	95,000	91,320	33,974	100,000	50,000
01011911	505665	Fiber Ring	6,240	-	-	-	-
01011911	505666	Chrome Book/Tech	-	59,725	61,603	50,000	61,000
01011911	505668	Safety & Security	-	-	34,196	65,000	-
01011911	505669	School/HS Field Reconditioning	-	-	72,351	-	-
01011911	505671	HS Portable Stage	-	-	-	25,000	32,000
01011911	505672	Skyward Student Mgmt Suite	-	-	-	102,184	-
01011911	505673	Elementary School Playground	-	-	-	-	56,000
01011911	505674	HS Public Address System	-	-	-	90,000	-
01011911	505676	SSS heating unit	-	-	-	-	100,000
01011911	505678	Springbrook roof replaement	-	-	-	-	129,000
01011911	599999	Transfer Out	51,122	-	177,589	-	-
<b>TOTAL</b>			<b>260,012</b>	<b>151,045</b>	<b>379,714</b>	<b>683,184</b>	<b>428,000</b>



Capital  
Improvement  
Program (CIP)  
Budget  
FY2017/2018

Planning Board  
Recommendation

December 15, 2016



## Capital Improvement Program Overview

This report presents the Westerly Planning Board's recommendations for the FY2017/2018 Capital Improvement Program (CIP), pursuant to §22-32 of the Westerly Code of Ordinances. The Planning Board conducted workshops on November 3, 2016 and December 1, 2016 with the five (5) departments that submitted CIP requests, including:

- Police Department
- Department of Public Works
- Recreation Department
- Building Department
- School Department

## Department Requests

The following is listing and brief description of each request presented to the Planning Board for the FY2017/2018 only. Subsequent years associated with the long-range capital improvement plan were not considered and will be explained in a later section of this report.

Department	Department Priority	Description	Cost
Building Department	1	Vehicle Replacement	\$30,000
DPW (Buildings & Grounds Division)	1	Town Hall	\$18,750
	2	Old Highway Garage (Beach Street)	\$18,750
	3	Senior Center	\$18,750
	4	Adult Day Center	\$18,750
DPW (Highway Division)	1	Mini-excavator purchase	\$115,000
	2	Sky aerial bucket truck purchase	\$225,000
	3	Pick-up truck purchase	\$80,000
DPW (Solid Waste Division)	1	Roll-off truck purchase	\$190,000
	2	Transfer station improvement fund	\$75,000
	3	Dump trailer purchase	\$60,000
Police Department	1	Fleet Maintenance	\$160,000
	2	Mobile Data Terminal (MDT) replacement	\$80,000
	3	Radio replacement plan	\$60,000
Recreation Department	1	Gingerella field improvements	\$75,000
	2	Cimalore Field lighting replacement	\$60,000
	3	Craig Field lighting	\$80,000
	4	Rotary Park tennis court lighting	\$55,000
School Department	1	Playground enhancements	\$56,000
	2	High School Portable Stage	\$32,000
	3	School Bus Replacement	\$299,500
	4	Chrome devices for students	\$180,000
	5	Stadium bleacher purchase	\$142,669
	6	WMS Auditorium Upgrades	\$162,500



	7	Elementary schools fire suppression upgrades	\$270,000
	8	Bradford School septic system replacement	\$90,000
	<b>Total Amount of Prioritized Requests:</b>		<b>\$2,652,669</b>
<b>School Department (non-prioritized)</b>	Not Prioritized	State Street School heating units	\$155,000
	Not Prioritized	Springbrook School roof replacement	\$179,000
	Not Prioritized	Bradford School Carpet Replacement	\$50,000
	Not Prioritized	Springbrook School Parking & Access	\$225,000
	Not Prioritized	Dunn's Corners & Bradford School Windows	\$410,000
	Not Prioritized	Springbrook School Air Conditioners	\$140,000
	Not Prioritized	Schoolwide phone system upgrade	\$70,145
	Not Prioritized	Elementary school IT upgrades	\$370,000
	Not Prioritized	Maintenance vehicle replacement	\$85,000
	Not Prioritized	High School perimeter fence expansion	\$85,000
	Not Prioritized	Babcock Hall auditorium improvements	\$75,000
	Not Prioritized	Babcock Hall auditorium lights & audio	\$85,000
	Not Prioritized	Stadium lighting replacement	\$400,000
	Not Prioritized	Outdoor track maintenance/upgrades	\$50,000
	Not Prioritized	Smartboard replacements	\$50,000
	Not Prioritized	Hardware/software data center replacement	\$150,000
	Not Prioritized	Fiber loop/Wide area network	\$187,040
	<b>Total Amount of Non-Prioritized Requests:</b>		<b>\$2,766,185</b>
	<b>Total Amount of All Requests:</b>		<b>\$5,418,854</b>

### Planning Board Approach

As outlined in [§22-29 \(Procedure for submitting requests\)](#) of the Westerly Code of Ordinances, the Planning Board conducted its review of the department requests, taking into account current development plans and programs of the Town. Although required, the Planning Board was unable to incorporate findings associated with the inspection of Town property and equipment during their review process for the FY2017/2018 CIP budget.

**Step 1:** The first step in the review exercise was establishing priorities for each request by assigning values to the categories listed below in accordance with and based on the order in which they were presented in the Ordinance. Requests were then weighed against which category was applicable to the project and to what percentage as follows:

- A. Protection of Life (90 points)
- B. Maintenance of Public Health (80 points)
- C. Protection of Property (70 points)
- D. Provision of Necessary Public Services (60 points)
- E. Replacement or Improvement of Obsolete Facilities (50 points)
- F. Reduction of Operating Costs (40 points)



- G. Provision of Public Recreation (30 points)
- H. Social, Cultural or Aesthetic Values (20 points)
- I. Conservation of Resources (10 points)

As an example, if a request applied equally to Category A (Protection of Life) and Category B (Maintenance of Public Health), the resulting score would be 95 ([90pts x 50%] + [80pts x 50%]). In performing the exercise in this manner the Planning Board was able to establish the priority of each request in a manner that was consistent and in an un-biased manner.

**Step 2:** The second step of the exercise allowed the Planning Board to determine if the actual priority of the request was Low, Medium, or High based on the information presented by each department, goals and objectives of the Comprehensive Plan and other initiatives, and general knowledge of the Town and its operations.

**Step 3:** The third step in the exercise was a determination as to whether the request was applicable and appropriate, based on the definition of the 'Capital Improvement Project' as listed within §22-27 (Definitions). This resulted in the characterization of each request into one of the following categories:

**Capital** – Accurately requested capital expense item.

**Operational/Maintenance** – Items that did not meet the definition of a capital expense due to their recurring nature or other characteristic(s).

**Uncertain** – Items that did not include appropriate backup materials to determine if the request met the definition of a capital expense OR where the future use of specific schools remained uncertain.

**Non-priority** – Items that were not specifically prioritized and presented to the Planning Board for informational purposes only.

**Step 4:** The fourth and final step of the exercise included an assessment of the final scores and priorities and modifying them based on importance, discussion, and consensus of Board members, where applicable.

## **Planning Board Recommendation**

### Qualified Capital Expenses

In review of the applications and completion of the priority exercise the Planning Board qualified seventeen (17) requests as true capital budget expenses as defined by Ordinance and recommends for consideration within the FY2017/2018 budget review process. These requests are outlined within Table 1 below. It should be noted that two (2) items included in this list are non-prioritized School Department requests that were initially considered 'Uncertain' by the Planning Board. However, these items have been brought forward due to their significance when considering the importance of a comfortable learning environment for elementary school children (State Street school heating units) and the preservation of structural integrity of Town-owned buildings (Springbrook School roof replacement)



**Table 1: Planning Board Recommended Requests**

<u>PB Priority</u>	<u>Department</u>	<u>Dept. Priority</u>	<u>Description</u>	<u>Cost</u>	<u>Points</u>	<u>Priority</u>	<u>Comment</u>
1	School	7	Elementary schools fire suppression upgrades	\$270,000	78	High	Capital
2	Police	2	Mobile Data Terminal (MDT) replacement	\$80,000	75	High	Capital
3	Police	3	Radio replacement plan	\$60,000	75	High	Capital
*4	School	9	State Street School heating units	\$155,000	69	High	Capital (Uncertain)*
*5	School	10	Springbrook School roof replacement	\$179,000	68.5	High	Capital (Uncertain)*
6	DPW (Solid Waste)	2	Transfer station improvement fund	\$75,000	55	High	Capital
7	Recreation	2	Cimalore Field lighting replacement	\$60,000	49	High	Capital
8	Recreation	3	Craig Field lighting	\$80,000	49	High	Capital
9	School	2	High School Portable Stage	\$32,000	44	High	Capital
10	DPW (Solid Waste)	1	Roll-off truck purchase	\$190,000	60	High	Capital
11	DPW (Highway)	1	Mini-excavator purchase	\$115,000	63	Low	Capital
12	Recreation	1	Gingerella field improvements	\$75,000	40	Medium	Capital
13	DPW (Highway)	2	Sky aerial bucket truck purchase	\$225,000	61	Medium	Capital
14	DPW (Solid Waste)	3	Dump trailer purchase	\$60,000	54	Low	Capital
15	School	5	Stadium bleacher purchase	\$142,669	62	Low	Capital
16	School	6	WMS Auditorium Upgrades	\$162,500	24	Low	Capital
17	Recreation	4	Rotary Park tennis court lighting	\$55,000	30	Low	Capital
<b>Total Cost</b>				<b>\$2,016,169</b>			

\* These items were non-priority for their Department and determined to be 'Uncertain' by the Planning Board, however by consensus the Planning Board forwarded these requests as qualifying expenses due to their overall importance.

