

PORTSMOUTH COMPREHENSIVE COMMUNITY PLAN
ELEMENT 7 - SERVICES AND FACILITIES

SUPPORTING DOCUMENTS

The following documents are incorporated by reference in this draft of the Portsmouth Comprehensive Community Plan:

Home Rule Charter – Town of Portsmouth, Rhode Island, as amended November 6, 2012
Comprehensive Community Plan – Town of Portsmouth, Rhode Island, Revised July, 2002
Capital Improvement Plan, Town of Portsmouth, FY2013-FY2017
Phase II Storm Water Management Plan – Town of Portsmouth, Rhode Island,
On-Site Wastewater Management Plan – Town of Portsmouth, Rhode Island, September, 2015
Portsmouth School District – 2014-2019 Strategic Plan
Capital Improvement Plan, Portsmouth School District,
Emergency Operations Plan - Town of Portsmouth, Rhode Island, 2004.
Portsmouth Free Public Library – Long Range Plan, 2015 - 2020

INTRODUCTION

What Are Services And Facilities?

A primary role of municipal government is to deliver and manage a wide range of local government services and public facilities in order to provide for the health, safety and welfare of the community. In Portsmouth, these services and facilities include: the administration of town government, public safety, public works, public education, solid waste management, wastewater management, stormwater management and library/community services. Recreational opportunities and water supply are also basic services provided by the Town of Portsmouth, but due to their complexity, each is dealt with in its own separate element elsewhere in the Plan.

Why Include Services & Facilities?

There are two important reasons for addressing public services and facilities within the Comprehensive Plan. First, community services and facilities directly impact the ability of our citizens to live in a safe and healthy environment. Anticipating and preparing for the needs and safety of our residents is essential to ensuring a high quality of life in Portsmouth. This, in turn can act as a powerful attractor for both new residents and businesses alike. Second, by careful planning and the judicious allocation of local resources, the level and scope of services and facilities can be matched to the physical, economic and social needs of Portsmouth residents and program future growth patterns within community boundaries. But we do not exist in isolation. By articulating our local planning goals, policies and actions in delivering services and facilities to our citizens, we communicate our intentions to our neighbors, thereby enabling not only Portsmouth but the surrounding communities and indeed the entire State to grow in coordinated and sustainable fashion.

Population Projections

Anticipating the need for services and facilities in Portsmouth’s future must necessarily be aligned with population projections for our community. Technical Paper 162 prepared by Rhode Island Statewide Planning using FY 2012 – 2013 census data provides those projections. As can be seen in the table below, while Aquidneck Island is projected to see a nearly 17% decline in population by 2040, Portsmouth’s population is projected to increase by a modest 2.3% over the same period. Anticipated need in each of the categories within the services and facilities element detailed herein have been informed by this Statewide Planning population projection.

| | Count | | | | Projections | | | |
|-------------------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|
| | 2000 | 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 |
| Portsmouth | 17,149 | 17,389 | 17,315 | 17,386 | 17,615 | 17,779 | 17,845 | 17,793 |
| Aquidneck Island | 60,958 | 58,211 | 55,970 | 54,348 | 53,255 | 51,987 | 50,467 | 48,672 |
| Rhode Island | 1,048,319 | 1,052,567 | 1,046,327 | 1,049,177 | 1,061,796 | 1,070,677 | 1,073,799 | 1,070,104 |

Relationship to Other Elements Of The Plan

The overarching principal of comprehensive planning is that even though there are several specific topics/elements that are required to be addressed within a comprehensive plan, it is important that these topics/element not be considered in isolation, but rather as pieces of a larger whole. Everything within this comprehensive plan is connected in diverse and varied ways. This section is reserved to identify the ways the Services and Facilities Element relates to other elements of the plan and the ways that action items described herein are used to further goals and policies elsewhere in the plan. (Note to readers: more to follow as more elements are completed.)

Survey Results Related To Services and Facilities

In March, 2013, the Town of Portsmouth conducted a residential telephone survey as part of the comprehensive planning process. The purpose of this survey was twofold; 1) to measure resident's opinions and perceptions about the Town's local issues, community services, revenue, and expenditures and 2) to gather input to help in crafting a vision for Portsmouth's future as expressed in our Comprehensive Plan. Conducted by a national research firm, the random telephone survey completed interviews with 600 Portsmouth residents. Highlights of the results of the survey related to services and facilities are:

- A strong majority of residents (89.3%) reported that the overall quality of life in Portsmouth is either "excellent" (32.8%) or "good" (56.5%). In addition, when asked about the overall quality of life in Portsmouth over the past few years, 80.9% of residents reported that the overall quality of life has either "improved" (9.2%) or "stayed the same" (71.7%), while 14.8% of residents indicated that the quality of life has "worsened" in the past few years.
- When asked to consider both the services provided by the Town of Portsmouth and the taxes they pay to the Town, almost three-quarters (72.8%) of residents reported the value as either "very good" (11.3%) or "good" (61.5%). 21.5% of respondents reported the value as either "poor" or "very poor."

- Almost two-thirds (63.3%) of respondents reported that they believe “the Town should keep services and taxes at about the level where they are now.” In addition, 15.5% reported “the Town should decrease taxes even if it might have to decrease services as a result” and 13.0% reported “the Town should increase services even if it might have to increase taxes as a result.”
- Of those residents who reported contacting the Town during the past 12 months, more than four-fifths of respondents (82.3%) either “strongly agree” (71.9%) or “somewhat agree” (10.3%) with the statement “overall, I was satisfied with my most recent experience I had contacting the Town.”
- When asked how willing they would be to pay more taxes to expand community facilities and services, 24.8% reported that they would either be “very willing” (7.0%) or “somewhat willing” (17.8%), while 48.4% reported that they would be either “somewhat unwilling” (7.2%) or “not at all willing” (41.2%). 22.3% of respondents answered that their decision would depend on the amount of the increase.
- When asked to think about Town infrastructures and services such as beaches, moorings, transfer stations, or new sewer systems and whether they believed that these infrastructures and services should be paid for only by those residents who use them or be paid for collectively by all residents of the Town, more than half of respondents (57.8%) reported that Town infrastructures and services should be paid for “collectively by all residents of the Town”. 30.7% of respondents stated that they should be paid for only by those who use them.
- Two-thirds (64.5%) of residents reported they were either “very satisfied” (33.0%) or “somewhat satisfied” (31.5%) with the School District’s ability to adequately address all students’ educational needs regardless of learning styles and abilities. Additionally, it is interesting to note that when “don’t know” responses are removed from the data, the percentage jumps to 80.8%.

- Putting the issue of snow plowing aside, almost half of all residents (46.8%) reported that the condition of Town-maintained roads were either “very good” (9.8%) or “good” (37.0%). 52.5% reported the condition as “poor” or “very poor.”
- When asked about their satisfaction with the Town DPW’s snow removal activity, a strong majority of residents (88.5%) were either “very satisfied” (56.8%) or “somewhat satisfied” (31.7%).
- All Portsmouth residents were asked to rate their satisfaction with a number of different Town services, departments, and activities. For each Town service, respondents were asked if they were “very satisfied,” “somewhat satisfied,” “somewhat unsatisfied,” or “not at all satisfied.”

