



WESTERLY  

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Rhode Island

FY2017

Annual Report  
of  
Performance Measurements

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## **Departments**

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|                           |           | Police                    | 31        |
|                           |           | Animal Shelter            | 32        |

# Introduction

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Since January 1, 2016, Town of Westerly staff have been collecting data on the activities and measures that consume the majority of their time. This report details each department's annual measurement totals and provides highlights on specific items of importance.

## **Measurement Selection Process**

The following activity measures were selected with staff input and administration guidance. The primary focus is on those activities that staff dedicate most time and resources to in their department.

In some instances, it is simply "counting widgets," whereby we are measuring the number of times of an occurrence (e.g. citizen requests for services). Other measures reflect a rate of performance (e.g. average time to respond).

## **Going Forward**

This was the first year of annual measurements being tallied by departments. For FY 2018, departments will continue to measure their activities (what we are doing), as detailed in this report, as well as performance measures (how do we know we are doing a good job), and benchmark measures (are we meeting the standards we are placing on ourselves).

## **Who is the audience?**

The public - This report shows the amount of activities performed in one year and how services are provided with tax dollars that are collected.

Town staff – By reporting the measures included in this report, front-line staff understand the importance of all tasks and how their daily routines contribute to the overall work of and for the Town.

Town management – The measures in this report allow management to see changes in activity year-over-year and react accordingly, through process changes, budgets, and resource allocation.

# Town Officials

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## **Town Council**

Mario Celico, Vice President

John Carson

Jean Gagnier

Edward Morrone

Phil Overton

William Aiello

Karen Cioffi

## **Town Solicitor**

William J. Conley, Jr., Esq.

Law Office of William J. Conley, Jr.

## **Town Administration**

Derrick M. Kennedy, Town Manager

Donna L. Giordano, Town Clerk

Barbara Perino, Interim Director of Finance

Joshua Putman, Director of Human Resources

Paul Corina, Director of Public Works

Marc Tate, Director of Information Technology

Richard Silva, Chief of Police

David Thompson, Town Assessor

Lisa Pellegrini, Director of Development Services

Paul Duffy, Director of Recreation

Sheila McGauvran, Town Engineer

Tammy Loughlin, Director of Animal Shelter

# Town Facilities

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|                               |                      |
|-------------------------------|----------------------|
| Town Hall                     | 45 Broad Street      |
| Public Works                  | 35 Larry Hirsch Lane |
| Police Department             | 60 Airport Road      |
| Transfer Station              | 39 Larry Hirsch Lane |
| Finance Department            | 15 Highland Road     |
| Animal Shelter                | 43 Larry Hirsch Lane |
| Tower Street Center           | 93 Tower Street      |
| Town Garage                   | 39 Beach Street      |
| Recreation Maintenance Garage | 8 Springbrook Road   |
| Utilities & Engineering       | 68 White Rock Road   |
| Armory - Records              | 8 Dixon Street       |
| Sewer Treatment Plant         | 87 Margin Street     |



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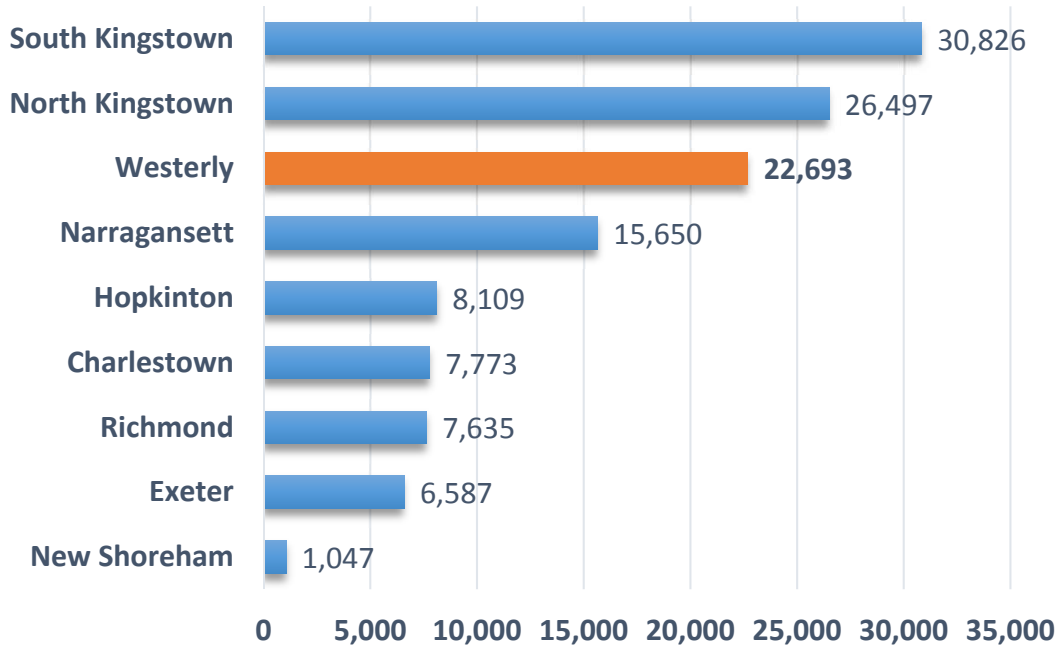
Rhode Island