Unqualified Operational/Maintenance Requests

The following requests were determined to be 'Operational/Maintenance' expenses by the Planning Board as they technically do not qualify as capital expenditures by definition due to their nature and/or recurrence. It is important to note that the Planning Board continues to recognize



the importance of these items, however it was the consensus of the Board that it is vital that these expenses be incorporated into the annual budget as operational and/or maintenance items and not capital expenditures.

**Table 2: Unqualified Operational/Maintenance Requests**

<u>Department</u>	<u>Dept. Priority</u>	<u>Description</u>	<u>Cost</u>	<u>Points</u>	<u>Priority</u>	<u>Comment</u>
Police	1	Fleet Maintenance	\$160,000	75	High	Operational/Maintenance
School	3	School Bus Replacement	\$299,500	58	High	Operational/Maintenance
DPW (Highway)	3	Pick-up truck purchase	\$80,000	55	High	Operational/Maintenance
Building	1	Vehicle Replacement	\$30,000	55	Medium	Operational/Maintenance
<b>Total</b>			<b>\$569,500</b>			

Uncertain Investment Requests

The following requests were determined to be 'Uncertain' expenses by the Planning Board as the requests did not include appropriate backup materials to determine if the request met the definition of a capital expense OR where the request was associated with a school for which its future use remained uncertain.

**Table 3: Uncertain Investment Requests**

<u>Department</u>	<u>Dept. Priority</u>	<u>Description</u>	<u>Cost</u>	<u>Points</u>	<u>Priority</u>	<u>Comment</u>
School	4	Chrome devices for students	\$180,000	60	Medium	Uncertain
School	8	Bradford School septic system replacement	\$90,000	56	Low	Uncertain
DPW (Buildings & Grounds)	1	Town Hall	\$18,750	54.5	High	Uncertain
DPW (Buildings & Grounds)	2	Old Highway Garage (Beach Street)	\$18,750	54.5	Medium	Uncertain
DPW (Buildings & Grounds)	3	Senior Center	\$18,750	54.5	Low	Uncertain
DPW (Buildings & Grounds)	4	Adult Day Center	\$18,750	54.5	Low	Uncertain
School	1	Playground enhancements	\$56,000	52.5	Medium	Uncertain
<b>Total</b>			<b>\$401,000</b>			



Non-prioritized Requests

The following requests were determined to be 'Non-priority' expenses by the Planning Board as these were items that were not specifically prioritized by the School Department and presented to the Planning Board for informational purposes only.

**Table 4: Non-prioritized Requests**

<u>Department</u>	<u>Dept. Priority</u>	<u>Description</u>	<u>Cost</u>	<u>Points</u>	<u>Priority</u>	<u>Comment</u>
School	11	Bradford School Carpet Replacement	\$50,000	0	0	Non-Priority
School	12	Springbrook School Parking & Access	\$225,000	0	0	Non-Priority
School	13	Dunn's Corners & Bradford School Windows	\$410,000	0	0	Non-Priority
School	14	Springbrook School Air Conditioners	\$140,000	0	0	Non-Priority
School	15	Schoolwide phone system upgrade	\$70,145	0	0	Non-Priority
School	16	Elementary school IT upgrades	\$370,000	0	0	Non-Priority
School	17	Maintenance vehicle replacement	\$85,000	0	0	Non-Priority
School	18	High School perimeter fence expansion	\$85,000	0	0	Non-Priority
School	19	Babcock Hall auditorium improvements	\$75,000	0	0	Non-Priority
School	20	Babcock Hall auditorium lights & audio	\$85,000	0	0	Non-Priority
School	21	Stadium lighting replacement	\$400,000	0	0	Non-Priority
School	22	Outdoor track maintenance/upgrades	\$50,000	0	0	Non-Priority
School	23	Smartboard replacements	\$50,000	0	0	Non-Priority
School	24	Hardware/software data center replacement	\$150,000	0	0	Non-Priority
School	25	Fiber loop/Wide area network	\$187,040	0	0	Non-Priority
<b>Total</b>			<b>\$2,432,185</b>			



## Future Considerations

In following the Ordinance, the Board struggled with evaluating CIP requests from the various departments due to inconsistencies between the requirements of the ordinance and the actual content of the requests. These difficulties were primarily due to the lack of supporting historical data (as outlined within §22-27 of Town Ordinance), the bundling of projects to meet cost thresholds, the absence of back-up data to support requested funding, and the lack of operating and maintenance cost estimates for the following four (4) years (as outlined within §22-29).

As evidenced by the structure of this report and minutes of the Planning Board meetings, there is a large disconnect between the definition of a Capital Expense and those that should be considered maintenance and operational items. The Planning Board believes that restructuring the Municipal and School budgets to accommodate line items for fleet maintenance programs and general maintenance items for all departments is imperative. Many of these request types don't meet the definition of Capital Expenses and can encumber funding that prevents other initiatives from being considered.

In reviewing previous CIP Recommendation Reports submitted by the Planning Board, difficulty with the process has been outlined within recommendations previously submitted. For example, the following is an excerpt from the 2003-2004 Planning Board CIP Recommendation Report:

*Although Westerly's Capital Improvement Budget is intended to provide a multi-year vision of "big ticket" purchases anticipated by various departments, this process has not worked very well. As in past years, the Planning Board finds that virtually all 5-year capital budget requests are "front loaded" to the upcoming fiscal year, with significant reductions in anticipated capital improvements or purchases during the ensuing four years, extending through FY 2007/08.*

*There must be greater recognition that the level of capital funding granted in prior years is a good indication of what each department can expect to receive in future fiscal years. In most instances, more realistic multi-year scheduling is warranted. The two exceptions are the Police Department, which has initiated a multi-year schedule of vehicle leasing, and the Water & Sewer Department, which has a good track record of anticipating when big-ticket capital items are needed.*

Similar language was also found within the 2004-2005 and 2005-2006 Planning Board CIP Recommendation Reports which referenced the following:

*It has become increasingly apparent that the Town Ordinance guiding Westerly's annual review of capital improvement projects (Section 10-66 to 71) is in need of revision. As currently written, the Town Manager's role is essentially "hands off" until mid-December, when the Planning Board is obligated to finalize and submit this document. Although Section 10-71 states that: "The Town Manager shall consider this recommended program in assembling the budget," significant changes to the final CIP inevitably take place because the current Ordinance does not call for up front consultation between department heads and the Town Manager.*

*It is recommended that the Ordinance be revised to emphasize the Town Manager's role at the beginning of the annual CIP process, before individual departments meet with the Planning Board. This will increase the likelihood of department heads taking into consideration the amount of capital funding likely*



*to be approved by Town Council for the upcoming fiscal year, and help establish realistic funding trends for future years, thus reducing the incidence of budgetary "front loading".*

It should be noted that Ordinance associated with the Capital Improvement Program (§22-27 thru §22-32.2) was amended in its entirety on November 19, 2007 (Ch. No. 1623), after the above recommendations were made. While this amendment may have addressed concerns and issues associated with prior Planning Board recommendations at that time, it's the opinion of this Planning Board that inconsistencies with the process continue to remain.

Based on the opinions listed above, the Planning Board recommends that a workshop be held with the Town Manager, Town Council, Finance Board, Planning Board, and any other relevant staff members after the first of the new year (2018) to discuss the CIP process, further define its goals and objectives, and determine what steps or ordinance revisions are needed to improve its overall effectiveness.