The second column of the table below presents the cumulative totals for those reporting to be either “very satisfied” or “somewhat satisfied” with each Town service or program. Results with “don’t know” responses removed from the data are presented in the third column for comparison.

| Services Provided ... | Total Satisfied With DKs | Total Satisfied w/o DKs |
|------------------------------|---------------------------------|--------------------------------|
| Fire Department | 97.5 % | 99.3 |
| Police Department | 96.8 | 98.1 |
| Library | 91.8 | 98.2 |
| Public Works Department | 83.5 | 92.4 |
| Town Clerk | 82.5 | 99.8 |
| Tax Collector | 78.3 | 94.9 |
| Zoning Enforcement | 72.5 | 89.9 |
| Building Inspection | 68.3 | 93.6 |
| Planning Department | 61.8 | 87.7 |
| Senior Center | 52.7 | 96.0 |

Relevant State Goals and Policies

Portsmouth’s comprehensive plan must be consistent with and embody the State’s goals and policies for Services and Facilities as found in State Guide Plans and the laws of the State. The goals and policies listed below represent the main themes of the State’s goals and policies for Services and Facilities and provide focus as to which aspects of the State’s goals and policies are most important for Portsmouth’s comprehensive planning.

From The State Guide Plan

First class supporting infrastructure that protects the public’s health, safety, and welfare, fosters economic well-being, preserves and enhances environmental quality, and reinforces the distinction between urban and rural areas.

Land Use 2025:Rhode Island’s State Land Use Policies and Plan, Goal 4

Locate new infrastructure in appropriate areas.

Land Use 2025:Rhode Island’s State Land Use Policies and Plan, Objective 4D

Ensure that public facilities and properties exemplify best practices of community design.

Land Use 2025:Rhode Island’s State Land Use Policies and Plan, Objective 3F

Maintain fully functional water and sewer systems; focus development to maximize the investment and capacity of these community assets.

Land Use 2025:Rhode Island’s State Land Use Policies and Plan, Objective 4A

In areas without public wastewater treatment systems, ensure that wastewater is properly managed to protect & enhance water resources.

Land Use 2025:Rhode Island’s State Land Use Policies and Plan, Strategy 4C5

Provide educational and training opportunities to activate a 21st-century workforce.

Rhode Island Rising: A Plan for People, Places, and Prosperity, Goal 1

From The Rhode Island General Laws

Comprehensive planning is needed to provide for the coordination of growth and the intensity of development with provisions for services and facilities.

Rhode Island Comprehensive Planning and Land Use Regulation Act, RIGL subsection 45-22.2-3(a)(5)

Whereas, it is the intent of the general assembly by enactment of this act to: Ensure that adequate public facilities are available to serve new growth and development;

Rhode Island Development Impact Fee Act, RIGL subsection 45-22.4-2(c)(1)

Each city and town is required to make provision for the safe and sanitary disposal of all refuse which is generated within its boundaries, including refuse from commercial and industrial sources, but excluding refuse from sources owned or operated by the state or federal governments, hazardous waste as defined in chapter 19.1 of this title and any refuse which is not acceptable at a facility provided by the Rhode Island resource recovery corporation under chapter 19 of this title.

Refuse Disposal, RIGL subsection 23-18.9-1(a)(1)

Beginning July 1, 2012 every city or town that enters into a contract with the Rhode Island resource recovery corporation to dispose of solid waste shall be required to recycle a minimum of thirty-five percent (35%) of its solid waste and to divert a minimum of fifty percent (50%) of its solid waste.

Refuse Disposal, RIGL subsection 23-18.9-1(a)(3)

The general assembly finds that stormwater, when not properly controlled and treated, causes pollution of the waters of the state, threatens public health, and damages property. [...] Therefore, to help alleviate existing and future degradation of the state's waters and the associated risks to public health and safety, and to comply with state and federal stormwater management requirements, stormwater conveyance systems must be maintained and improved. [...]

Rhode Island Stormwater Management and Utility District Act of 2002, RIGL section 45-61-2

Appropriate treatment of sewage disposed into the ground is essential to the protection of public health and the environment, particularly in relation to Narragansett Bay and the rest of the state’s coastal region, and public drinking water resources.

Rhode Island Cesspool Act of 2007, RIGL subsection 23-19.15-2(8)

[..] every city or town shall establish and maintain [..] a sufficient number of schools in convenient places under the control and management of the school committee and under the supervision of the board of regents for elementary and secondary education. [..]

RIGL Title 16, Education, subsection 16-2-2(a)

SERVICES AND FACILITIES VISION

PORTSMOUTH WILL BE A COMMUNITY WHERE COST-EFFECTIVE, HIGH-QUALITY MUNICIPAL SERVICES AND WELL-MAINTAINED PUBLIC FACILITIES MEET THE CHANGING NEEDS OF CURRENT AND FUTURE RESIDENTS.

PUBLIC INFRASTRUCTURE, FACILITIES AND SERVICES

ADMINISTRATION

Portsmouth operates under a Home Rule Charter, first adopted in November, 1972. All powers of the Town (including those powers formerly vested in and exercised by the Financial Town Meeting, which was discontinued) are vested in the elected Town Council. Elected biennially in even years, the seven-member Town Council, may enact local legislation subject only to the limitations imposed by Charter, the State Constitution and the General Laws. Under the Charter, the Council determines policy, enacts law and appoints the Town Administrator.

The Town Council president, who is selected by the membership of the Town Council to serve for two years, is the ceremonial head of town government and presides over Town Council meetings. The Town Administrator is the chief executive and manages the day-to-day operations of town

government. All town department heads report to the Town Administrator. All Town Board and Committee members are appointed by the Town Council, as is the Town Solicitor who reports to the Council. Per the Town Charter, the seven-member School Committee is elected to staggered four-year terms and appoints a Superintendent of Schools as its chief administrative agent. As of June 30, 2015, there were a total of 109 full-time employees occupying positions in the following departments:

- The Town Administrator
- Building / Zoning
- Planning
- Police
- Tax Assessor
- Finance/Human Resources
- Public Works
- Fire
- Town Clerk
- Registrar of Voters
- Recreation

Town Boards include:

- Zoning Board of Review
- Planning Board
- Board of Canvassers
- Design Review Board
- Tax Assessment Board of Review
- Juvenile Hearing Board
- Waste Water Appeals Board
- Prudence Island Water District

Active Town Committees include:

- Agriculture Committee

- Lower Glen Farm Preservation Committee
- Bristol Ferry Town Common Committee
- Melville Park Committee
- Mooring Assignment Appeal Committee
- New Revenue Working Group
- Conservation Commission
- Portsmouth Prevention Coalition
- Dog Park Planning Committee
- Prudence Island Planning Commission
- Economic Development Committee
- Glen Manor House Authority
- Glen Park Working Authority
- Harbor Commission
- Solid Waste/Recycling Committee
- Tank Farm Advisory Committee
- Housing Authority
- Town Center Project Committee
- Tree commission

Municipal Building / Facilities

(Note to readers: These bullet points will be expanded to tables with additional data on each building or facility.)

School Buildings

- Portsmouth High School
- Portsmouth Middle School
- Howard W. Hathaway Elementary School
- Melville Elementary School
- Mario Mancieri Administration Building

Non-school Buildings

- Glen Manor House
- Glen Farm Stables (various)
- Phelps House
- Brown House
- Coggeshall School
- Sandy Point Bath House
- Glen Park buildings (various)
- Melville Campground buildings (various)
- Portsmouth Multi-Purpose Senior Center
- Portsmouth Town Hall
- Transfer Station
- Police Department
- Fire Department
- Public Works Building
- Prudence Island Fire Station
- Prudence Island DPW Barns

Miscellaneous Facilities

- Gardner Seveney Complex - baseball fields / polo Fields
- Weaver Cove Boat Ramp
- Turnpike Avenue Playground
- PI Ferry Dock
- Bristol Ferry Town Common / Mt. Hope Park
- Redwood Farms Playground
- Island Park Playground
- Sandy Point Beach Improvements
- Founders Brook Park
- Melville Park (non-campground area)
- Heritage Park

- Ft. Butts
- McCorrie Point
- Elmhurst Park
- Frank Carson Playground
- JFK Park

Maps

Public infrastructure and facilities located in Portsmouth are shown on draft Public Facilities and Services Maps A & B.