# Town-Wide Measurements

How Does Westerly Compare to other  
Washington County Municipalities

# Population

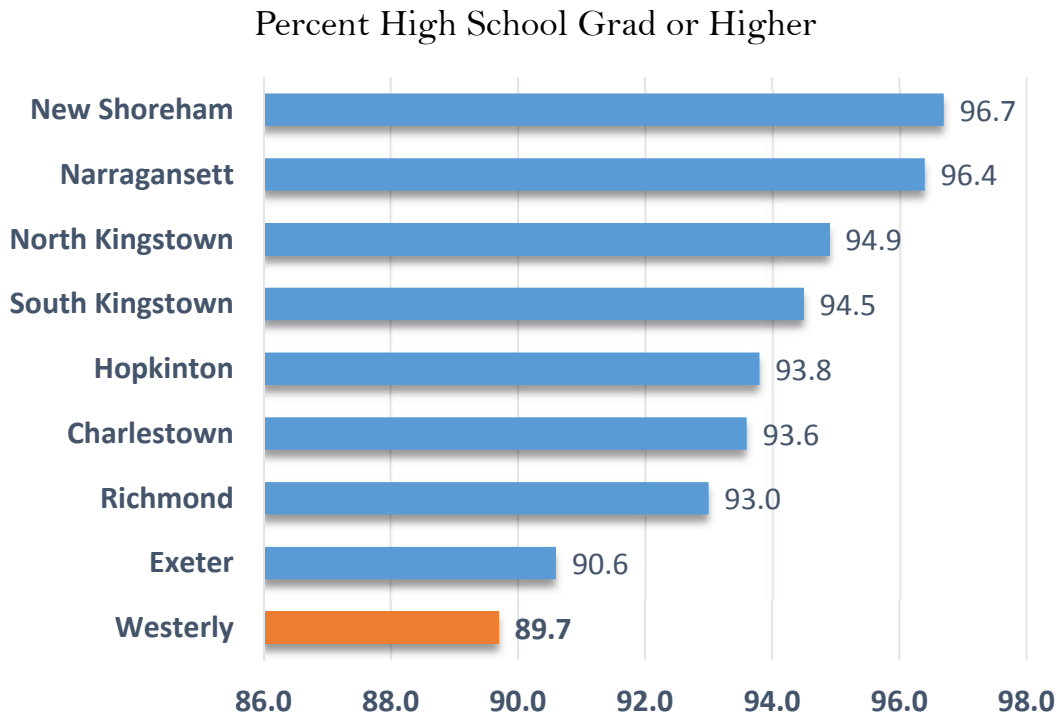
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Source: US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

# Educational Attainment

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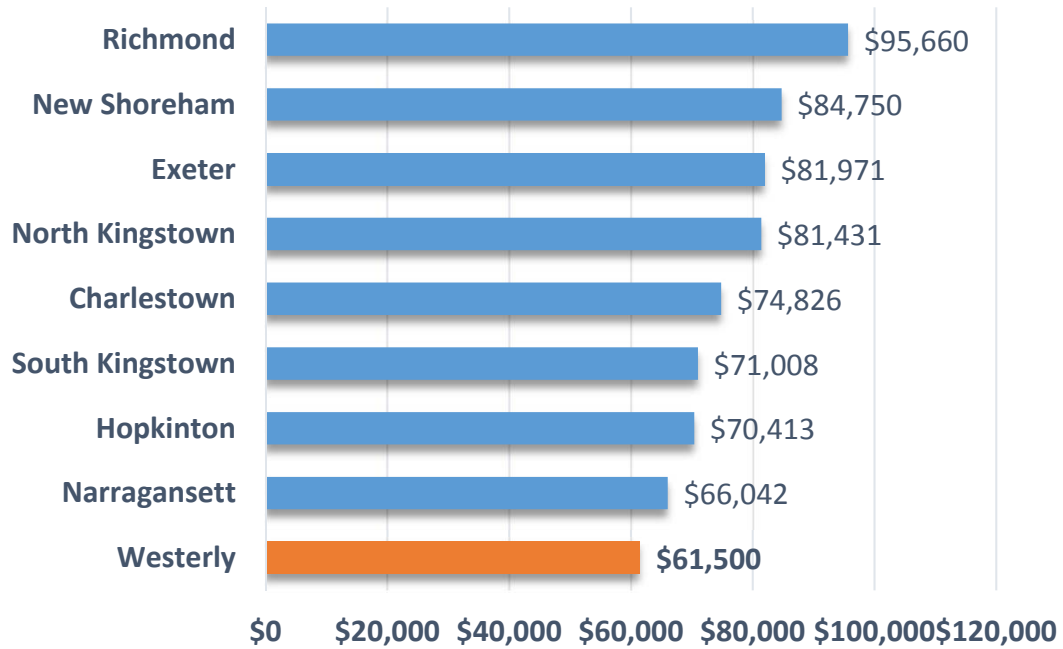
Source: US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