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**DEBT**



Section 6

SECTION 6

DEBT

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## GENERAL OBLIGATION BONDS

The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. General obligation bonds are direct obligations and pledge the full faith and credit of the Town. These bonds generally are issued as serial bonds with equal or varying amounts of principal maturing each year with maturities that range from 15 to 20 years. General obligation bonds outstanding at June 30, 2016 are as follows:

<u>Description</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Interest Rate (%)</u>	<u>Amount of Original Issue</u>	<u>Balance Outstanding June 30, 2016</u>
<b>Governmental Activities:</b>					
General obligation bonds:					
Senior citizens center bond	08/01/96	10/01/16	4.8-6.75%	\$ 515,000	\$ 25,000
General obligation school bond	07/15/98	07/15/18	5.0-7.5%	560,000	75,000
Police station and public works garage bond	07/01/06	07/01/26	4.0-5.0%	16,575,000	900,000
Road improvements and land acquisition	09/15/07	09/15/27	3.7-4.0%	8,000,000	4,920,000
General obligation bond, 2012 Series A	07/03/12	07/01/25	2.0-3.0%	6,500,000	6,135,000
Refunding bonds - 2012 Series B	07/03/12	08/15/24	2.0-5.0%	20,195,000	16,231,897
Refunding bonds - 2012 Series B	07/03/12	08/15/24	2.0-5.0%	121,322	98,103
Refunding bonds - 2012 Series C	07/03/12	10/15/23	1.5-3.0%	1,290,000	1,005,000
Refunding bonds - 2014 Series A	06/04/14	07/01/26	2.0-5.0%	15,890,000	15,755,000
General obligation bond, 2015 Series A	04/15/15	04/15/35	2.0-3.25%	6,000,000	6,000,000
Total general obligation bonds				<u>102,681,322</u>	<u>51,145,000</u>
Loans:					
High school renovation loans	06/15/10	04/01/27	5.75%	3,855,000	2,650,312
High school renovation loans	12/02/10	04/01/27	6.29%	5,496,000	3,778,500
High school renovation loans	02/03/11	04/01/31	2.0-5.5%	6,000,000	4,725,000
High school renovation loans	07/14/11	04/01/31	2.0-5.5%	14,645,000	11,550,000
Total loans				<u>29,996,000</u>	<u>22,703,812</u>
Total governmental activities				<u>132,677,322</u>	<u>73,848,812</u>
<b>Business Type Activities:</b>					
Loans Payable:					
Westerly Sewer Fund:					
RICWFA SRF	12/15/95	09/01/15	2.96%	1,849,000	
RICWFA 00 SRF	05/01/00	09/01/20	3.04%	255,000	81,283
RICWFA 01 SRF	12/19/00	09/01/20	2.86%	7,995,000	2,362,225
RICWFA 04 SRF	12/16/04	09/01/25	0.78-1.55%	1,724,300	864,300
Total loans payable				<u>11,823,300</u>	<u>3,307,808</u>
Total Outstanding				<u>\$ 144,500,622</u>	<u>\$ 77,156,620</u>

The Wastewater and Superfund bonds payable presented in the financial statements as direct liabilities of the Wastewater and Solid Waste funds are general obligations of the Town backed ultimately by its taxing power. Because the proceeds of the bonds are used entirely for the benefits of the Wastewater and Solid Waste Funds, the liabilities and the related debt service of these bonds are accounting for in these funds.



## GENERAL OBLIGATION BONDS - Continued

The Water Fund bonds payable presented in the financial statements as direct liabilities of the Water Fund are revenue bonds backed by the Water Funds ability to assess user fees. Because the proceeds of the bonds are used entirely for the benefits of the Water Fund, the liability and the related debt service of these bonds are accounted for in the Water Fund.

The debt service requirements for the Town's bonds are as follows:

	<b>Governmental Activities</b>	
	<b>Principal</b>	<b>Interest</b>
2017	\$ 4,335,000	\$ 1,789,421
2018	4,360,000	1,654,002
2019	4,420,000	1,504,631
2020	4,455,000	1,348,115
2021	4,520,000	1,192,374
2022-2026	21,335,000	3,380,651
2027-2031	5,380,000	777,869
2032-2036	<u>2,340,000</u>	<u>148,008</u>
<b>Total</b>	<b>\$ <u>51,145,000</u></b>	<b>\$ <u>11,795,071</u></b>

## LEGAL DEBT MARGIN

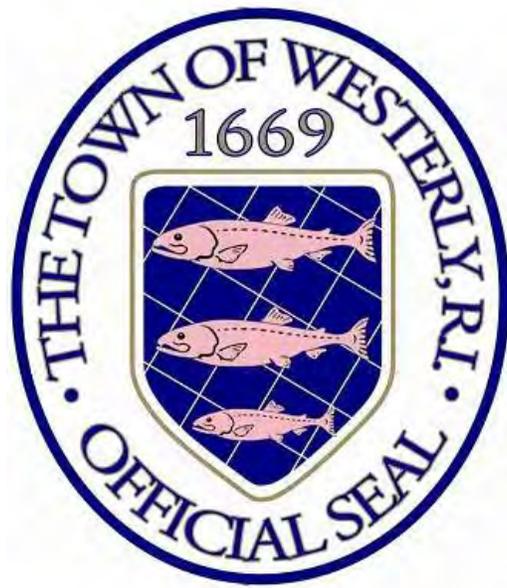
The Town's legal debt margin as set forth by State Statute is limited to 3% of total taxable assessed value, which approximated \$175,690,081. As of June 30, 2016, the Town's debt subject to the legal debt margin is \$27,962,833 and the Town is under the debt limit by \$147,727,248. The debt subject to the debt limitation is based on the type of debt that is issued.

## AUTHORIZED BUT UNISSUED BOND AUTHORITY

The Town has remaining authorized but unissued bond authority totaling \$1,104,000. The unissued bond authority is allocated as follows:

<b>Chapter/Section</b>	<b>Year</b>	<b>Description</b>	<b>Original Authorization</b>	<b>Bonds Issued</b>	<b>BANs Outstanding</b>	<b>Remaining Authority</b>
Public Law 14 RI General Laws	1988	Sewer	\$ 943,000	\$ 940,000	\$ -	\$ 3,000
45-12-2 RI General Laws	2003	Open Space	4,000,000	2,900,000	-	1,100,000
15-11-6	2008	High School	<u>30,000,000</u>	<u>29,999,000</u>	<u>-</u>	<u>1,000</u>
		<b>Total</b>	<b>\$ <u>34,943,000</u></b>	<b>\$ <u>33,839,000</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>5,100,000</u></b>





## APPENDICES



Section 7

SECTION 7  
APPENDICES

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TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

