

# 2016 OPERATING 2017 BUDGET







**CITY OF KEENE, NEW HAMPSHIRE  
2016/2017 PROPOSED OPERATING BUDGET  
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# City of Keene

*New Hampshire*

May 1, 2016

*Mayor Lane and members of the Keene City Council:*

City staff and the City Manager are pleased to present the proposed Operating Budget for fiscal year 2017. City staff believes they have successfully met the challenges related to crafting this year's budget. The goal of staff was to propose a budget that met the intent of the Fiscal Policy, and maintained the service delivery levels that the public expects. Challenges included retirement of the long-serving City Manager, staff retirements, and balancing the ever increasing expectations for service, cost containment, and meeting the project goals outlined in the Capital Improvement Budget. The Capital Budget provides for the planning of projects of importance to the economy of the community while balancing the percentages of cash and debt used to accomplish the capital goals. As demonstrated during the preparation of the Capital Budget the percentage of debt used for capital projects is and will decrease with this budget.

The Capital Budget is a balance of debt and projects. The Operating Budget is the delivery of services. The intent of both budget proposals is to provide for projects, maintain service delivery, and reduce debt load over time, while proposing a modest increase in the tax rate. The total proposed General Fund Operations Budget for FY2017 is \$31,077,041, which represents an increase of 1.036%--- when compared to the operations portion of the FY2016 Adopted Budget. When debt service and the use of current revenues to fund capital projects are considered, the change in the General Fund proposed expenditure budget is \$346,999 or .9% when compared to the FY2015-2016 Adopted Budget.

The total proposed budget including the adopted Capital Budget of \$12,396,696 and debt service of \$4,830,410 generates a proposed tax dollar increase of 1.99%. The proposed increase in tax dollars raised is minimal compared to prior years (FY2014- 2.15%, FY2015-3.93%, FY2016- 3.60%).

Maintenance of the Capital Plan is vital to the future of the City both for the purpose of sustainability, and for economic development and re-development. As staff we are pleased with the direction of the City and the City Council in prioritizing sustainability, economic development, and re-development. In general, the conclusion that the City Council and the public has is that the services provided are valuable, that the City is stable, that City staff is some of the very best, and that the future of the City is solid.

## ***Future Initiatives***

The City Council and the City Manager are embarking on a number of initiatives related to the management of the operations of the City. These include the creation of goals for the City Council and staff, the mechanism for the advancement of economic development and goals, and the review of the non-tax revenue gained through fees via a workshop. In addition staff will be proposing an evolution of the budget document toward Priority Based Budgeting as well as a Citizens Guide to the budget. Prior years' budget documents have reflected the cuts in State funding and downshifting has occurred, which has required the absorption of spending through taxes, and the elimination of positions thereby placing more duties on existing staff, sometimes beyond their ability to absorb. In prior years the City Manager, staff and the City Council have accomplished many projects of importance to the community. These projects were maintained to the best extent possible with the existing and often increased expectations of the public while maintaining the enthusiasm of staff.

A number of positions since 2008 have been adjusted or eliminated. What this means is that some positions were revised to have new and additional duties, some were changed from full-time to part-time status, and some were eliminated. A significant number of the positions have been supervisors and managers. Positions eliminated include the Assistant City Attorney, Planning Technician, Assistant Public Works Director/Utilities Manager, Water/Sewer Superintendent, Fleet Services Superintendent, Utilities Inspector/Coordinator (Engineering), Motor Equipment Operator, three Maintenance Aide positions (HWY), Human and Youth Services – Department Head position(s), Deputy Fire Chief, one Police Officer, two and one quarter custodian positions eliminated in Facilities and two Account Clerks. By far the department that has had the most adjustment has been the Public Works Department.

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It is clear that an examination of the structure of each department and the expectation of what can be accomplished by each department has to occur. Too many duties and responsibilities have been absorbed by City departments without any comprehensive review of abilities to perform them, or what affect the added duties and responsibilities have on core functions. The City Council and the public may not understand what the expectations are and there are a number of titles that do not resound with relevance to the public. Additionally, core functions and expectations have changed since the present administrative department structure was created. The last review of the administrative department structure was conducted in the early 1990's.

For example, how the Airport operates is and has been of concern, and adjustments to these operations have been made. Specifically, an Airport Manager has been retained whose focus is economic development as well as customer/citizen relations. The buildings at the airport are being managed by Facilities and Airport operations have been assigned administratively to the Public Works Department. Likewise, there are other modifications that need examination. Modifications may require a proposal from the City Manager. These include the combination of the functions of the Planning Department, Code Enforcement and the Health Department so that core responsibilities are met, yet organized to permit flexibility for economic development. At this time staff positions in Health and Code have been frozen until a review of staffing needs can be developed.

The addition of the Senior Center will change the core function of the Parks, Recreation, and Facilities Department.(Parks) The duties of this department could be shifted, and other functions rearranged such as Youth Services and Human Services, which would not only change core functions, but also the service delivery at the Parks and Recreation Building. Clearly the Parks Department is evolving into a true community services role and, along with the Library, represents citizen services and culture. Other opportunities include looking at Administration generally. The City Manager will be requesting a committee appointed by the Mayor to explore the possibilities beyond what the City Manager will be recommending as part of this budget with regard to services, service delivery, and structure. These first recommendations will be submitted as City Code changes after budget adoption.