Federal, state, municipal and other public lands within Portsmouth's boundaries are shown on draft Public Lands Maps A & B. A draft key containing additional information regarding each parcel is attached.

Administration - Assessment of Current and Future Quality of Service

While the results of the 2013 citizen survey give the conduct of town administration generally high marks, the Town has identified several areas of improvement to better fulfill the services and facilities vision for the community. They are:

- Physical inventory of all Town facilities and property assets – The Town needs to do a better job of cataloging its assets.
- Long-range maintenance and improvement programs - The Town needs to develop detailed, long-range plans for key assets. Maintaining a state of arrested decay in our buildings and facilities is not a sustainable town policy.
- Improvements in the fiscal management of Portsmouth's financial resources – New strategies, actions and methodologies. The 5-year Capital Improvement Plan needs to be brought forward as the principal instrument for facilities planning for all departments.
- A need to increase revenue to the Town in order to offset the costs of providing services.
- Continue to explore the practicality and savings of shared facilities and/or services.
- A need to improve municipal services and facilities for Prudence and Hog Island residents.
- Administrative functions from all town departments need to improve with the goal of increasing communication, efficiency and transparency.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

EDUCATIONAL FACILITIES AND SERVICES

As stated in the Portsmouth School District 2014-2019 Strategic Plan, the mission of the Portsmouth Public Schools is:

To engage all students in rigorous learning opportunities supported by high quality and challenging curriculum and superior teaching to prepare them to thrive in an ever changing world.

The Plan includes the following five goals:

- Ensuring excellence in student achievement across all grade levels.
- Upon graduation, Portsmouth students are well prepared to embark upon their intended college or career pathway.
- Effective Teaching and Leadership.
- The District will have harnessed stakeholder support to create and sustain an educational and physical infrastructure that will work for the 21st century.
- Manage the financial, physical and technological infrastructure of the Portsmouth School District in order to enable it to support Goals 1 – 4.

The Portsmouth Public School System consists of two elementary schools, one middle school, one high school and an administration building. As of September 2015, the Portsmouth Public Schools employed approximately 301 people, including 210 certified teachers, 30 teacher aides, 16 administrators, 21 clerks, 16 custodian, 3 maintenance specialists and 5 technology specialists.

Portsmouth High School - Constructed in 1963, with additions completed in 1981, 1989, 2000, and 2006, Portsmouth High School serves students in grades nine through twelve and is located on a 42 acre campus at 120 Education Lane. PHS contains approximately 88 educational and 40 education-related rooms spanning 193,500 square feet. Outdoor facilities include 57,600 square feet of tennis courts, 4 baseball/softball fields, 1 football/soccer/lacrosse stadium with a synthetic

running track and 4 multi-use practice fields. As of September, 2015 there were 882 enrolled students.

Portsmouth Middle School - Constructed in 1971, Portsmouth Middle School is located on 37 acres at 125 Jepson Lane. PMS contains 54 educational and 50 education-related rooms spanning 157,800 square feet. The facility serves students in grades four through eight and had 918 students enrolled as of September, 2015. Outdoor facilities include 2 basketball courts, 1 soccer field, and 2 baseball/softball fields.

Howard W Hathaway Elementary School - Located on 10.75 acres at 53 Tallman Avenue, the Howard J. Hathaway Elementary School was originally constructed in 1951 with major additions completed in 1967, 1990, and 2003 and currently serves students in grades kindergarten through three. Hathaway School contains approximately 27 educational and 13 education-related rooms spanning 50,145 square feet. As of September, 2015, there were 359 enrolled students.

Melville Elementary School - The Melville Elementary School serves pre-kindergarten through grade three students. The building was originally constructed in 1965 with major additions in 1989 and 2000. Located on 3.55 acres at 1350 West Main Road, the school contains 31 educational and 7 education-related rooms spanning 44,810 square feet. As of September, 2015, there were 359 enrolled students.

The Mario Mancieri Administration Building - Located at 29 Middle Road, in close proximity to Portsmouth Town Hall, the 5,960 square foot School Department Administration Building houses administration offices and a maintenance workshop on a 1.0 acre site.

Building Capacity and Enrollment

Capacity of Portsmouth's current school facilities is calculated by the School Department and assumes the current class organization, educational programming and state-mandated class sizes. With total district enrollment declining over the next decade and no individual school nearing

capacity, the Town does not anticipate the need for construction of new school facilities to address capacity needs within the next ten years.

| Current Enrollments and Estimated Pupil Capacities | | | |
|---|-----------------|---------------|----------------------------------|
| School | Capacity | Grades | September 2015 Enrollment |
| Hathaway Elementary | 463 | K-3 | 359 |
| Melville Elementary | 394 | PK-3 | 299 |
| Portsmouth Middle | 1,056 | 4-8 | 918 |
| Portsmouth High | 1,250 | 9-12 | 828 |
| Totals | 3,163 | PK-12 | 2458 |

Source: Portsmouth Public Schools

| Portsmouth Public Schools Projected Enrollment 2014-2025 | | | | |
|---|-------------|------------|-------------|----------------------------------|
| | PK-3 | 4-8 | 9-12 | Total District Enrollment |
| 2014-15 | 656 | 963 | 945 | 2,564 |
| 2015-16 | 664 | 940 | 929 | 2,533 |
| 2016-17 | 657 | 901 | 935 | 2,493 |
| 2017-18 | 655 | 880 | 906 | 2,441 |
| 2018-19 | 636 | 867 | 916 | 2,419 |
| 2019-20 | 626 | 862 | 901 | 2,389 |
| 2020-21 | 632 | 854 | 852 | 2,338 |
| 2021-22 | 631 | 852 | 827 | 2,310 |
| 2022-23 | 635 | 844 | 798 | 2,277 |
| 2023-24 | 635 | 826 | 800 | 2,261 |
| 2024-25 | 635 | 812 | 813 | 2,260 |

Source: New England School Development Council (NESDEC)

While the Town does not anticipate the need for new school construction to address capacity in the medium term, there is certainly a need to address maintenance and facility upgrade projects to existing buildings in the system. To that end, the School Department has developed and annually updates a 5-year RIDE Stage II Capital Improvement Plan to years 2016 – 2020. With total expenditures at \$4.4M over the period, all school buildings in the district will see various improvements to electrical systems, boiler replacement as needed, roofing, lighting, furniture and fixtures, weatherization, energy efficiency and other physical projects designed to provide a superior learning environment for Portsmouth’s students.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

PUBLIC SAFETY AND EMERGENCY SERVICES

POLICE DEPARTMENT

The Portsmouth Police Department is located at 2270 East Main Road adjacent to the Fire Department and the Public Works Department. The police department is housed in one building that was constructed in 1975 and consists of only 5,000 square feet. The Town has recently conducted a building assessment study that has recommended the replacement of the building which has significant space and structural deficiencies. The Police Department provides 24 hour public safety response and patrols for the community. The police department has a dispatch center manned 24 hours a day.

The department currently employs 32 full-time officers. The authorized strength is 34 officers, 1 School Resource Officer, 1 Animal Control Officer, 1 civilian clerk and 1 Prudence Island Public Safety Officer. The department also includes the position of Harbormaster. The department has a minimum staffing level of 4 officers per shift with one officer assigned to dispatch and three on the road.

In Fiscal Year 2015, the department handled 22,305 calls for service, made 775 adult arrests and 40 juvenile arrests. Traffic and traffic enforcement are primary responsibilities and the officers conducted 5902 motor vehicle stops and also handled 505 accidents. The state police barracks in Portsmouth was closed due to staffing shortages in 2011 and Portsmouth PD also handles primary response on Route 24.