## EMPLOYEE SALARIES

TITLE	DEPARTMENT	F/Y 2017	ADOPTED F/Y 2018
ANIMAL CARETAKER	ANIMAL SHELTER	\$0.00	\$14,586.00
ANIMAL SHELTER COORDINATOR	ANIMAL SHELTER	\$0.00	\$25,303.20
ANIMAL SHELTER MANAGER	ANIMAL SHELTER	\$50,346.89	\$51,353.83
ASST BULIDING OFFICIAL	DEVELOPMENT SERVICES	\$48,222.54	\$49,186.99
BUILDING OFFICIAL	DEVELOPMENT SERVICES	\$68,243.37	\$69,608.24
DIRECTOR OF DEV. SERVICES	DEVELOPMENT SERVICES	\$83,000.00	\$89,000.00
MINIMUM HOUSING DIRECTOR	DEVELOPMENT SERVICES	\$49,905.46	\$48,067.50
OFFICE ASSISTANT DS	DEVELOPMENT SERVICES	\$37,200.80	\$37,200.80
PLANNING ASSOCIATE	DEVELOPMENT SERVICES	\$52,540.51	\$45,000.00
PROJECT TECHNICIAN	DEVELOPMENT SERVICES	\$51,574.91	\$52,606.41
TOWN PLANNER	DEVELOPMENT SERVICES	\$84,000.00	\$70,000.00
ZONING OFFICIAL	DEVELOPMENT SERVICES	\$62,030.33	\$57,500.00
	FINANCE DEPARTMENT	\$40,000.00	\$40,800.00
ACCOUNT CLERK II	FINANCE DEPARTMENT	\$37,200.80	\$37,200.80
TAX COLLECTOR	FINANCE DEPARTMENT	\$70,784.15	\$72,199.83
DIRECTOR OF INFO. TECH.	IT DEPARTMENT	\$77,250.00	\$78,795.00
IT TECHNICIAN I	IT DEPARTMENT	\$44,200.00	\$45,084.00
IT TECHNICIAN II	IT DEPARTMENT	\$53,950.00	\$55,029.00
IT SYSTEMS ADMINISTRATOR	IT DEPARTMENT - PD	\$55,135.03	\$56,237.73
ADMINISTRATIVE ASSISTANT	POLICE DEPARTMENT	\$45,423.64	\$46,332.11
ANIMAL CONTROL OFFICER	POLICE DEPARTMENT	\$44,491.20	\$45,381.02
CLERK/DISPATCHER II	POLICE DEPARTMENT	\$41,787.20	\$41,787.20
CORPORAL	POLICE DEPARTMENT	\$75,415.27	\$80,002.01
DAY SHIFT SERGEANT	POLICE DEPARTMENT	\$87,398.87	\$92,719.33
DETECTIVE	POLICE DEPARTMENT	\$85,835.33	\$91,060.53
DETECTIVE SERGEANT	POLICE DEPARTMENT	\$93,113.29	\$98,781.49
JUVENILE OFFICER	POLICE DEPARTMENT	\$78,990.38	\$83,794.67
OFFICE ASSISTANT PD	POLICE DEPARTMENT	\$39,858.00	\$39,858.00
PATROL OFFICER	POLICE DEPARTMENT	\$65,543.05	\$78,410.86
PATROL OFFICER	POLICE DEPARTMENT	\$58,998.92	\$69,529.42
PATROL OFFICER	POLICE DEPARTMENT	\$53,096.64	\$56,326.10
PATROL OFFICER	POLICE DEPARTMENT	\$43,286.13	\$45,918.72
PATROL OFFICER	POLICE DEPARTMENT	\$80,182.44	\$85,062.10
PATROL OFFICER	POLICE DEPARTMENT	\$73,915.27	\$78,410.86
PATROL OFFICER	POLICE DEPARTMENT	\$78,990.38	\$83,794.67
PATROL OFFICER	POLICE DEPARTMENT	\$77,610.83	\$82,335.31
PATROL SERGEANT	POLICE DEPARTMENT	\$80,182.44	\$85,059.24
POLICE CAPTAIN	POLICE DEPARTMENT	\$113,148.53	\$109,219.97
POLICE LIEUTENANT	POLICE DEPARTMENT	\$99,093.55	\$103,064.42
ADMINISTRATIVE ASSISTANT	PUBLIC WORKS DEPARTMENT	\$45,423.64	\$46,332.11
ADMINISTRATIVE ASSISTANT	PUBLIC WORKS DEPARTMENT	\$44,525.00	\$45,415.50
ASST DPW SUPERINTENDENT-BLDGS.	PUBLIC WORKS DEPARTMENT	\$65,877.21	\$67,194.75
ASST DPW SUPERINTENDENT-HWY	PUBLIC WORKS DEPARTMENT	\$65,243.77	\$66,548.65
ASST DPW SUPT - SANITATION	PUBLIC WORKS DEPARTMENT	\$65,243.77	\$66,548.65
CREW LEADER	PUBLIC WORKS DEPARTMENT	\$44,491.20	\$44,491.20
CUSTODIAN	PUBLIC WORKS DEPARTMENT	\$41,308.80	\$41,308.80
CUSTODIAN	PUBLIC WORKS DEPARTMENT	\$36,145.20	\$36,145.20
DIRECTOR OF PUBLIC WORKS	PUBLIC WORKS DEPARTMENT	\$84,681.05	\$95,000.00
EQUIPMENT OPERATOR	PUBLIC WORKS DEPARTMENT	\$43,014.40	\$43,014.40
LABORER	PUBLIC WORKS DEPARTMENT	\$41,308.80	\$41,308.80
MECHANIC WELDER	PUBLIC WORKS DEPARTMENT	\$45,302.40	\$45,302.40



TOWN OF WESTERLY  
F/Y 2017-2018 ADOPTED BUDGET

**EMPLOYEE SALARIES - Cont**

TITLE	DEPARTMENT	F/Y 2017	ADOPTED F/Y 2018
MECHANIC WELDER	PUBLIC WORKS DEPARTMENT	\$46,675.20	\$46,675.20
PUBLIC WORKS SUPERINTENDENT	PUBLIC WORKS DEPARTMENT	\$83,052.69	\$84,713.74
SENIOR MECHANIC	PUBLIC WORKS DEPARTMENT	\$46,924.80	\$46,924.80
TOWN ENGINEER	PUBLIC WORKS DEPARTMENT	\$93,500.00	\$93,500.00
TRACTOR TRAILER DRIVER	PUBLIC WORKS DEPARTMENT	\$46,675.20	\$46,675.20
ACCOUNTING SPECIALIST	PUBLIC WORKS DEPT. - UTILITIES	\$46,232.69	\$47,157.34
ASSISTANT TOWN ENGINEER	PUBLIC WORKS DEPT. - UTILITIES	\$69,033.51	\$70,414.18
LIGHT EQUIPMENT OPERATOR	PUBLIC WORKS DEPT. - UTILITIES	\$41,953.60	\$41,953.60
MAINTENANCE SPECIALIST	PUBLIC WORKS DEPT. - UTILITIES	\$42,640.00	\$42,640.00
MANAGER OF CONSTR. & UTIL.	PUBLIC WORKS DEPT. - UTILITIES	\$63,333.67	\$64,600.34
MANAGER OF PUMP STATIONS	PUBLIC WORKS DEPT. - UTILITIES	\$63,335.04	\$64,601.74
MANAGER OF UTILITIES-METERS	PUBLIC WORKS DEPT. - UTILITIES	\$62,756.49	\$64,011.62
PARTS SPECIALIST	PUBLIC WORKS DEPT. - UTILITIES	\$41,308.80	\$41,308.80
UTILITIES ENGINEER	PUBLIC WORKS DEPT. - UTILITIES	\$59,146.88	\$60,329.82
WATER PLANT OPERATOR	PUBLIC WORKS DEPT. - UTILITIES	\$42,640.00	\$42,640.00
RECREATION DIRECTOR	RECREATION DEPARTMENT	\$67,194.73	\$68,538.62
ACCOUNT CLERK III	TOWN ASSESSOR'S OFFICE	\$38,183.60	\$38,183.60
ASSESSMENT ASSISTANT	TOWN ASSESSOR'S OFFICE	\$45,319.55	\$46,225.94
FIELD APPRAISER	TOWN ASSESSOR'S OFFICE	\$44,878.80	\$45,776.38
SENIOR APPRAISER	TOWN ASSESSOR'S OFFICE	\$52,386.17	\$53,433.89
TOWN ASSESSOR	TOWN ASSESSOR'S OFFICE	\$74,338.41	\$75,825.18
DEPUTY TOWN CLERK	TOWN CLERK'S OFFICE	\$62,995.83	\$64,255.75
MUNICIPAL COURT CLERK	TOWN CLERK'S OFFICE	\$56,650.00	\$57,783.00
TOWN CLERK	TOWN CLERK'S OFFICE	\$73,167.66	\$74,631.01
DIRECTOR OF HUMAN RESOURCES	TOWN MANAGER'S OFFICE	\$73,500.00	\$74,970.00
EXECUTIVE ASSISTANT	TOWN MANAGER'S OFFICE	\$59,823.00	\$61,019.46
HUMAN RESOURCES SPECIALIST	TOWN MANAGER'S OFFICE	\$22,289.20	\$22,734.98
SUBSTANCE ABUSE PREV. COORD.	TOWN MANAGER'S OFFICE	\$0.00	\$60,000.00
TOWN MANAGER	TOWN MANAGER'S OFFICE	\$123,500.00	\$126,896.26



## Financial Policies

**Fund Balance Policy** - The Town of Westerly shall maintain an Unrestricted / Unassigned Fund Balance to improve and maintain the Town's financial stability. The Fund Balance provides a reserve to the Town in the event of unforeseen or unbudgeted situations, such as declining tax collection rates, loss of a major taxpayer, sudden changes in revenues or spending requirements, natural disasters, major infrastructure failures or unexpected litigation.

**Pension Funding Policy** – The Town funds contributions to its defined benefit pension plan based on an actuarial valuation, which amount is included in the budget.

**Cash Management Policy** –Town deposits can include demand and savings accounts and certificates of deposits with Rhode Island banks. The Town's custodial credit risk policy follows the State of Rhode Island requirements that each depository maintain segregated collateral in an amount equal to a defined percentage of its public deposits based upon the bank's risk based capital ratio.

### RESPONSIBILITY FOR COMPLIANCE-PURCHASING

Compliance with the Purchasing Policy shall be monitored as follows:

- a. The Town Manager and/or Superintendent of Schools, as applicable, shall bear primary, non-delegable responsibility for ensuring compliance with this policy.
- b. The Purchasing Agent shall be responsible for establishing specifications and procedures for procuring goods or services, as applicable.
- c. All employees, including department heads, supervisors, principals, directors and any others authorized to make purchases for the Town or School Department are responsible for following the provisions outlined in this policy when making purchases with Town or School Department funds.
- d. The Director of Finance or his/her designee will establish forms and processes to carry out the policies and procedures contained in this Policy, subject to the approval of the Town Manager and/or Superintendent of Schools, as applicable.

### COMMUNICATION WITH VENDORS

All contracts between the Town or School Department and the vendor's representative shall be negotiated through the Purchasing Agent. The Purchasing Agent will refer catalogs or other advertising materials to the departments and/or schools concerned with the subject matter therein. The Purchasing Agent shall be copied on all correspondence originating from such department and/or school to/from vendors.