# Income

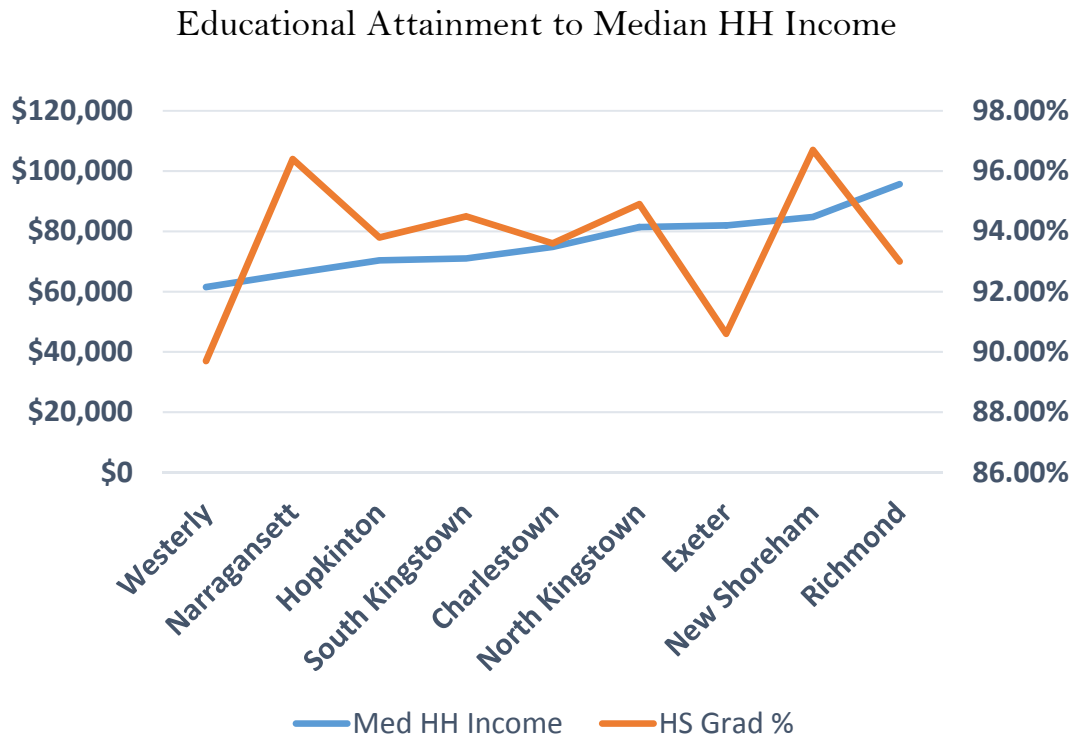
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## Median Household Income



Source: US Census Bureau  
2011-2015 American Community Survey 5-Year Estimates  
Median Income & Per Capita Income in the Past 12 Months  
(2015 Inflation-Adjusted Dollars)

# Education to Income



Source: US Census Bureau  
 2011-2015 American Community Survey 5-Year Estimates  
 Median Income & Per Capita Income in the Past 12 Months  
 (2015 Inflation-Adjusted Dollars)

# Budgets

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General Fund Budgets



\*Does not include school funding

Source: *Municipal Websites, April 2017*  
*Municipal Audits FY2016 (New Shoreham & Exeter)*

# Cost to Serve

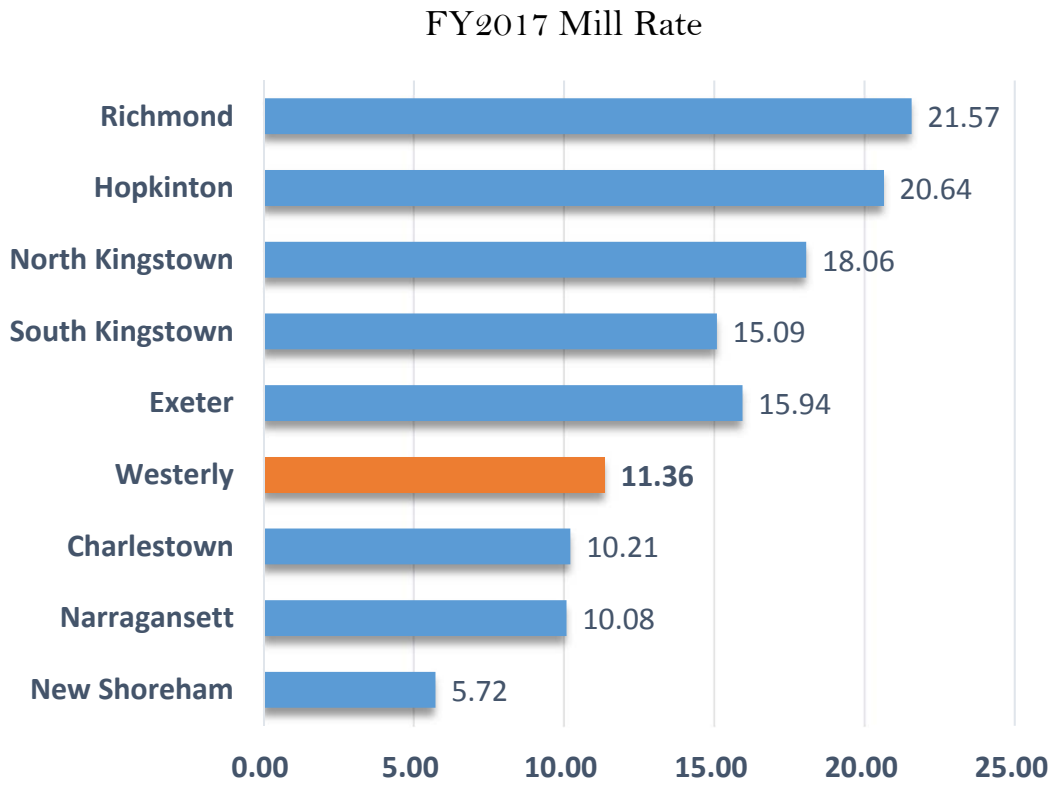
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Source: US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates  
Municipal Websites, April 2017  
Municipal Audits FY2016 (New Shoreham & Exeter)