The department has mutual aid agreements with our surrounding communities of Tiverton, Bristol and Middletown and we are required to respond to emergencies in those communities also as they are for Portsmouth.

The department has a fleet of 21 vehicles, including 12 marked units, 8 unmarked cars and 1 animal control truck. The department also has a 23 foot patrol boat for the Harbor Unit. The department has begun a new vehicle replacement plan to upgrade the fleet over the next 5 years.

Police Department - Assessment of Current and Anticipated Future Quality of Service

The Portsmouth Police Department is hampered in the quality of services that are provided to current and future residents because of space related problems in the existing police building. Cellblocks do not meet federal guidelines. Records, equipment and evidence storage are very limited. There are no dedicated interview rooms requiring holding areas and a small conference room to be used as ad hoc interview rooms. There is no room large enough to hold a public meeting or use as a unified command post for an emergency. A new police facility that has been proposed and will be put before the voters on the November 2016 ballot. If approved this facility will address all of the current inadequacies and ensure that future needs of our residents are met for the next twenty years and beyond.

The Police Department has seen a 20% increase in calls for service over the last 5 years. The expected trend is for police services to increase over the next 20 years with the expansion of cyber-crime and fraud. Police experts predict that increased public pressure for community problem solving policing will require increases in staffing levels of 5 to 10% even if overall crime rates do not increase.

Prudence Island is one area of the population that has historically been underserved. There is no police facility on Prudence Island. The summer population now averages over 2000 people. The Police Department does have one Prudence Island Public Safety officer and supplements that officer with one additional officer during the busiest summer weekends. The Island is in need of a police substation for the Prudence Island officer to take incident reports, issue hunting permits and conduct interviews. This would greatly enhance our service for our Prudence Island residents and visitors.

FIRE DEPARTMENT

Portsmouth Fire Department staff work out of a single fire station located at 2272 East Main Road. The fire station building was constructed in 1970 and contains a total of 15,319 square feet with 10,433 sq. ft. on the first floor, 4,086 sq.ft. on the second floor and 800 sq. ft. in the basement. The building contains ten (10) apparatus bays (five drive through bays), a day room, a kitchen, a

radio/dispatch room, bunk space, locker room/shower room, mechanical space and offices for the Chief and Deputy Chief, along with a combination conference/training room on the second floor, which serves as the Town's emergency operations center.

The Portsmouth Fire Department provides fire, rescue, emergency medical, and fire prevention services with an authorized strength of thirty-five (35) full-time uniformed members. There are 4 platoons with 8 firefighters assigned to each one. The firefighter's cross-staff apparatus, meaning 2 firefighters are assigned to both the second run engine and the first run ambulance, and 2 firefighters are assigned to the ladder truck and the second run ambulance.

The department is the first responding organization for structural firefighting and emergency medical services. The Fire Department is tasked with responding to and managing a broad spectrum of other types of emergencies, including, but not limited to, vehicle crashes, building collapse, water and ice rescue, mass casualty incidents, weather related emergencies, and natural and technological disasters. (Note to readers: Fiscal year 2015-16 statistics and 10-year trends will be presented here.)

The department has mutual aid agreements with our surrounding communities of Tiverton, Bristol and Middletown and we are required to respond to emergencies in those communities also as they are for Portsmouth.

The department maintains 3 ambulances, 2 of which are in service, 3 engines, 2 of which are in service, a tower ladder, and several utility and administrative vehicles. (Note to readers: additional description of boat(s) and other ancillary equipment will be presented here.)

Fire Department - Assessment of Current and Future Quality of Service

The Fire Department has identified the following deficiencies within the fire station building:

- No separation of male/female locker room spaces.
- No separation of male/female toilet facilities.
- No separation of male/female bunk facilities.
- Office space and work space is inadequate with no area for a future administrative assistant.

- No public toilet facility that meets accessibility requirements.
- No shower/decontamination facility located reasonably close to apparatus bays.
- Minimal clearance above the tower ladder when passing through the overhead doors.

With a department goal of all responders arriving safely on the scene of an emergency within 4 minutes, the current location of the single fire station is increasingly impacting acceptable response times to the north and south ends of the town. Increased demand for fire and emergencies services at the extreme ends of town along with increases in traffic have slowed down response times considerably. While mutual assistance response by surrounding communities can mitigate this problem somewhat, the Town needs to consider new substation facilities in various locations throughout town.

| FIRE DEPARTMENT EMERGENCY RESPONSE TIMES FROM PRESENT STATION - 2009 | |
|---|----------------------|
| Location | Response Time |
| Cogshall School | 5.7 minutes |
| Schoolhouse Lane | 4 minutes |
| Clearview Ave. | 5 minutes |
| Fieldstone Drive | 6 minutes |
| Union Street | 7 minutes |
| Sandy Point Ave. | 8 minutes |
| Woodland Drive (off East Main Road) | 9 minutes |
| Wapping Road | 8-11 minutes |
| Farmlands Drive | 10 minutes |
| Black Point Lane | 9 minutes |
| Old Mill Lane | 12 minutes |
| Cottontail Drive (off Indian Avenue) | 14 minutes |
| Bayberry Road (off Indian Avenue) | 17 minutes |

The Fire Department should continue to monitor simultaneous call trends and evaluate the feasibility of staffing at least one ambulance with a dedicated crew that is not assigned to other apparatus. By independently staffing an ambulance, a higher level of fire protection coverage can be maintained. However, this would require the hiring of eight (8) additional firefighters.

The fire prevention office has been vacant since 2012. This is a critical Fire Department need as one of the core functions of the department is to provide public fire education, ensure fire code compliance, and investigate the cause and origin of all fires that do occur. In the future, the Town should make it a priority to staff the fire prevention office with at least two (2) firefighters.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

PUBLIC WORKS

The Department of Public Works was created in 1972 as one of the many significant changes to Portsmouth government brought by the enactment of the Home Rule Charter. The Charter change envisaged the transformation of the old “Highway Department” into a modern multipurpose organization with wide ranging duties including street lighting, public parking lots, solid waste disposal, park maintenance, public buildings maintenance, new public and private infrastructure inspection and other public works projects as they are initiated.

The Department is based at the Public Works facility off Hedly Street. This 12,000 square foot building houses the bulk of the Department’s equipment, its office, workshop, and a repair facility for all Town vehicles (with the exception of the specialized vehicles of the Fire Department). The surrounding 3+ acre “yard” area includes areas dedicated to the storage of sand, gravel, and a variety of construction materials required to carry out the Department’s duties. In addition, the Department maintains a smaller facility on Prudence Island and operates the Prudence Island Transfer Station.

Department personnel currently include the Director, Deputy, two Foremen, two mechanics, and twelve operators. Two of these men are permanently assigned to Prudence Island. The Director of Public Works oversees the operation of the Department and reports to the Town Administrator.

Among its numerous other duties, Public Works is responsible for approximately 111 miles of Town roads. Routine maintenance activities include roadside vegetation control, grass cutting,

street sweeping, plowing, sanding, patching, and the installation and maintenance of roadside signs. On Prudence Island, additional, regular activities on the primarily gravel road system include grading, shaping, and dust control.

Department vehicles and equipment include:

(Note to readers: these bullet points will be expanded to tables with additional data included.)

- 3 – Tractor mowers
- 1 – Bulldozer
- 1 – Lawn Trailer
- 3 – Back hoes
- 8 – 10-ton Trucks (can be used as road sanders)
- 1 – 5-ton Dump Truck
- 11 – 1-ton Trucks
- 2 – 1-ton Road Sanders
- 2 – Catch Basin Cleaners
- 1 – Chipper
- 1 – Street Sweeper
- 1 – Loader
- 1 – Automobile (Crown Victoria)
- 1 – Arm Mower
- 4 – Pickup Trucks
- 1 – Zero-turn Grass Cutter
- 1 – Grader

Public Works - Assessment of Current and Future Quality of Service

With only modest growth in population and residential development expected within the planning period of this Comprehensive Plan, demand for services are not expected to rise dramatically. The department does still, however, need to maintain a high level of service and needed improvement are identified in several areas.