### **BULK PURCHASING**

Whenever possible, the Purchasing Agent shall consolidate purchasing to obtain a more economical purchase and to avoid purchase of unnecessary or duplicative items. The Purchasing Agent shall institute systematic scheduled buying procedures for items which are used on a volume basis. Departments and schools shall comply with the ordering schedules distributed by the Purchasing Agent.

### **ENVIRONMENTALLY-PREFERABLE PURCHASES**

Whenever possible, consideration shall be given to purchasing Environmentally Preferable Products. For purposes of this Policy, Environmentally Preferable Products are those products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those which contain recycled content, minimize waste, conserve energy or water and reduce the amount of toxins disposed of or consumed.

### **OTHER FORMS OF PURCHASING**

The Purchasing Agent is authorized to employ all methods of soliciting goods or services, including but not limited to, cooperative purchasing, on-line auctions, reverse auctions and all other methods as allowed by applicable authority.

### **PURCHASE ORDERS AND BLANKET PURCHASE ORDERS**

All purchases or contracts, other than those specifically exempted in this Policy shall be made by an authorized purchase order. The function of a blanket purchase order is to establish a contract with a specific vendor for a type of good or service bought on a recurring basis where the cost of processing the individual purchase orders would frequently exceed the value of the item or service but whose cumulative value for the year is a significant amount. A blanket purchase order will be issued by the Director of Finance at the beginning of a calendar quarter to a particular vendor for an estimated dollar amount to be purchased during that calendar quarter. The blanket purchase order will allow the user department to draw against the purchase order when ordering required goods during a calendar quarter.

Only authorized individuals will be allowed to pick up goods or materials.

Issuance of a blanket purchase order does not negate the need to utilize the quote or bid process where applicable.

### **EXPENDITURES NOT REQUIRING A PURCHASE ORDER**

Specific expenditures may be processed for payment without submitting a Requisition/Purchase Order.

Expenses of this nature are usually recurring obligations of the Town or School Department, and the amount to be charged is not known until after the service has been performed or until after a specified billing period has elapsed. The following items do not require purchase orders:



- Payroll deductions
- Judgments and claims
- Inter fund transfers
- Debt payments
- Such other items as determined by the Purchasing Agent.

***Transfer Policy***

**FUNDING OF EXPENDITURES REQUIRING PRIOR APPROVAL OF COUNCIL**

- Supplemental appropriation from fund balance
- Transfer between department budgets
- Transfer of funds from salary or benefit line items within a department budget

**FUNDING OF EXPENDITURES NOT REQUIRING PRIOR APPROVALS**

Individual line items within a department budget other than salary and benefits may be over-expended as long as the total budget for that department excluding salary and benefits is not over-expended and the over expenditure does not represent a repurposing of budgeted funds to another use. The Town Manager may authorize the over-expenditure of any line item to deal with immediate matters of public safety such as a fire, weather event, or other such incident. The Town Manager may authorize the over-expenditure of any legal line item to defend the Town, its subdivisions and /or its employees in a matter that requires a contemporaneous legal response.

**USE OF CAPITAL RESERVE FUND**

Requests by Department Heads for authorization to use Capital Reserve Funds are to be made to the Town Manager and Director of Finance. Authorization for expenditures not to exceed \$10,000 shall be made by the Town Manager. Authorization for expenditures exceeding \$10,000 shall be approved by the Town Council upon recommendation of the Town Manager. The Town Manager may authorize the over-expenditure of Capital Reserve Funds to deal with immediate matters of public safety such as a fire, weather event, or other such incident.



**PURCHASING POLICIES REGULATED BY  
WESTERLY TOWN ORDINANCE §49-1 THROUGH §49-24**

**§ 49-1. Purposes and policies; word usage; applicability.**

- A. Purposes and policies. The regulations of this article shall be known as the "Town of Westerly Procurement Code." This article shall be liberally construed and applied to promote its underlying purposes and policies, which are:
- (1) To simplify; clarify and modernize the regulations governing purchasing by the Town;
  - (2) To permit the continued expansion of purchasing policies and practices;
  - (3) To make as uniform as possible the regulations governing purchasing among the various departments, agencies and offices of the Town; and
  - (4) To develop increased public confidence in the procedures followed in public purchasing.
- B. Supplementary general principles of law applicable. Unless displaced by the particular provisions of this article, the principles of law and equity, including the Uniform Commercial Code and the law merchant and the law relative to capacity to contract, principal and agent, fraud, misrepresentation, duress, coercion, mistake, or bankruptcy, shall supplement its provisions.
- C. Application of chapter. This article shall apply to every expenditure of public monies of the Town under any contract, grant, or like business agreement by any department, commission, council, board, bureau, agency, authority, government corporation, or other establishment of the Town government created by the Charter, the Town of Westerly Code, or any state or national law or regulation requiring the establishment of such Town activity. This chapter shall also apply to the disposal of any Town-owned property.

**§ 49-3. Purchasing Agent. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

- A. Office established, consolidated position. There is established a joint position effective 2011, the office of Purchasing Agent, who shall be appointed by the Town Manager and School Superintendent and who shall have the authority to enter into and administer contracts, approved by the Town Manager or designee, for the Town subject to restrictions imposed by this article. He/She shall purchase any and all supplies, services, construction, vehicles, equipment, insurance, and other items



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required by all departments of the Town within the appropriation restrictions imposed by the annual operating budget and capital improvement budget.

- B. Specific duties of the Purchasing Agent. In addition to all other powers and duties set forth in this article, the Purchasing Agent shall have the power, and his/her duties shall be:
- (1) (Reserved)
  - (2) (Reserved)
  - (3) To enter into contracts of all kinds and to execute all instruments necessary or convenient to the carrying out of their operations.
  - (4) To determine and promulgate, with the approval of the Town Manager and within the restrictions imposed by this article, the methods and procedures to be used for purchasing supplies, materials, equipment, vehicles, construction, insurance, and other items for the Town including, but not limited to, requisition, delivery, acceptance or rejection, and storage.
  - (5) To transfer to or between governmental bodies of the Town or to sell, trade or otherwise dispose of supplies, material and equipment of those bodies which are surplus, obsolete or unused, and to make proper adjustments to the accounts of the governmental bodies concerned in accordance with the Town of Westerly purchasing manual.
  - (6) To recommend criteria and procedures to obtain more economical operation of all procurement functions of the Town.
  - (7) With the approval of the Town Manager, to publish rules and regulations pursuant to this article governing the procurement of common items used by more than one activity of the Town, including the time, manner and form of making such procurement.
  - (8) Establish, consistent with this article, the form, time and manner of submission of bids and proposals for contracts, and the terms and conditions which shall be included in such contracts.
  - (9) Establish and maintain a program of testing and inspecting to ensure that material, supplies, services, equipment,



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construction, insurance and other items contracted for meet specifications; employ inspectors and make contracts for testing within the restrictions imposed by operating or capital budgets. If any using activity determines that any supplies, materials, equipment, construction or insurance received did not meet specifications, it shall promptly notify the Purchasing Agent, in writing, detailing the reasons why it believes the specifications were not met. The Purchasing Agent shall immediately determine whether or not the reported items, material or services meet the specifications, and his/her decision shall be final to the using activity. When he/she finds that the contract specifications or conditions have not been complied with, he/she shall take such action, with the advice and assistance of the Town Solicitor, against the defaulting contractor as may be deemed just and appropriate.

- (10) To have access to department maintained usage figures on the consumption and use of supplies, material, services and equipment purchased for all Town governmental bodies and furnish all such bodies, upon request, the relevant usage and consumption figures maintained for that activity. The Purchasing Agent is directed to cooperate with the Town Board of Finance, the office of the Town Manager, and the office of the Superintendent of Schools in the preparation of usage and consumption data for supplies, material, services and equipment for purposes of budget preparation and control. He/she may require additional data and reports from governmental bodies as necessary, and may contract for statistical processing necessary for the maintenance and compilation of the statistics required by his/her office.
- (11) To file contract documents and reports required by this article with the Town Clerk upon execution of the contracts or at the times specified for reports.

**§ 49-4. Source selection and contract formation.**

- A. Ways of making contracts. Except as otherwise authorized, procurement and construction contracts shall be made by:
- (1) Competitive sealed bid;
  - (2) Competitive negotiation;
  - (3) Noncompetitive negotiation; and



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(4) Small purchase procedures.