# Mill Rate

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Source: Municipal Websites; Rhode Island Department of Revenue, Municipal Finance

# Highlights

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**Town Clerk** – 2,236 Licenses Processed

**Canvassers** – 63% Voter Turnout in 2016 General Election

**Finance** – 101.17% of Revenues Collected

102.07 % Tax Collection Rate

**Human Resources** – 24 Full-Time Positions Filled

**Information Technology** – New Website, August 1 Launch

141,170 unique visits (Aug 1 – Dec 31)

**Development Services** – 2,228 Building Permits Issued

**Public Works** – 2,655 Hours of Snowplowing

1,751 Potholes Filled

**Police** – 44,793 Calls For Service

**Animal Shelter** – 99.80 % Adoption Success Rate



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# General Government

Town Manager: Derrik M. Kennedy

# Town Manager

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**Department Head: Derrik M. Kennedy, Town Manager**

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.

Responsibilities, 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; attending all Council meetings; preparing and submitting an annual financial report to the Council; keeping the Council advised of the financial condition and future and other needs of the Town; and any other duties that may be assigned by Council.

**FY 2017 Revised Budget: \$418,179**

| Measure   | FY2017 Total |
|---|--------------|
| <b>Town Council Meetings</b>  |              |
| Regular   | 31           |
| Workshops   | 22           |
| Special   | 34           |
| <b>Town Council Resolutions Approved</b>                            | 169          |
| <b>Council Contacts (w/ Manager's Office)</b>                       | 1,105        |
| <b>Average Phone Calls Per Day</b>                                  | 15.5         |
| <b>TM Meetings w/ Residents &amp; Local Community Organizations</b> | 176          |



# Town Clerk

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**Department Head: Donna L. Giordano, Town Clerk**

The Town Clerk’s Office is responsible for land record management; probate court, town council, and licensing board proceedings; elections and Board of Canvassers; marriage, business, and dog licensing; maintaining the Code of Ordinances, and Access to Public Records administration.

**FY 2017 Revised Budget: \$644,985**

*(includes Clerk, Canvassers, Municipal & Probate Court)*

| Measure                                    | FY2017 Total        |
|--|---------------------|
| <b>Town Council Meetings</b>               |                     |
| <b>Workshops / Regular / Special</b>       | <b>31 / 22 / 34</b> |
| <b>Vital Records</b>                       |                     |
| <b>Marriage Licenses</b>                   | <b>219</b>          |
| <b>Certified Copies</b>                    | <b>3,273</b>        |
| <b>Land Evidence Records</b>               |                     |
| <b>Documents Recorded</b>                  | <b>5,907</b>        |
| <b>Realty Transfer – Tax Stamps</b>        | <b>\$589,600</b>    |
| <b>Business Licenses</b>                   |                     |
| <b>All Licenses</b>                        | <b>2,236</b>        |
| <b>Beverage</b>                            | <b>99</b>           |
| <b>Public Advertising</b>                  | <b>121</b>          |
| <b>Dog</b>                                 | <b>1,088</b>        |
| <b>Resident Contacts (Calls / Counter)</b> | <b>6,515</b>        |
| <b>Notarized Documents</b>                 | <b>176</b>          |
| <b>Larkin Road Stickers Issued</b>         | <b>853</b>          |