The Public Works Department needs to develop a 10-year Strategic Plan to address current and future service demands, management procedures, assets inventory maintenance and replacement, staffing levels and budgeting procedures. This effort should include a 5-year, annually reviewed and updated department specific Capital Improvement Plan. Current management practices, while excellent in the short term, are not sustainable. A concerted effort towards long-term planning needs to be instituted.

Staffing levels in the department continue to be a problem. Inherent to managing a short staff with a heavy task load is the problem of day-to-day operations accommodating vacation time, sick leave, light duty and other disability issues. Long-term decisions need to be made to address this problem, not only regarding field operators but administrative staff as well.

The Town and the Public Works department needs to continue to investigate opportunities for sharing responsibilities and staffing with surrounding communities and the School Department.

Yard storage of materials is an on-going problem with the urgent need for a salt storage shed being a top priority.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

SOLID WASTE MANAGEMENT

(Note to readers: this section will be edited in the next few weeks as statistics and other data become available)

Solid waste in Portsmouth is disposed either by private curbside pickup or by drop off and collection at a single transfer station and transported to the landfill operated by Rhode Island Resource Recovery in Johnston, RI. Operated as an enterprise fund, financed by user fees and staffed by an independent contractor, the transfer station acts as a single collection point for mixed household refuse, glass, plastic and cardboard recyclables, metals, yard waste and construction debris.

Income to offset operation and maintenance expenses of the transfer station come primarily from user fees with some additional revenue coming from the sale of metals, fees for disposal of mattresses and other specific items and contractors paying fees to drop off construction debris.

Recycling and diversion rates for the Portsmouth Transfer Station are well below those mandated by state law.

Solid Waste - Assessment of Current and Future Quality of Service

The Portsmouth transfer station continues to be plagued by the small overall size of the facility and continued poor recycling rates.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

WASTEWATER MANAGEMENT

The Town of Portsmouth relies almost exclusively upon individual on-site wastewater treatment systems for wastewater disposal. There is no public sewer system anywhere in Town. There are however, several multi-user community wastewater treatment systems in Town serving large facilities and/or subdivisions, and the Newport sewer system has an extension serving a portion of the naval housing complex near Melville on the west side of Town. Raytheon has a treatment system for its West Main Road facility, but currently the system is off-line and operates as a holding tank from which effluent is trucked to Newport.

There is no readily available count of the number of individual on-site treatment systems (OWTS) in Town. A useful surrogate for this count is the number of individual or multi-family housing units in Town, which is available from the Tax Assessors records. As of 2011, assuming each housing unit has an OWTS; there are approximately 6,391 OWTSs town-wide. Of those, 540 are on Prudence Island and Hog Island.

The Town has made a policy decision to forego the installation of public sewers in Portsmouth and, as an alternative, adopted an On-Site Wastewater Management Plan to manage and regulate wastewater treatment throughout town. The plan provides a set of strategies and implementation items to ensure the proper management, inspection, use and maintenance of on-site wastewater treatment systems. The Town recognizes that poorly managed on-site systems are prone to failure with age, out-moded design, overuse, poor soil conditions, or improper installation, repair or maintenance and that failing on-site systems jeopardize the health, safety and welfare of the community. The Town also recognizes that a properly developed and implemented On-Site Wastewater Management Plan can mitigate these circumstances and provide an efficient, environmentally safe and cost-effective alternative to municipal sewers.

Highlights of the plan include:

- A requirement for regular on-site wastewater treatment system (OWTS) inspection including a schedule of enforcement for non-compliance, as described in a proposed revision to the Town's existing Wastewater Management District Ordinance.
- A program for the phased removal of all cesspools throughout the Town of Portsmouth.
- A local supplemental financial assistance program established to assist Portsmouth's citizens in bearing the costs of upgrading their OWTSs over and above funding available from the State's CCSLP program.
- A program of public education addressing the proper operation and maintenance of OWTSs, the proper disposal of household hazardous wastes and water conservation strategies, among other relevant issues regarding OWTS health and efficiency.
- A program of continued monitoring to document water quality improvements as cesspools are removed and failed on-site systems are identified and replaced. This program includes continued illicit discharge detection and elimination in order to keep storm drains free of wastewater inputs.

Overseen by a full-time Wastewater Manager, the plan and its accompanying Wastewater Management District Ordinance commit to the inspection of every on-site wastewater treatment system in Portsmouth by the end of 2022. Depending upon results of the inspection and the type of system, subsequent re-inspection is scheduled anywhere from annually to every 5-years. Systems that are found at the time of inspection to be failed are turned over the Rhode Island Department of Environmental Management, the state agency responsible for enforcing State laws and regulations concerning the siting, design, permitting, installation and repair of individual on-site wastewater treatment systems.

Wastewater Management - Assessment of Current and Future Quality of Service

The Town does not anticipate the need for construction of public sewers in Portsmouth within the 20-year planning period of this Comprehensive Plan and will rely on the wastewater management plan and ordinance to properly manage the treatment of wastewater in Portsmouth.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

STORM WATER MANAGEMENT

The storm water drainage system in Portsmouth consist of 2750 catch basins, 72+ outfalls discharging into state-controlled receiving waters, some 48 miles of underground connecting pipes and 127 off-road structures. The Portsmouth storm water drainage system is interconnected with the State's drainage systems in numerous places around Town, most notably along Park Avenue in Island Park. There are several significant privately-owned storm water drainage and treatment structures owned and maintained by homeowners and condominium associations across town. Maintenance of the Town-owned storm water drainage system is conducted by the Department of Public Works with annual costs included in the DPW budget. Key features of the Town's storm water maintenance program are the annual inspection and cleaning of each catch basin in the system and the annual street sweeping of every town road.

Prohibited discharges to the Town's storm drainage system are regulated by Portsmouth's Storm Water Discharge Control Ordinance. Objectives of the ordinance include:

- To prevent (or reduce to the maximum extent practicable) pollutants entering Portsmouth's municipal separate storm sewer system (MS4).
- To prohibit illicit connections and unauthorized discharges to the MS4.
- To require the physical removal of all such illicit connections and discharges.
- To comply with state law and federal statutes and regulations relating to storm water discharges. To set forth the legal authority and procedures to carry out all inspection, monitoring and enforcement activities necessary to ensure compliance with this ordinance.

A vigorous illicit discharge detection and elimination program, the scope of which is detailed in the Town's On-Site Wastewater Management Plan, is conducted jointly by the Public Works and Planning Departments in the neighborhoods of Island Park and Portsmouth Park. The goal of this on-going and multi-year program is to isolate and eliminate the sources of contaminated discharges which have been found in town-owned outfall pipes in these neighborhoods.

Stormwater Management - Assessment of Current and Future Quality of Service

While funding is adequate for on-going catch basin cleaning, street sweeping and other regular maintenance activities and these activities are effective at achieving desired outcomes, little if any funding is being programed into the Town's Capital Improvement Program for stormwater infrastructure upgrades or replacement. Nearly one-third of the underground pipes in the system are approaching fifty years since installation. The system is starting to show its age. A comprehensive investigation of the town-owner storm water drainage system needs to be performed, particularly in areas of known problems, so that funds can be dedicated in the CIP before system failures overwhelm the town's resources.