- B. Competitive bidding. Contracts exceeding the amount provided in § 49-8 shall be made by competitive sealed bidding when the configuration or performance specifications, or both, may be sufficiently defined to permit award on the basis of the lowest evaluated price, as determined in accordance with objective, measurable criteria set forth in the invitation for bids, and when available sources, the time and place of performance, and other conditions are appropriate for the use of competitive sealed bidding.
- C. Adequate public notice of invitation for bids. The invitation for bids shall be given adequate public notice, in a newspaper of general circulation, and/or electronically on the Town's website of not less than seven days and not more than 21 days. The Purchasing Agent shall determine if publication in a newspaper of state-wide circulation is warranted. The Purchasing Agent may waive the twenty-one-day maximum limit for adequate public notice, in writing, but, in accordance with current state law, the seven-day minimum notice may not be waived. The invitation for bids, including specifications and attachments, shall permit such full and free competition as is consistent with acceptable procurement practices as required by applicable state law and municipal ordinance for the procurement of the supplies and services required. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- D. Opening and award. All bids shall be filed, in writing, with the Purchasing Agent at the time and place stated in the invitation for bids, and shall be opened publicly at the time and place stated therefor in the invitation for bids. Awards shall be made with reasonable promptness by written notice to the responsible, conforming low bidder. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- E. Responsible bidder. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- (1) For the purpose of this section, a "responsible" bidder or offerer shall mean a bidder or offerer determined by the Purchasing Agent:
- (a) To possess, or be able to acquire prior to performance, sufficient financial ability to adequately perform the contract;



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- (b) To have under its employ, or to be able to secure prior to performance, the services of sufficient personnel with the experience necessary to adequately perform the contract;
  - (c) To have, or to be able to acquire prior to performance, the equipment, facilities and capacity necessary to adequately perform the contract; and
  - (d) To have had an overall satisfactory record in the performance of such prior public contracts as the bidder or offerer may have had.
- (2) The requirements of this section may be waived by the Purchasing Agent when he/she shall determine in writing prior to award that the supplies and services to be procured are available from only one source.
- F. Determination of responsibility. The Purchasing Agent may make such investigations as may be reasonably necessary to determine the responsibility of a prospective contractor in accordance with Subsection E. The failure of any bidder or offerer promptly to supply information requested by the Purchasing Agent in the course of such an investigation shall constitute grounds for a determination of nonresponsibility with respect to that bidder or offerer. Information disclosed by a bidder or offerer pursuant to this section may not be disclosed outside of the office of the Director of Finance without the prior written consent of the disclosing bidder or offerer. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- G. Prequalification of bidders. The Purchasing Agent is authorized to employ a method whereby suppliers wishing to prequalify to do business with the Town and to receive invitations for bids and requests for proposals are assured the opportunity to do so, provided that prequalification of a supplier will not foreclose the Town from determining between the time of the bid opening or receipt of offers and the making of an award, that a prequalified supplier is not responsible or that suppliers who are not prequalified as of the time of bid opening or receipt of offers are responsible. Suppliers seeking to prequalify in order to receive invitations for bids or requests for proposals may present evidence that they have the financial and technical ability, resources and facilities to act as suppliers to the Town. The Town may consider the following additional criteria in determining qualifications: **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**



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E. Discussion with all responsible offerers. Written or oral discussions shall be conducted with all responsible offerers who submit offers determined by the Purchasing Agent to be reasonably susceptible of being selected for award. Such discussions shall be conducted so as to afford each such offerer an equal opportunity to compete for the contemplated award. Discussions shall not disclose any information from a competitor's proposal that would enable another offerer to improve his/her proposal as a result thereof. Discussions need not be conducted: **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

- (1) With respect to prices, where such prices are fixed by law or regulation, except that consideration shall be given to competitive terms and conditions;
- (2) Where time of delivery or performance will not permit; or
- (3) Where it can be clearly demonstrated and documented from the existence of adequate competition or accurate prior cost experience with the supply or service that acceptance of an initial offer without discussion would result in fair and reasonable prices, and the solicitation notifies all offerers of the possibility that awards may be made on the basis of the initial offers.

**§ 49-6. Noncompetitive negotiation. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

Contracts may be made by noncompetitive negotiation only when competition is not feasible, as determined in writing prior to award by the Purchasing Agent.

**§ 49-7. (Reserved)<sup>1</sup>**

**§ 49-8. Small purchases. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

Contracts not expected by the Purchasing Agent at the time proposals are solicited to exceed the Boston Regional Consumer Price Index adjusted amount per RIGL 45-55-9 for construction and all other purchases may be negotiated by simplified small purchase procedures under such regulations as the Purchasing Agent may promulgate. Such regulations shall include such requirements for

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1. Editor's Note: Former § 49-7, Report of procurement actions taken under noncompetitive negotiations, was repealed 2-13-2006 by Ch. No. 1563.



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obtaining competition as set forth in the Town of Westerly Purchasing Manual.

**§ 49-9. Emergency purchases. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

Notwithstanding any other provisions herein, in case of actual emergency, any department may purchase directly any supplies, materials or equipment whose immediate procurement is essential to prevent delays in the work of the department which vitally affects the safety, health or convenience of citizens. In any such case, the head of such department shall, within 24 hours, notify the Town Manager and send to the Purchasing Agent a requisition together with full written explanation of the circumstances of the emergency, which shall be filed by the Purchasing Agent as a permanent and public record of the purchase. The Town Manager shall notify the Town Council of the emergency purchase at its next regular meeting. The Purchasing Agent shall prescribe the procedure under which such emergency purchases shall be made in the Town of Westerly Purchasing Manual.

**§ 49-10. Cost or pricing data.**

- A. Certification. A prime contractor or any subcontractor thereunder shall be required to submit cost or pricing data under the circumstances listed below and shall be required to certify that, to the best of its knowledge and belief, the cost or pricing data submitted was accurate, complete and current prior to:
- (1) The award of any negotiated prime contract.
  - (2) The pricing of any change order.
  - (3) The award of subcontract at any tier, where the prime contractor and each higher tier subcontractor have been required to furnish such certificate.
  - (4) The pricing of any change order or modification to a subcontract covered by this section.
- B. Price adjustment. Any prime contract or change or modification under which such certificate is required shall contain a provision that the price to the Town, including profit or fee, shall be adjusted to exclude any significant sums by which it may be determined by the Town Council or its designee that such price was increased because the contractor or subcontractor who was required to furnish such a certificate furnished cost or pricing data that, as of the date of agreement of the negotiated price,



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development of all necessary cost data in the form required by the specific contract type contemplated, and that the contractor's accounting system is adequate to allocate costs in accordance with generally accepted accounting practices. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

- E. Cost principles. All cost-reimbursement type contracts shall contain a provision that only costs determined to be allowable in accordance with the cost principles set forth in regulations to be adopted will be reimbursable.

**§ 49-12. Multiyear contracts.**

- A. Specified period. Unless otherwise provided in the resolutions making appropriations therefor, the Purchasing Agent may contract to procure all known requirements for particular supplies or services for periods of not more than three years and two successive twelve-month renewal periods if funds for the first fiscal year of the contemplated contract are available at the time of contracting. Payment and performance obligations for succeeding fiscal years shall be made subject to the availability of appropriations therefor. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- B. Determination prior to use. Prior to the utilization of a multiyear contract, the purchasing officer shall determine:
- (1) That the estimated requirements over the period of the contract are reasonably firm and continuing; and
  - (2) That such a contract will serve the best interests of the Town by encouraging effective competition or promoting economies in performance and operation.
- C. Cancellation. If the Town Council fails to make funds available for continuation of performance of the contract for any fiscal year after the first fiscal year, the contract shall be canceled and the contractor shall be reimbursed for the reasonable value of such nonrecurring costs as have been incurred, but have not been amortized in the price paid for supplies and services delivered prior to the effective date of the cancellation. The costs of cancellation may be paid from:
- (1) Appropriations currently available for performance of the contract;
  - (2) Appropriations currently available for procurement of similar property or services and not otherwise obligated; or



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(3) Appropriations made for payment of such cancellation costs.

**§ 49-13. Cancellation of invitations for bids or requests for proposals. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

When he/she determines that it is in the best interest of the Town, the Purchasing Agent may cancel any invitation for bids or other solicitation, or reject any or all bids or proposals received prior to the award of a contract.

**§ 49-14. Access to plant and records.**

- A. Plant inspection. The Town may inspect the plant of a contractor under any contract awarded or to be awarded by the Town, and of any subcontractor thereunder.
- B. Audit. The Town shall be entitled, through its authorized auditing firm or agency, to audit the books and records of a contractor under all negotiated contracts other than firm-fixed-price contracts awarded by the Town, and of any subcontractor thereunder where the subcontractor and each higher tier subcontractor are under other than firm-fixed-price subcontracts, and such books and records shall be maintained by the contractor for a period of three years from the date of final payment under the contract.
- C. Extended period of audit. For the purpose of evaluating the accuracy, completeness and currency of cost or pricing data required to be submitted under § 49-10, any authorized representative of the Town, including its authorized auditing firm or agency, shall have the right, until the expiration of three years after final payment under the prime contract, to examine all books, records, documents, and other data of the contractor or subcontractor relating to the negotiation, pricing or performance of the contract or subcontract.