## Town Clerk (Canvassers & Courts)

| Measure                      | FY2017 Total |
|------------------------------|--------------|
| <b>Board of Canvassers</b>   |              |
| Voter Registration Activity  | 4,666        |
| Registration Drives          | 3            |
| Canvasser's Meetings         | 12           |
| 2016 Election Voters         | 11,494       |
| 2016 Election Turnout        | 63 %         |
| 2016 Mail Ballot Voters      | 3,859        |
| 2016 Poll Voters             | 7,635        |
| <b>Probate Court</b>         |              |
| Estates Open                 | 133          |
| Estates Closed               | 142          |
| <b>Municipal Court</b>       |              |
| Court Sessions               | 21           |
| Traffic/Code Violation Fines | \$ 84,816    |
| Parking Violation Fines      | \$ 126,745   |

# Finance Department

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**Department Head: Barbara Perino, Interim Director of Finance**

The Finance Department provides overall management, direction, and planning of the fiscal affairs of the Town and School Department. Responsibilities include reporting to the Town Manager and Superintendent of Schools the status of the financial position of the Town and School Department, as well as the impact of existing and new policies. The director of finance also provides oversight of treasury, tax collection, and purchasing.

Current and previous annual budgets, financial statements, and other public documents are available on the finance department's website at [www.westerlyri.gov/finance](http://www.westerlyri.gov/finance).

**FY 2017 Revised Budget: 874,803**

**FY 16-17 Mill Rate: 11.36 (Town only)**

| Measure                              | FY2017 Total |
|--------------------------------------|--------------|
| Invoices Entered                     | 14,070       |
| Checks Processed                     | 7,253        |
| Purchase Orders                      | 4,258        |
| % Total Expenditures (from budget)   | 100.99 %     |
| % Total Revenue (from budget)        | 101.17 %     |
| RFP/RFQs Issued                      | 92           |
| General Fund Interest on Investments | \$70,340     |
| Total Tax Collection Rate            | 102.0 %      |
| Collection Rate – Motor Vehicles     | 106.1 %      |
| Collection Rate – Personal Property  | 105.3 %      |
| Collection Rate – Real Estate        | 101.0 %      |
| Outstanding Taxes (FY2016)           | \$ 357,048   |
| Outstanding Delinquent Taxes         | \$ 1,598,842 |
| Audit Findings                       | 0            |

# Human Resources

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**Department Head: Joshua Putman, Director of Human Resources**

The Human Resources Department is responsible for the areas of compensation and classification, benefits, talent acquisition, employee training, safety, assistance programs and HRIS administration.

Information regarding compensation, employee policies, job postings and recruitment, union contracts, and other public documents can be found on the department's webpage at [www.westerlyri.gov/HR](http://www.westerlyri.gov/HR).

**FY 2017 Revised Budget: \$198,192**

| <b>Measure</b>  | <b>FY2017 Total</b> |
|---|---------------------|
| <b>Avg. No. of Employees (Full Time)</b>              | <b>174</b>          |
| <b>Avg. No. of Employees (Part Time)</b>              | <b>5</b>            |
| <b>Avg. No. of Employees (Seasonal)</b>               | <b>81</b>           |
| <b>Avg. No. of Police Reserves</b>                    | <b>20</b>           |
| <b>Separations from Employment</b>                    | <b>116</b>          |
| <b>Positions Filled – Externally</b>                  | <b>18</b>           |
| <b>Positions Filled – Internally</b>                  | <b>6</b>            |
| <b>% of New Hires Successfully Complete Probation</b> | <b>100 %</b>        |
| <b>Total Overtime Hours Worked</b>                    | <b>16,276.75</b>    |
| <b>Cost of Time Loss Injury Events</b>                | <b>\$742,715.41</b> |
| <b>Total Sick Time Hours Used</b>                     | <b>8,915.44</b>     |
| <b>Cost of Total Sick Time</b>                        | <b>\$223,566.35</b> |
| <b>Time Loss Injury Events</b>                        | <b>15</b>           |

# Assessment Administration

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**Department Head: David Thompson, Town Assessor**

Assessment Administration is responsible for the appraisal and assessment of real estate, personal property, and motor vehicles. The department also administers tax exemptions to qualifying residents.

**FY 2017 Revised Budget: \$368,340**

| <b>Measure</b>                              | <b>FY 2017 Total</b>    |
|---|-------------------------|
| <b>Assessment Appeals</b>                   | <b>99</b>               |
| <b>Pro-Rations</b>                          | <b>46</b>               |
| <b>New Construction Inspections</b>         | <b>179</b>              |
| <b>Permit Inspections</b>                   | <b>1,081</b>            |
| <b>Motor Vehicle Valuations</b>             | <b>1,011</b>            |
| <b>Senior Exemptions</b>                    | <b>546</b>              |
| <b>Trailer Valuations</b>                   | <b>458</b>              |
| <b>Motor Vehicle Assessed Net Value</b>     | <b>\$ 186,906,393</b>   |
| <b>Personal Property Assessed Net Value</b> | <b>\$ 119,592,185</b>   |
| <b>Real Estate Assessed Net Value</b>       | <b>\$ 5,601,582,878</b> |
| <b>Net Grand List Valuation</b>             | <b>\$ 5,908,081,456</b> |

# Information Technology

**Department Head: Marc Tate, Director of Information Technology**

Information Technology Department provides technology solutions and support to general government operations, utilities and 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.