Nearly all of the neighborhood of Island Park is low-lying and vulnerable to both storm surge and future sea level rise. The State and town-owned storm drainage systems in this neighborhood, particularly along Park Avenue are particularly vulnerable. Currently, at extreme high tides, with no input from rainfall or storm surge conditions, two outfalls along the waterfront roadway back

up with seawater flooding the roadway surface. The Town estimates that even under normal tide and weather conditions, these two drainage outfalls function properly only half the time. They routinely back up with any appreciable rainfall and actually reverse flow with even modest storm surge conditions. Future sea level rise will only exacerbate this predicament. An urgent engineered response to this condition is needed as Park Avenue is the principle arterial to service the entire neighborhood of some 700 homes and 1500 Portsmouth residents.

An appreciable amount of storm water runoff in Portsmouth flows into private system of detention/retention ponds and other stormwater handling and treatment structures. While development agreements and homeowner's association/condominium documents generally spell out maintenance responsibilities for these private facilities, often routine maintenance and emergency repairs fall to the Town at the Town's expense. A Post-Construction Storm Water Management Ordinance is needed to strengthen the town's ability to enforce maintenance of these private stormwater treatment facilities and bring the Town into compliance with RIDEM Phase II stormwater regulations.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

LIBRARY AND COMMUNITY SERVICES

Library

The Portsmouth Free Public Library is located at 2658 East Main Road. There are 7 full-time staff members (3 of which are professional librarians) and 13 part-time staff members. A Board of Trustees, comprised of 16 members appointed to staggered terms oversees library operations. Two board members are appointed by the Portsmouth Town Council.

As of FY 2015, the library collection contains 65,786 books, 1,054 serials, 2,352 non-print materials, as well as discount passes to area cultural institutions. There are 24 public computer stations with internet access and 10 laptop computers for special computer instruction classes.

There were 20,150 individual public computer uses in FY 2015 including 622 Wi-Fi connections to the internet.

Library statistics for FY 2015:

- Total Circulation – 114,551
- Interlibrary Loans – 15,038
- Registered Borrowers – 6,561
- Number of Visits – 88,918
- Reference Questions – 2,728

Library programs include adult, young adult, and children's programs. These programs include summer reading programs for young adults and children, book clubs, story hours, craft programs, special performances, STEAM-based science programs, a genealogy club, and MakerSpace & computer instruction programs. The library conducted 326 program events with a total of 5,497 people of all ages attending. A used book store operated by volunteers was added in 2010 and is open during the library's regular hours of operation.

The Portsmouth Free Public Library is operating under the guidance of a current 2015 – 2020 Long Range Strategic Plan. The Plan establishes Goals and 40+ specific, detailed implementation actions to achieve those goals. Goals include:

- Facility - To renovate the Michael W. Mello Program Room and the Portsmouth Room.
- New Technology for Enhanced Public Use – Provide new methods of library service utilizing new technology.
- New Technology for Improved Services – To provide improved service by utilization of new technology for circulation, interlibrary loan and protection of library materials.
- Materials – Make collections more relevant to the needs of users.
- Personnel – Improve the quality of service to all patrons by providing high level individualized assistance.
- Circulation – To improve user satisfaction by increasing availability of materials.
- Registration – To attract Portsmouth's population to the library and increase numbers of new library users.
- Programs – Create library programs of relevance and interest to the community.

- Public Relations – Improve the image of the library within the community.
- Local History & Genealogy Collections – Improve the local history and genealogy collections by actively collecting materials and allocating a computer station for this purpose.

Funding support for the Portsmouth Free Public Library comes from the library's endowment, State Grant In-Aid funds and appropriations from the Town of Portsmouth.

Library - Assessment of Current and Future Quality of Service

With only modest growth in student and overall population expected within the planning period of this Comprehensive Plan, demand for library services are not expected to rise dramatically. The Library does still, however, need to maintain a high level of service and needed improvement are identified in several areas as identified above in the Library Strategic Plan.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

Portsmouth Multi-Purpose Senior Center

Operating in the town-owned Anne Hutchinson Building at 110 Bristol Ferry Road, has served the 55 and over community since 1981. Open weekdays from 9:00 am to 4:00 pm, *“the Center is a private, non-profit community focal point for residents of Newport County and surrounding communities where older persons can come together for services and/or activities which enhance their dignity, reflect their experience and skills, support their independence, encourage their involvement in and with the Center and the community and respond to their diverse needs and interests.”* Supported by annual appropriations from the town and dues from its members, the Center serves from 100 – 200 people in various activities on a daily basis. The Center serves approximately 4000 lunch-time meals per year.

With 14,100 square feet of usable space, the Center includes a Computer Lab, a Fitness Center, a Game Room, a Library, a Dining Hall/Multi-Purpose room, and a Thrift Shop. Services and

activities include art classes, tax preparation services, computer training, exercise classes, medical equipment loan, daily lunch-time meals, a variety of social activities and much more.

Senior Center - Assessment of Current and Future Quality of Service

Quality of service at the Portsmouth Senior Center is negatively impacted in two important ways. First, those wishing to use the Portsmouth Senior Center must provide their own transportation to get there which may be an impediment to some. RIPTA bus service is available to the front door of the Center but does not extend into Portsmouth’s neighborhoods, so public transportation to the center is poorly used. Secondly, while services and activities are effectively delivered and desired outcomes are achieved for the time being, Center staff, members and volunteers identify a strong need to expand the range of activities for seniors. Lack of space in the Anne Hutchinson Building is however a severe impediment and much of that desired expansion cannot not take place. Quality of service is likely to worsen over time without improvements in transportation to and from the Center, constant maintenance and upgrade of the facility itself, and a dedicated effort by the town to identify other facilities for the expansion of not only senior services but services and activities for the benefit of other disadvantaged individuals and families in the community.

The Goals, Policies and Implementation section of this element details specific actions to be taken to address the need for improvement in these areas.

GOALS, POLICIES AND IMPLEMENTATION

Note to reader: The following Goals, Policies and Action items can be read as follows:

Goal – *“In order to achieve the services and facilities Vision for the Town of Portsmouth, this plan establishes as a goal for the town to.....”*

Policy – *“In order to achieve the above stated town Goal, this plan sets forth as a policy that the town will.....”*

Action – *“In order to implement the above stated town policy, the town will.....”*

As will be the practice throughout in this plan, each of the action items listed in this section are evaluated with the following guiding principles in mind. Does the action.....?

- Conserve, protect and enrich our historic landscape and cultural heritage.

- Embrace energy conservation and responsible stewardship of our natural environment.
- Provide a safe and healthy environment for current and future generations to live, work and play.
- Ensure a stable, long-term economic future by making Portsmouth a great place to live, work and conduct business.
- Improve community resilience in the face of a changing natural environment.
- Build on existing community strengths.
- Advance the wise use of technological innovation where appropriate.
- Minimize negative impacts on future generations.
- Foster civic engagement and community cohesion.

GOAL SF-1 - *Deliver cost-effective, high-quality municipal services and ensure that all public facilities are well-maintained.*

Policy SF-1.1 – Town Administration

Improve procedures to maintain a physical inventory of all Town facilities and assets in order to inform both short and long-term Capital Improvement Programs.

Action SF 1.1a - Establish a Department Head working group to create a baseline physical inventory of all Town structures, facilities and town-owned land for condition, adequacy, obsolescence and desired improvement in operations and other non-real estate assets.

Action SF 1.1b - Update the physical inventory on an annual basis during Q1 of each fiscal year.

Policy SF-1.2 – Town Administration

Maintain long-range maintenance and improvement programs for all existing public facilities and town-owned land in order to protect prior public investment.

Action SF-1.2a – Develop comprehensive, long-term Use Plans for all major town properties and facilities including, but not limited to the Glen Farm Property, Glen Manor House, Glen Farm Stables, Bristol Ferry Landing, Elmhurst Park, the 3S property and Coggeshall School.

Action SF-1.2b - Develop a comprehensive and detailed maintenance and/or phased replacement plan for all structures, facilities and town-owned land.