**§ 49-15. Determinations.**

- A. Finality. Determinations, findings and decisions required by this section may be made with respect to contracts individually or with respect to classes of related or similar contracts. Such decisions shall be final and conclusive unless they are fraudulent, arbitrary or capricious, so grossly erroneous as necessarily to imply bad faith, or not supported by substantial evidence.



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- B. In writing. Each determination or decision shall be based upon written findings of the officer making the determination or decision, and shall be retained in the official contract file.
- C. By the Purchasing Agent. The determinations required by §§ 49-5, 49-6, 49-11 and 49-13 shall be made, in writing, by the Purchasing Agent and approved, in writing, by the Town Manager. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- D. By the Town Solicitor. No contract of any type in excess of \$10,000 shall be awarded by the Purchasing Agent unless it shall have been submitted through the Town Manager to the Town Solicitor and shall have received the Town Solicitor's written authorization on its form, content and compliance with the provisions of this article. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- E. Failure of the Town Solicitor to render an opinion. If, within 10 days of receipt of a proposed contract, the Town Solicitor has not rendered an opinion or has not submitted a written statement of his/her inability to render such an opinion, the Purchasing Agent may proceed to the award of the contract with the written approval of the Town Manager. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

**§ 49-16. Specifications for supplies and services other than construction.**

- A. Specification standardization. The Purchasing Agent shall have responsibility for issuing and maintaining the Town's contract specifications for supplies and services other than construction. He/She shall: **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
  - (1) Prepare and issue standard specifications for supplies and services commonly required by the Town;
  - (2) Revise all standard specifications to conform to all technical and scientific advances pertaining to the supplies and services described in those specifications;
  - (3) Standardize all specifications to the greatest extent practicable; and
  - (4) Establish and, as necessary, revise guidelines for drafting specifications, standards of measurement and sampling,



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testing and inspection procedures in order to maximize competition.

- B. Maximum practicable competition. All specifications shall be drafted so as to assure the maximum practicable competition to fulfill the Town's requirements.
- C. Prohibition against restrictive specifications. No specifications shall be drawn which describe in any way a product which is proprietary to one company unless:
  - (1) No other kind of specification is practicable for the Town to describe its requirements;
  - (2) Such a specification includes language which specifically permits an equivalent product to be supplied. Such a specification shall include a description of the essential characteristics of the product; and
  - (3) The Purchasing Agent shall approve, in writing, any and all proprietary purchases prior to award. **[Amended 9-21-2015 by Ch. No. 1845]**

**§ 49-17. Procurement of construction and architect-engineer services.**

- A. Selection of methods of construction contracting. The Town Council shall provide for the consideration of as many alternative methods of procurement of construction contracting as are feasible, acting upon the recommendation of the Town Manager, to select the most efficient method of construction contracting for a particular project; provided, however, that those officials shall execute and include in the contract file a written statement setting forth the facts which led to the selection of a particular method of construction contracting in each instance. The methods of construction procurement referred to herein include, but are not restricted to:
  - (1) Management by one contractor, including turnkey;
  - (2) The use of multiple prime contractors under the supervision of a construction manager; and
  - (3) The coordination and supervision of construction operations by the department, agency or activity of the Town responsible for the performance of the work.



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- B. Requirement for bid security. In the procurement of construction, bidders shall provide a bond or other form of bid guarantee satisfactory to the Purchasing Agent. Bid security shall be required for all contracts expected to exceed \$50,000 and for all other contracts at the determination of the Purchasing Agent. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- C. Amount of bid security. The Purchasing Agent shall determine the percentage or amount which in his/her best judgment, when applied to the bid price, will produce a guaranteed amount adequate to protect the Town from loss should the successful bidder fail to execute such further contract documents and bonds as may be required. In no case shall the required bid security be less than 5% of the amount bid. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- D. (Reserved)<sup>2</sup>
- E. Rejection of bids for noncompliance with bid guarantee requirements. When the solicitation requires that bids be supported by a bid security, noncompliance requires rejection of the bid. **[Amended 2-13-2006 by Ord. No. 1563]**
- F. Contract performance and payment bonds. Before any contract exceeding \$50,000 in amount for the construction, alteration or repair of any public building or public work or improvement of this Town is awarded to any person, he/she shall furnish to the Town the following bonds which shall become binding upon the parties upon the award of the contract to such person, who is hereinafter designated as "contractor," provided the Purchasing Agent may require a performance and payment bond for contracts of lesser value. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- (1) A performance bond executed by a surety company authorized to do business in this state, or by other form of surety, either of which is satisfactory to the Town, in the amount equal to 100% of the contract price as it may be increased from time to time.
  - (2) A payment bond executed by a surety company authorized to do business in this state, or otherwise supplied, satisfactory to the Town for the protection of all persons supplying labor

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2. Editor's Note: Former Subsection D, When required, was repealed 2-13-2006 by Ch. No. 1563.



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and material for the performance of the work provided for in the contract. The bond shall be in the amount of 100% of the total of the contract price as it may be increased from time to time.

- G. Authority to require additional bonds. Nothing in this section shall be construed to limit the authority of the Town to require a performance bond or other security in addition to those bonds, or in circumstances other than those circumstances, specified in Subsection F.
- H. Where bonds filed. Bonds payable to the Town shall be filed in the Finance Office. **[Amended 9-21-2015 by Ch. No. 1845]**
- I. Certified copies of bonds. The Finance Director is authorized and directed to furnish, to any person making application therefor, a certified copy of the bond, which copy shall be prima facie evidence of the contents, execution and delivery of the original. Applicants shall pay for such certified copies such reasonable fees as the Finance Director shall set. **[Amended 9-21-2015 by Ch. No. 1845]**

**§ 49-18. Architectural, engineering and consultant services.**

- A. General policy. It is the policy of this Town to publicly announce all requirements for architectural and engineering services and to negotiate contracts for architectural and engineering services on the basis of demonstrated competence and qualification for the type of professional services required, and at fair and reasonable prices. The same policies pertain to nonarchitectural-engineering consultant services where fee schedules are involved or such professions will not submit competitive proposals (bids).
- B. Selection. In the procurement of architectural and engineering or other consultant services, the Purchasing Agent shall encourage firms engaged in the lawful practice of their professions to submit annually a statement of qualifications and performance data. The Town Manager or the Superintendent of Schools, for each proposed project, shall evaluate current statements of qualifications and performance data on file within the Town, together with those that may be submitted by other firms regarding the proposed project, and shall conduct discussions with no less than three firms regarding anticipated concepts and the relative utility of alternative methods of approach for furnishing the required services and then shall select therefrom, in order of preference, no less than three of the firms deemed to



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be most highly qualified to provide the services required and shall submit, together with a written statement describing the criteria used to select them, the three firms for approval by the Town Council. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

- C. Negotiation. The Purchasing Agent shall negotiate a contract with the highest qualified firm for architectural, engineering, or consultant services at compensation which the Town Council determines to be fair and reasonable to the Town. In making this determination, the Town Council shall take into account the estimated value of the services to be rendered, the scope, complexity, and professional nature thereof. Should the Purchasing Agent be unable to negotiate a satisfactory contract with the firm considered to be the most qualified at a price the Town Council determines to be fair and reasonable to the Town, negotiations with that firm shall be formally terminated. The Purchasing Agent shall then undertake negotiations with the second-most qualified firm. Failing accord with the second-most qualified firm, the Purchasing Agent shall formally terminate negotiations. The Purchasing Agent shall then undertake negotiations with the third-most qualified firm. Should the Purchasing Agent be unable to negotiate a satisfactory contract with any of the selected firms, the Town Council, upon the recommendation of the Town Manager or the Superintendent of Schools, shall select additional firms in order of their competence and qualification and the Purchasing Agent shall continue negotiations in accordance with this section until an agreement is reached. **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**
- D. Other sections not applicable. Sections 49-4 through 49-8 of this article do not apply to architect-engineer or other consultant services.

**§ 49-19. Cost principles.**

- A. Applicability. The Purchasing Agent shall propose for inclusion in this article cost principles and procedures based upon generally accepted accounting principles which will provide for adequate cost and price analysis in any one of the following situations and such others as may foster the best interest of the Town: **[Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**



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- (1) Whenever a contract is negotiated in accordance with § 49-5 or 49-6;
  - (2) Whenever a change to an existing contract requires an equitable adjustment to contract price of estimated costs, as provided by § 49-18 and such regulations as may be promulgated under it;
  - (3) Whenever a contract is terminated for either default of the contractor or the convenience of the Town as provided by § 49-18 and such regulations as may be promulgated under it;
  - (4) Whenever costs are reimbursed to a contractor under a cost-reimbursement type contract; and
  - (5) Which will provide for the determination and allowance of cost incurred in the performance of a contract when such action is required by a contract clause.
- B. General rule. The Town shall pay fair and reasonable prices for those supplies and services (including construction) it procures. Prices shall be established generally on the basis of free and open market price competition. Where prices are not established on such basis, the determination, negotiation or allowance of costs is required and cost analysis must be performed. Such cost analysis shall be made in conformance with generally accepted accounting principles, and the cost principles adopted pursuant to Subsection A and the results of such analysis shall be documented in writing prior to the award of the contract.