**FY 2017 Revised Budget: \$306,113**

| Measure   | FY2017 Total   |
|---|----------------|
| <b>Service Calls</b>  | <b>314</b>     |
| <b>Average Open Time (Hours)</b>                                |                |
| Emergency (Level 1)   | 0.40           |
| Critical (Level 2)  | 0.75           |
| Non-Critical (Level 3)  | 12.50          |
| Low Priority (Level 4)  | 1.00           |
| <b>Average Resolution Time/Call (Hours)</b>                     |                |
| Emergency (Level 1)   | 1.00           |
| Critical (Level 2)  | 0.35           |
| Non-Critical (Level 3)  | 0.31           |
| Low Priority (Level 4)  | 0.40           |
| <b>1<sup>st</sup> Contact Resolution Rate</b>                   |                |
| Total Calls Resolved on 1 <sup>st</sup> Contact                 | 304            |
| % 1 <sup>st</sup> Contact Resolution of Total Calls for Service | 97.50 %        |
| <b>Avg. Age of Desktops (Years)</b>                             | <b>4</b>       |
| <b>Website Visitors (Aug 1 – Jun 30)*</b>                       | <b>141,170</b> |
| <b>Average Website Visit Duration (mins.)</b>                   | <b>3:44</b>    |

\* New website launched Aug 1

# Development Services

**Department Head: Lisa Pellegrini, Director of Development Services**

The Department of Development Services consists of Planning, Zoning, Code Enforcement, Building Inspection, Minimum Housing, Grant Administration and Economic Development.

Development Services is responsible for building inspections and permitting, environmental regulation, housing rehabilitation, plan review, and zoning enforcement.

**FY 2017 Revised Budget: \$799,538**

| Measure  | FY2017 Total        |
|--|---------------------|
| <b>Building Permits Issues – All Trades</b>                  | <b>2,228</b>        |
| <b>Building Inspections</b>                                  | <b>1,531</b>        |
| <b>Value of Permitted Work</b>                               | <b>\$54,610,394</b> |
| <b>Building Fees Collected</b>                               | <b>\$418,632</b>    |
| <b>Zoning Applications Received</b>                          | <b>465</b>          |
| <b>Zoning Certificates Issued</b>                            | <b>296</b>          |
| <b>Zoning Certificate Fees Collected</b>                     | <b>\$32,175</b>     |
| <b>Avg. Turnaround Time – Zoning Certificates (Weekdays)</b> | <b>4.31</b>         |
| <b>Zoning Applications Received</b>                          | <b>35</b>           |
| <b>Zoning Application Decisions Issued</b>                   | <b>26</b>           |
| <b>Zoning Application Fees Collected</b>                     | <b>\$7,700</b>      |
| <b>Zoning Complaints Received</b>                            | <b>15</b>           |
| <b>Zoning Violations Issued</b>                              | <b>10</b>           |
| <b>Total Zoning Fees Collected</b>                           | <b>\$42,150</b>     |
| <b>Planning Applications Filed</b>                           | <b>57</b>           |
| <b>Planning Applications Completed</b>                       | <b>30</b>           |
| <b>Open Enforcement Actions</b>                              | <b>201</b>          |
| <b>Enforcement Actions Resolved</b>                          | <b>208</b>          |

# Recreation

**Department Head: Paul Duffy, Director of Recreation**

Recreation provides a variety of quality programs, community events, and services in a safe and affordable manner. The department also develops and maintains recreational facilities, including all Town-owned fields, facilities and beaches for all residents and taxpayers of the Town.

**FY 2017 Revised Budgets Total: \$582,433**

| Measure                            | FY2017 Total |
|------------------------------------|--------------|
| Programs/Service Units             | 102          |
| Program Participants               | 2,232        |
| Participants – Adults              | 198          |
| Participants – Non-Adults          | 2,034        |
| Participants – Residents           | 2,049        |
| Participants – Non-Residents       | 161          |
| Playground Program Participants    | 326          |
| Playground Program – Full Pay      | 176          |
| Playground Program – Sliding Scale | 150          |
| Beach Programs                     | 11           |
| Beach Program Participants         | 191          |
| Parking Passes Sold (combined)     | 5,349        |
| Hours of Beach Maintenance         | 244          |
| Hours of Building Maintenance      | 572          |
| Beach Parking Revenue              | \$204,292    |
| Programming Revenue                | \$37,122     |
| Special Events                     | 5            |
| Special Event Participants         | 349          |
| Recreation Board Administration    | 560 Hours    |
| Sunny Days (Mem. Day - Labor Day)  | 65           |
| Rainy Days (Mem. Day – Labor Day)  | 10           |





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## Public Works

Director of Public Works: Paul Corina

Assistant Director of Public Works: Peter Chiaradio

# Public Works – Highway & Drainage

**Division Head: Wayne Palumbo, Manager of Highways & Drainage**

The Division of Highway & Drainage is responsible for the maintenance and improvements of all Town highways and stormwater systems and snow removal.