Action SF-1.2c – Pursue strategic opportunities to acquire and/or form public/private partnerships for key properties in Portsmouth including, but not limited to the Navy Tank Farms and Old Stone Bridge.

Action SF-1.2d – Undertake a comprehensive upgrade in the operational capacity of Portsmouth Town Hall including:

- A structural and space needs analysis;
- An evaluation of security issues and implement necessary security measures;
- Monitor Town Hall air quality and implement necessary mitigation measures;
- Maintain a maintenance and upgrade schedule for all interior facilities and resources;
- Plan and implement comprehensive IT hardware and software improvements to Portsmouth Town Hall.
- Collaborate with the Portsmouth School Department on shared IT resources.

Policy SF-1.3 – Town Administration

Maintain sound fiscal management of Portsmouth’s financial resources by developing sustainable annual budgets that promote long-term financial stability.

Action SF-1.3a - Prepare the annual budget and tax rate calculation in Q3-4 of Portsmouth’s fiscal year.

Action SF-1.3b – Prepare and annually update a 5-year Capital Improvement Plan (CIP). All improvements to the Town’s facilities and assets are to be prioritized through the CIP. The current CIP extends through year 2017.

Action SF-1.3c – Pursue opportunities to share administrative services such as accounts payable, payroll and other options with the Portsmouth School Department.

Action SF-1.3d – Pursue Pension Plan, OPEB and employee healthcare reforms in a fair and equitable manner.

Action SF-1.3e – Evaluate annual budgets with the goal of restoring and maintaining Portsmouth’s Fund Balance at a minimum of 16%.

Action SF-1.3f – Evaluate annual budgets with the goal of maintaining Portsmouth’s bond rating at current Standard & Poor’s AAA and Moody’s AA2 ratings.

Action SF-1.3g – Continuously evaluate fiscal management, tax collection methods and record keeping procedures for ways to improve efficiency and transparency of government.

Action SF-1.3h – Review procedures to account for the funding of General and Special Elections.

Action SF-1.3i – Review and update the Impact Fee Ordinance for applicability to current and future growth projections and school construction needs.

Policy SF-1.4 – Town Administration

Continuously seek grant opportunities and ways to increase revenue to the Town in order to offset the costs of providing services.

Action SF-1.4a – Establish and fund a Grant Coordinator position with the twofold task of tracking existing grants and aggressively seeking future grant opportunities.

Action SF-1.4b - Establish and support a volunteer Portsmouth New Revenue Committee tasked with identifying additional sources of revenue for the Town.

Action SF-1.4c - Pursue annual Community Development Block Grant (CDBG) funds for projects that meet program guidelines.

Action SF-1.4d – Reevaluate all current Town property leases for opportunities to renegotiate terms more beneficial to the Town.

Policy SF-1.5 – Town Administration

Coordinate with neighboring communities and non-governmental organizations to determine if shared facilities and/or services may increase effectiveness.

Action SF-1.5a – Annually fund and participate in the Aquidneck Island Planning Commission (AIPC).

Action SF-1.5b – Continuously investigate opportunities to share equipment, facilities, infrastructure, and services to maximize the benefit to Portsmouth taxpayers.

Policy SF-1.6 – Town Administration

Improve municipal services and facilities to Prudence and Hog Islands commensurate with the inherent limitations of access being by ferry or private vessel only.

Action SF-1.6a – Provide appropriate support to the private company maintaining high-quality ferry service to Prudence Island.

Action SF-1.6b – Continue to investigate the re-establishment of limited ferry service to Hog Island.

Action SF-1.6c – Partner with the Prudence Island Planning Commission and other stakeholders to develop of a 10-year strategic plan for the island.

Policy SF-1.7 – Town Administration

Ensure a high level of administrative functions from all town departments and enhance effective communication between town staff and citizens.

Action SF-1.7a – Develop a department-wide Technology Plan highlighting adaptation to changes in communications, facilities and equipment.

Action SF-1.7b – Pursue advanced technological means to improve transparency of government and communications with citizens.

Action SF-1.7c - Review the adequacy of municipal government administration services in accordance with internal standards, and in conformance with modern management practices.

Action SF-1.7d - Review all Town Boards and Committees for mission, performance, and consistency of by-laws.

Action SF-1.7e - Institute professional leadership development, mentorship programs and succession planning strategies for appropriate Town staff.

Action SF-1.7f - Pursue amending State statute to make the Town Clerk an appointed rather than elected position.

Action SF-1.7g - Pursue expansion of the Municipal Court.

Policy SF-1.8 – Town Administration

Ensure that the Town maintains compliance with all state and federal regulations and with the General Laws of the State of Rhode Island.

Action SF-1.8a - Complete and approve the Comprehensive Community Plan and update the Zoning Ordinance for compliance with the new Plan.

Action SF-1.8b - Review, update and codify all Town Ordinances.

Action SF-1.8c - Continue to implement and update all State-approved, locally-adopted plans including:

- The Harbor Management Plan
- The On-Site Wastewater Management Plan
- The Natural Hazard Mitigation Plan
- The Stormwater Management Plan
- The Lo-Moderate Income Housing Plan
- The Portsmouth Recycling Plan

Action SF-1.8d – Continue to work with State agencies in a cooperative manner to resolve issues of mutual interest.

Policy SF-1.9 – Public Works

Preserve the current high level of public works activities by continuously prioritizing service demands, supporting appropriate staffing levels and managing effective facilities and equipment maintenance / replacement programs.

Action SF-1.9a – Develop a comprehensive Public Works 10-year Strategic Plan to address current and future service demands, management procedures, assets inventory maintenance and replacement, staffing levels and budgeting procedures.

Action SF-1.9b – Prepare and submit an annual public works budget to the Town Administrator in Q3-4 of Portsmouth’s fiscal year.

Action SF-1.9c – Prepare and submit a comprehensive list of infrastructure improvements and other essential projects, including cost estimates, to be included in the 5-year Capital Improvement Plan (CIP) due for update in 2017.

Action SF-1.9d – Continue the road paving and maintenance program as a top priority for the department.

Action SF-1.9e – Investigate and implement shared responsibilities and staffing with the School Department in the management of both Town and School facilities.

Action SF-1.9f – Pursue improvements to the public works facility on Prudence Island and investigate methods and procedures for improving service to islanders.

Action SF-1.9g – Aggressively pursue the funding and construction of a salt storage shed at the DPW facility.

Policy SF-1.10 – Stormwater

Advance efficient and environmentally sensitive programs and practices to manage storm water runoff and on-site wastewater treatment to mitigate adverse impacts on receiving waters.

Action SF-1.10a – Continue to comply with RIPDES Phase II requirements for stormwater management in municipal separate storm sewer systems.

Action SF-1.10b – Investigate and prioritize improvements to the Town’s stormwater system infrastructure for inclusion in the 5-year CIP due for update in 2017.

Action SF-1.10c – Continue to implement a sampling program to detect and eliminate illicit discharges into receiving waters and report compliance to RIDEM.

Action SF-1.10d – Complete connectivity mapping of the stormwater collection system and develop a GIS database of all surface and underground features.

Action SF-1.10e - Conduct a program to educate the public on the problems associated with impaired stormwater quality, the conditions which contribute to impaired water quality, and the actions which can be taken by the community both individually and as a whole to improve the quality of stormwater runoff.

Action SF-1.10f - Create a database of storm drains in Portsmouth that are located within projected sea level rise scenarios and monitor during flood events and/or extreme high tides.

Action SF-1.10g - Amend the local land development and subdivision regulations to include low-impact development standards and develop regulations to provide density bonuses or other incentives when low-impact development techniques are used.