**§ 49-20. Intergovernmental relations. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

- A. Cooperative purchasing agreements. Nothing in this article shall prevent the Purchasing Agent from entering into and participating in cooperative purchasing agreements with the state government or with other local governments. He/She may participate in or sponsor, conduct and/or administer a cooperative purchasing agreement for the acquisition of supplies, services, including architectural and engineering, construction or any manner of item with any other public purchasing activity in the state, provided that the essential requirements of this article are thereby met and the interest of the Town best served.
- B. Effect of federal grants upon procurement policies. If federal grant requirements differ from the provisions of this article, nothing in this article shall absolve the Purchasing Agent or any



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other official from the obligation to fully comply with the terms and conditions of the federal grant requirements.

**§ 49-21. Existing contract rights unaffected.**

No portion of this article, nor any regulation made pursuant to its provisions, shall change in any way any contract commitment by the Town, nor of a contractor to the Town, which was in existence on the effective date of this article.

**§ 49-22. Incorporation of regulations into contracts with consent of both parties. [Amended 2-13-2006 by Ord. No. 1563; 9-21-2015 by Ch. No. 1845]**

No provision of a regulation promulgated by the Purchasing Agent as authorized herein shall be considered to be incorporated by operation of law in any Town contract without the consent of both parties to the contract to such incorporation; provided, however, that the parties to the contract may give such consent to incorporation by reference at any time after the contract has been entered upon and without the necessity of consideration passing to either party.

**§ 49-23. Ineligibility when past-due amounts owed Town.**

No contract for services or products may be issued to a vendor if they have amounts due the Town that are more than 30 days past due.

**§ 49-24. Exception for payment agreement.**

An exception to this § 49-23 will be made if the vendor has a valid payment agreement with the Town and is current on the terms of the agreement.





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## GLOSSARY OF TERMS

**Actuarial Recommended Contribution (ARC)** – The amount of money recommended to be transferred to the Police Pension Fund as determined by the Town’s Actuary (may also be referred to as the “Annual Recommended or Required Contribution).

**Appropriated Fund Balance** – A portion of existing fund balance that is incorporated into the subsequent year’s budget to ‘balance’ expected expenditures in excess of expected revenues.

**Appropriation** – An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation** – A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 100% of its market value.

The 100% assessment ration is the same throughout Rhode Island and is required by State law.

**Assigned Fund Balance** – The portion of fund balance that represents resources set aside (‘encumbered’) by the government for a particular purpose.

**Basis of Accounting** – Timing of recognition for financial reporting purposes.

**Basis of Budgeting** – Method used to determine when revenues and expenditures are recognized for budgetary purposes.

**Benefits** – Medical and dental insurances that employees elect to receive. Employees pay a cost sharing percentage (as determined either by collective bargaining agreement or by personnel policy). Employer (Town) pays the insurance company the difference between employee cost and insurance plan cost.

**Budget** – A financial operating plan for a given period that details expenditures for providing services and the planned financing for such services.

**Capital Asset** – Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.



## GLOSSARY OF TERMS - Continued

**Capital Budget** – Financial plan for one year or multiple years that details funds to put towards the purchase of equipment or facilities, or to purchase equipment or facilities in that budget year.

**Capital Improvement** – Equipment or facilities that have been designated for upgrade or new purchase within a designated time frame (as part of a Capital Improvement Plan)

**Cash Basis of Accounting** – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

**Committed Fund Balance** – The portion of the net position of a governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remains legally binding unless removed in the same manner.

**Compensation** – Salaries for employees.

**Contingency Account** – For the Town of Westerly, **it is a** budgetary reserve set aside for negotiated wage increases through collective bargaining and performance-based merit increases.

**Contract (Collective Bargaining Agreement)** – An agreement between an unionized employee group and the Town (employer) that details various work-related functions, such as hours of work, paid time- off, disciplinary procedures, and more.

**Current Tax Levy** – The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non- current levy taxes which consist primarily of taxes and interest owed from prior years.

**Debt Service** - Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

**Defined Benefit Pension Plan** – Pension plan having terms that specify the amount of pension benefits to be provided at a future date or after a certain period of time; the amount specified usually is a function of one or more factors such as age, years of service, and compensation.



## GLOSSARY OF TERMS - Continued

**Defined Contribution Pension** – Pension plan having terms that (a) provide an individual account for each plan member and (b) specify how contributions to an active plan member’s account are to be determined, rather than the income or other benefits the member or his or her beneficiaries are to receive at or after separation from employment. Those benefits will depend only on the amounts contributed to the member’s account, earnings on investments of those contributions, and forfeitures of contributions made for other members that may be allocated to the member’s account.

**Employer Contribution** – Term used in the context of pension and other postemployment benefits to describe contributions actually made by the employer in relation to the annual required contribution (ARC) of the employer.

**Encumbrances** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense. For financial reporting purposes, encumbrance accounting is restricted to governmental funds.

**Enterprise Fund** – A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

**Expenditure** – Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

**Fiscal Year** – Budget year that starts July 1 and ends the following June 30.

**Full-Time** – Employees who regularly work at least thirty (30) hours per week.

**Fund** – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – Difference between assets and liabilities reported in a governmental fund.

**GAAP** – Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.



## GLOSSARY OF TERMS - Continued

**General Fund** –The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

**General Obligation (GO) Bonds** – When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

**General Revenues** – All revenues that are *not* required to be reported as program revenues in the government-wide statement of activities.

**Governmental Funds** – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grand List** – The basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing power.

**Intergovernmental** – Transactions between governments, such as grants from the State to the Town of Westerly.

**Internal Service Fund** – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the government.

**Legal Level of Budget Control** – Level at which a government’s management may not reallocate resources without approval from the legislative body.

**Mill** – The amount of tax paid for each \$1,000 of assessed value. A mill is one-tenth (1/10<sup>th</sup>) of a penny or \$1.00 of tax for each \$1,000 of assessed value.

**Mill Rate** – The rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every \$1,000 of assessed value of property.

**Modified Accrual Basis of Accounting** – Basis of accounting that modifies the accrual basis of accounting in two important ways: 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when the liability is first incurred (if earlier).



## GLOSSARY OF TERMS - Continued

**Pension Benefits** – Retirement income and all other benefits (e.g., disability benefits, death benefits, life insurance) except healthcare benefits that are provided through a defined benefit pension plan to plan members and beneficiaries after termination of employment or after retirement. Postemployment healthcare benefits are considered other postemployment benefits, regardless of how they are provided.

**Pension Plan** – Arrangement for the provision of pension benefits in which all assets accumulated for the payment of benefits may legally be used to pay benefits (including refunds of member contributions) to any of the plan members or beneficiaries, as defined by the terms of the plan.

**Personnel** – All employees, including full-time, part-time, and elected officials, who work for the Town of Westerly.

**Postemployment** – Period following termination of employment, including the time between termination and retirement.

**Principal** - The amount borrowed, or the part of the amount borrowed that remains unpaid.

**Property Tax** – A locally levied tax based on the market value of property assessed at 100% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for Westerly municipal expenditures. By State law, all municipalities must revalue the market value of property every three years.

**Proprietary Funds** – Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

**Referendum** - A question or proposal that is submitted to a vote of the electors or voters of a municipality that is either (1) any regular or special state or municipal election, or (2) is not an election and is not a town meeting.

**Refunding** – Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).



## GLOSSARY OF TERMS - Continued

**Restricted Fund Balance** – The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

**Revaluation** - A periodic program undertaken in order to appraise all real property in terms of its full market value (bringing all properties to 100% of their true market value and by the same standard).

**Revenue** – Income to the Town of Westerly that comes from various sources, including: property taxes (both current and delinquent with associated interest and lien fees), intergovernmental revenue (both Town and Education-based), charges for services, investment interest earnings, license and permit fees, use of fund balance (varies from year-to-year and may sometimes not be used), transfers between other funds into the operating budget, and other miscellaneous revenue sources.

**Special Revenue Funds** – Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

**Tax Collection Rate** – A measure of the rate of taxes collected on all outstanding grand lists.

**Unassigned Fund Balance** – The difference between total fund balance and its non-spendable, restricted, committed and assigned components.

**Unrestricted Fund Balance** – The difference between total fund balance and its non-spendable and restricted components.

LAST PAGE  
END OF 2018 ADOPTED BUDGET REPORT