**FY 2017 Revised Highway & Drainage Budget: \$1,669,952**

| Measure                                       | FY2017 Total    |
|---|-----------------|
| No. of Signs Installed/Replaced/Repaired      | 319 / 185 / 310 |
| Hours of Trash Removal                        | 306             |
| Hours of Litter/Weed Control                  | 599 / 83        |
| Hours of Street Sweeping                      | 1,369           |
| Hours of Sidewalk Sweeping                    | 119             |
| Hours of Line Striping (Roads & Parking Lots) | 411             |
| Number of Potholes Repaired                   | 1,751           |
| Hours of Snow Plowing                         | 2,655           |
| Number of Snow Events                         | 12              |
| Snow Plowing – Mailboxes Replaced             | 41              |
| Snow Plowing – Mailboxes Repaired             | 89              |
| Hours of Roadside Mowing                      | 209             |
| Number of Catch Basins Repaired/Replaced      | 23              |
| Linear Feet of Curbing Repaired               | 430             |
| Linear Feet of Sidewalks Repaired/Replaced    | 125             |
| Tons of Asphalt/Cold Patch Used               | 159.5           |
| # of Drains Cleaned (Vac Truck)               | 415             |

## Public Works – Recreation Maintenance

**Department Head: Charles Sposato, Manager of Buildings & Grounds**

The Division of Recreation Maintenance is responsible for the upkeep, repair, and improvement of all town fields and public spaces.

**FY 2017 Revised Recreation Maintenance Budget: \$615,500**

| Measure                              | FY2017 Total |
|--------------------------------------|--------------|
| Hours of Trash Removal               | 1,382        |
| Hours of Litter/Weed/Brush Removal   | 1,046        |
| Hours of Sidewalk Sweeping – Schools | 282          |
| Hours of Ball Field Maintenance      | 1,140        |
| Hours of Mowing                      | 3,444        |
| Hours of Playground Inspections      | 132          |
| Hours of Mulching                    | 454          |
| Hours of Equipment Maintenance       | 614          |
| Hours of B&G Maintenance             | 752          |
| Cost of Outsourced Work Orders       | \$ 73,291    |

## Public Works – Building Maintenance

**Department Head: Charles Sposato, Manager of Buildings & Grounds**

The Division of Building Maintenance is responsible for the structural and custodial maintenance and improvements of all town facilities.

**FY 2017 Revised Building Maintenance Budget: \$811,258**

| Measure                        | FY2017 Total             |
|--------------------------------|--------------------------|
| Hours of HVAC Repairs/Upgrades | 74 (Town) / 671 (Vendor) |
| Hours of General Maintenance   | 840                      |
| Cost of Outsourced Work        | \$ 136,603               |
| Calls for Service              | 686                      |

# Public Works – Transfer Station

**Department Head: Michael Serra, Manager of Sanitation**

The Transfer Station is responsible for the collection and disposal of all resident and commercial-delivered solid waste, recycling, and commercial debris. Solid waste is transported to the Rhode Island Resource Recovery Corporation in Johnston, Rhode Island.

**FY 2017 Revised Budget: \$2,322,815**

| Measure                                   | FY2017 Total |
|---|--------------|
| Municipal Solid Waste Collected (tons)    | 16,234       |
| Commercials & Demolition Collected (tons) | 3,749        |
| Recycling Collected (tons)                | 5,093        |
| Yard Waste Collected (tons)               | 1,811        |
| Solid Waste Disposal Cost                 | \$ 1,144,074 |
| Daily Receipts Collected                  | \$ 441,593   |
| Metals Revenue                            | \$ 60,863    |
| Solid Waste Loads Out of Compliance       | 0            |
| Recycling Loads Out of Compliance         | 12           |
| Weighted Users                            | 44,867       |
| Loads Delivered to RIRRC                  | 1,636        |
| Recycling % of Total Collections          | 53.6 %       |

## Utilities – Sewer & Water

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**Department Head: Paul Corina, Director of Public Works**

Utilities consists of both the sewer and water systems for the Town of Westerly, as well as parts of Stonington, Connecticut. The department oversees the maintenance and replacement of approximately 207 miles of water main lines and 62 miles of sewer main lines.

**FY 2017 Revised Budgets: \$4,754,372 (water), \$4,280,736(sewer)**

| Measure                          | FY2017 Total |
|----------------------------------|--------------|
| New Meters Installed             | 54           |
| Sewer & Water Designs            | 8            |
| Water Shut-Offs (Punitive)       | 39           |
| Trench Repairs                   | 30           |
| Meters Converted                 | 322          |
| Meters Replaced                  | 363          |
| Jet Truck Flushes                | 716          |
| Hydrants – Repaired/New          | 11 / 1       |
| Main Breaks                      | 24           |
| Linear Feet of Line Replacements | 3,200        |
| After-Hour Call-Ins              | 123          |
| Road Cut Applications            | 9            |
| Sewer Breaks & Repairs           | 20           |

# Engineering

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**Department Head: Sheila McGauvran, Town Engineer**

The Engineering Department is responsible for the designing and technical oversight of municipal infrastructure improvement projects, MS4 reporting and analysis, pump-out boat program, infrastructure-based outside consultant administration.