Action SF-1.10h – Draft and adopt a Post-Construction Storm Water Management Ordinance to strengthen the town’s ability to enforce maintenance of private stormwater management facilities.

Policy SF-1.11 – Wastewater

Advance efficient and environmentally sensitive programs and practices to manage on-site wastewater treatment to mitigate adverse impacts on receiving waters.

Action SF-1.11a - Adopt a Wastewater Management District Ordinance to ensure that Onsite Wastewater Treatment Systems (OWTS) systems are inspected and properly maintained, repaired, and replaced.

Action SF-1.11b - Develop a homeowner education program to discourage the disposal of environmentally harmful chemicals such as cleaners, solvents, paint, acid, and the like in on-site sewage disposal systems and the municipal sewer system.

Action SF-1.11c – Hire and fund a full-time Wastewater Manager position to implement the Portsmouth Wastewater Management District Ordinance.

Action SF-1.11d – Dedicate support for the Portsmouth Municipal Court as an effective tool in ensuring compliance with the Wastewater Management District Ordinance.

Action SF-1.11e - Compile a record or database of damage and/or improvements of on-site wastewater treatment systems (OWTS) in Special Flood Hazard Areas and consider long-term viability of OWTS systems on properties that are projected to be inundated by sea level rise scenarios over the design life of the system.

Policy SF-1.12 – Solid Waste

Promote adequate solid waste disposal and recycling programs that will serve the community with a minimum impact on the environment and assure compliance with the State's minimum goals for recycling and solid waste diversion rates.

Action SF-1.12a - Draft and implement a Solid Waste Recycling Plan designed to achieve a minimum 35% solid waste recycling rate and a minimum 50% solid waste diversion rate as required by Rhode Island General Law.

Action SF-1.12b - Hire a Recycling Coordinator to implement the Solid Waste Recycling Plan.

Action SF-1.12c - Promote public awareness through community education programs that reduce solid waste, increase recycling, and ensure the proper disposal of household hazardous waste.

Action SF-1.12d – Adjust the annual determination of transfer station user fees to match up with the fiscal year rather than the calendar year.

Action SF-1.12e – Review and address solid waste management provisions for Prudence and Hog Islands.

Action SF-1.12f – Review staffing levels at the transfer station with the goal of increasing recycling rates by direct on-site assistance to users.

Action SF-1.12g – Pursue adequate full-time provisions for electronic waste disposal at the transfer station.

Action SF-1.12h – Work with the Rhode Island Resource Recovery Corporation to host quarterly hazardous waste disposal events in Portsmouth.

Policy SF-1.13 – Community Services

Recognize the library as a cultural center and a critical public service by adequately funding to not only maintain but expand and diversify library facilities and programs.

Action SF-1.13a - Prepare and implement a five-year Strategic Plan for operations of the Library and coordinate this plan with the annual request for funding through the Town's annual operating budget.

Action SF-1.13b - Prepare a comprehensive 5-year Capital Improvement Plan for library facilities operations to coordinate with the Town's 5-Year Capital Improvement Program (CIP).

Policy SF-1.14 – Community Services

Improve on the current array of programs, services, and facilities for the benefit of senior citizens and disadvantaged individuals/families in the community.

Action SF-1.4a – Establish a Community Services Coordinating Committee to develop and oversee current and future community services programs.

Action SF-1.4b – Pursue annual CDBG funding to improve the operational capacity of the Portsmouth Multi-Purpose Senior Center.

Action SF-1.4c – Pursue opportunities to improve the transportation system for seniors wishing to use the Senior Center.

Action SF-1.4d - Conduct a comprehensive study and community survey to determine the future needs and preferences of community services.

Action SF-1.4e – Fund substance abuse and other community service programs at increased levels as needed.

GOAL SF-2 - *Protect residents and property by delivering coordinated, cost effective, high-quality fire protection, law enforcement, emergency medical services and emergency disaster response.*

Policy SF-2.1 – Public Safety

Continuously assess the adequacy of public safety facilities, resources, and equipment to ensure the highest state of readiness.

Action SF-2.1a – Prepare and submit a comprehensive list of short-medium term facilities improvements and other essential projects, including cost estimates, to be included in the 5-year Capital Improvement Plan (CIP) due for update in 2017.

Action SF-2.1b – Review the current use of public safety technology including communications and warning systems for adequacy. Upgrade as necessary.

Action SF-2.1c – Establish a primary emergency shelter adequate to meet the needs of Portsmouth residents within the Town.

Policy SF-2.2 – Public Safety

Maintain and continuously seek to improve the current high level of public safety services within the constraints of budgetary realities and best-practice standards

Action SF-2.2a – Develop a comprehensive Public Safety Administration 10-year Strategic Plan to address current and future service demands, personnel management procedures, assets inventory management, staffing levels and budgeting procedures.

Action SF-2.2b – Prepare and submit an annual public works budget to the Town Administrator in Q3-4 of Portsmouth’s fiscal year.

Action SF-2.2c – Develop a program of annual measurements to assess service demand and performance against resources in both the Police and Fire Departments.

Action SF-2.2d – Update the Portsmouth Emergency Operations Plan.

Action SF-2.2e – Establish a permanent police substation on Prudence Island.

Policy SF-2.3 – Public Safety

Plan for future population growth and new development to ensure capacity to deliver appropriate public safety services at appropriate levels.

Action SF-2.3a – Develop a comprehensive Public Safety Resources 10-year Strategic Plan to address the adequacy of facilities, resources and equipment to meet medium-long term service demands.

Action SF-2.3b - Study the need for and identify potential sites for a new fire and rescue sub-station at the south end of town.

Action SF-2.3c – Pursue through referendum the construction of a new Police Station at its present location.

Action SF-2.3d - Study the need for and identify potential docking sites for new police and fire boats for the eastern shore of Portsmouth.

Action SF-2.3e – Assess and improve the ability to provide public safety services in Island Park and other areas subject to sea-level rise projections.

Policy SF-2.4 – Public Safety

Ensure that all public safety staff is adequately trained with proper levels of certification for their public safety duties.

Action SF-2.4a – Pursue Federal and State accreditation for the Portsmouth Police Department.

GOAL SF-3 - *Provide students with a consistently superior public education in safe, efficient, well-maintained school buildings and facilities.*

Policy SF-3.1 – Public Education

Engage all students in rigorous learning opportunities supported by a high quality and challenging curriculum and superior teaching to prepare them to thrive in an ever changing world.

Action SF-3.1a - Develop, implement and update a 5-year Strategic Plan for the Portsmouth School System in coordination with the Rhode Island Basic Education Program.

Policy SF-3.3 – Public Education

Ensure that school facilities have the capacity to meet enrollment needs, are well maintained and are continuously evaluated for their utility as a setting for academic excellence.

Action SF-3.3a – Develop, implement and update a 5-year Capital Improvement Plan for School District facilities that complies with Board of Regents standards for education facilities construction approval and funding.

Action SF-3.3b – Evaluate and upgrade all school facilities, where required, based upon the National Fire Protection Agency (NFPA) standards, including removal of asbestos and lead base paint.

Action SF-3.2c – Pursue opportunities to share facilities management and maintenance with Portsmouth Public Works Department.

Policy SF-3.2 – Public Education

Under the provisions of the Town Charter, maintain open and cooperative relations between the School Department, and the Town Administration.

Action SF-3.2a – Prepare and present a proposed School Department budget to the Town Administrator by March 25th prior to the start of the next fiscal year.

Action SF-3.2b – Pursue opportunities to share administrative services such as accounts payable, payroll and other functions with the Portsmouth Finance Department.

Action SF-3.2c – Adopt the administrative practice of having the Superintendent of Schools attend all Town staff meetings.

Action SF-3.2d – Adopt the administrative practice of having at least one Town Department Head-level staff member attend all regular School Committee meetings.