**FY 2017 Revised Budget: \$93,472**

| Measure                                  | FY2017 Total  |
|--|---------------|
| <b>Designs</b>                           |               |
| <b>Drainage</b>                          | <b>4</b>      |
| <b>Roads</b>                             | <b>9</b>      |
| <b>Modifications</b>                     | <b>5</b>      |
| <b>Structures</b>                        | <b>0</b>      |
| <b>Wastewater</b>                        | <b>0</b>      |
| <b>Reviews of Consultants</b>            | <b>17</b>     |
| <b>Major Land Developments</b>           | <b>23</b>     |
| <b>MS4 Inspections</b>                   | <b>227</b>    |
| <b>Road Works Permits</b>                | <b>15</b>     |
| <b>Pump-Out Program (Gallons Pumped)</b> | <b>45,040</b> |
| <b>Construction Inspections</b>          | <b>132</b>    |
| <b>Field Investigations</b>              | <b>42</b>     |



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# Public Safety

Chief of Police: Richard Silva

# Police Services

**Department Head: Richard Silva, Chief of Police**

The Westerly Police Department is a full service, 24/7 law enforcement agency that provides for the security of residents and the maintenance of order within the Town of Westerly, governed by ethical and constitutional requirements. The department is also responsible for all animal control issues.

**FY 2017 Revised Budget: \$6,382,575 (includes Police IT)**

| Measure  | FY2017 Total     |
|--|------------------|
| <b>Calls for Service</b>                       | <b>44,793</b>    |
| <b>Total Work Hours</b>                        | <b>47,117</b>    |
| <b>Overtime Hours</b>                          |                  |
| <b>Patrol</b>                                  | <b>7,690</b>     |
| <b>Dispatch</b>                                | <b>951</b>       |
| <b>DWI Arrests</b>                             | <b>102</b>       |
| <b>Assaults</b>                                | <b>208</b>       |
| <b>Sex Offenses</b>                            | <b>12</b>        |
| <b>Robberies</b>                               | <b>4</b>         |
| <b>Breaking &amp; Entering</b>                 | <b>87</b>        |
| <b>Larcenies</b>                               | <b>297</b>       |
| <b>Destruction / Damage / Vandalism</b>        | <b>153</b>       |
| <b>Drug / Narcotic Violations</b>              | <b>161</b>       |
| <b>Total Crimes Reported</b>                   | <b>1,074</b>     |
| <b>Total Crimes Per Capita</b>                 | <b>0.047</b>     |
| <b>Total Crimes Per Sworn Officer</b>          | <b>21.5</b>      |
| <b>Internal Affairs Investigations</b>         | <b>35</b>        |
| <b>Criminal Investigations<br/>Open/Closed</b> | <b>781 / 159</b> |
| <b>ACO First Contact Calls for Service</b>     | <b>600</b>       |



# Animal Shelter

**Department Head: Tammy Loughlin, Director of Animal Shelter**

The Westerly Animal Shelter provides a rescue and recovery center for detained, abandoned, and neglected domesticated animals from the Town of Westerly. The Shelter staff work with other Town agencies to provide learning opportunities and classes with students, residents, and new animal owners.

**FY 2017 Revised Budget: \$175,869**

| Measure   | FY 2017 Total         |
|---|-----------------------|
| <b>Strays</b>   |                       |
| <b>Dogs / Cats / Other</b>  | <b>105 / 140 / 18</b> |
| <b>Owner Surrender</b>  |                       |
| <b>Dogs / Cats / Other</b>  | <b>47 / 101 / 18</b>  |
| <b>Transfers</b>  |                       |
| <b>Dogs / Cats / Other</b>  | <b>45 / 23 / 0</b>    |
| <b>Return to Owners</b>   | <b>66</b>             |
| <b>Euthanized</b>   | <b>14</b>             |
| <b>Adopted</b>  | <b>351</b>            |
| <b>Born / Died in Shelter</b>   | <b>26 / 12</b>        |
| <b>Animal Control Officer - Impound</b>                               | <b>108</b>            |
| <b>Hardship Cases</b>   | <b>38</b>             |
| <b>Spays, Neuters, &amp; Vaccines</b>                                 | <b>1,158</b>          |
| <b>Volunteer Hours Worked</b>   | <b>4,325</b>          |
| <b>Community Service Hours Worked (School-Based)</b>                  | <b>390 (238)</b>      |
| <b>Average Length of Stay (days): Strays / Surrenders / Transfers</b> | <b>18 / 13 / 5</b>    |
| <b>Average Shelter Capacity</b>                                       | <b>55.00 %</b>        |
| <b>Avg. Adopted Returned in 30 Days or Less</b>                       | <b>0.20 %</b>         |
| <b>Animal Shelter Revenue</b>   | <b>\$54,883</b>       |