City Councilors spend a great deal of time attending City Council meetings, City Council Standing Committee meetings and other public bodies of which they are members. They also expend personal money to attend to their duties, such as mileage to and from meetings, childcare or grabbing a quick cup of coffee with a constituent. In a month's time it is not unreasonable for a City Councilor to spend between 25 and 35 hours a month on City business. In terms of the Mayor's position, beginning with former Mayor Blastos, the weekly time commitment mirrors a full time job. Both the Councilors and the Mayor routinely respond to citizen inquiries, which also takes time. In addition to time spent at meetings, the Mayor and the City Councilors need to educate themselves for these meetings involving hours of preparatory study. Attending to all of these obligations requires the expenditure of great effort and loss of family time in their devotion to the City of Keene.

The last adjustment for the full City Council was 2001. There are only two cities in New Hampshire which have a Standing Committee process similar to Keene; Nashua and Manchester. Of course neither of those communities have a City Manager, but they do have a well-compensated Mayoral position. City Councilors in Nashua receive \$5,000 a year and in Manchester, a Councilor receives \$4,000 a year plus \$1,000 for expenses. In addition to the stipend, the City Council in Manchester also receives a no cost health and dental benefit. The City Manager recommends that an amount be set aside each year, beginning this year, to allow parity within five years. Parity for a City Councilor should be \$4,000 with the stipend for the Mayor set at twice the City Councilors. The bulk of the adjustment will be made in years three through five with a review each year and with a COLA applied thereafter. The amount to set aside this year to start this process as recommended by the City Manager is \$500 per Council member.

## **BUDGETARY DISCUSSION**

### ***GENERAL FUND FINANCIAL INDICATORS***

The City has developed and adopted several measures that advance the fiscal health and financial stability of the City.

Fiscal policy establishes a benchmark which limits General Fund debt service and capital outlay appropriations, on a five-year average, at or less than 15% of the General Fund operating budget expenditures. The purpose of this fiscal policy is to establish a balance between capital related expenditures and operations expenditures.

The City has exceeded this benchmark due to large capital projects completed over the last several years. Progress continues to be made to meet the benchmark, however. Projected debt service is scheduled to decrease over the next several years, as outlined in the FY2017-2022 Capital Improvements Program (CIP), which will improve the ratio.

During preparation of this document, a smaller increase in the operations budget occurred than was anticipated during preparation of the FY2017-2022 CIP. While this is a positive trend in terms of fiscal and tax dollars to be raised in FY2017, it has a negative impact on the ratio (a lower operations budget, all other factors in the equation being equal, results in a higher ratio).

The measure established by the FY2017 Proposed Budget is 16.31%, slightly higher than the 16.25% anticipated during the CIP process. Projected compliance with the measure continues to be anticipated in FY2021-2022.

In development of the annual budget, City staff utilized a component of fiscal policy that provides a formula for tax revenue increases that considers the Boston Consumer Price Index (CPI), net of expenditures required by law, and debt service payments. In recent years City budget results (with the exception of FY2015 and FY2017) have outperformed this benchmark as illustrated in the comparison provided below:

Fiscal Year	Tax Revenue Increase		Tax Increase for Operations	
	per Fiscal Policy		At Tax Rate Setting	
2011-2012	1,313,275	6.30%	531,651	2.46%
2012-2013	701,352	3.30%	624,748	2.92%
2013-2014	826,463	3.76%	471,504	2.15%
2014-2015	314,590	1.40%	881,317	3.93%
2015-2016	987,896	4.23%	840,655	3.60%
2016-2017 (est)	145,047	0.60%	482,249	1.99%

In 2015, measurement of the Boston-Brockton-Nashua Consumer Price Index (CPI) by the Bureau of Labor Statistics resulted in an annual increase of .6%. This adjustment to the CPI generates an allowance for a property tax revenue increase in FY2017 of \$145,047.

Further review of the change in the CPI indicates that while the overall increase was only .6%, energy costs decreased by 19.2% through November. The decreases in energy costs were recognized by the City during preparation of the FY2015-2016 Operating Budget, when vehicle fuel costs were reduced by 18% and heating fuel costs were reduced by 15.1% based upon recently developed energy contracts.

Further review of the index indicates that through November 2015, for all items included in the CPI, less food and energy, the CPI increased by 2.7%.

The FY2016-2017 Proposed Budget does not meet the fiscal policy guideline with regards to the Boston CPI. Included in the Boston CPI calculation for 2015 are unusual trends and circumstances. At least one of these, the price of fuels, was recognized in the prior year budget, as noted above.

In the General Fund unassigned fund balance is a key indicator of the City's ability to withstand and respond to fiscal challenges and opportunities. City fiscal policy establishes a target range for unassigned fund balances of 7% to 10% of the total of the City's General Fund budget, local and state education taxes, and the county tax.

In developing this fiscal condition benchmark estimate, we begin with a number from the audited financials for FY2015: the unassigned fund balance or that available for expenditure. An estimate is developed as to the anticipated budgetary savings or unanticipated uses of fund balance during the current fiscal year. Any future assignments of fund balance in the coming fiscal year are included.



<b>ESTIMATED YEAR END 06/30/16 INFORMATION:</b>			
Policy to retain unassigned fund balance at 7% =		\$	5,962,155
Policy to retain unassigned fund balance at 10% =		\$	8,517,364
<b>Estimated Unappropriated Fund Balance For FY2016</b>			
Unassigned Fund Balance @ 06/30/15		\$	6,763,152
Less: estimated addition to (use of) fund balance in FY2017		\$	(825,000)
estimated: carryovers		\$	(125,000)
estimated encumbrances		\$	(100,000)
estimated budgetary savings FY2016		\$	885,741
Net unassigned fund balance at year end FY2016		\$	6,598,893
	Total Budget &	Policy	Target
	Tax Assessments	7.00%	10.00%
FY2016/2017 city operating budget	\$ 44,666,147	\$ 3,126,630	\$ 4,466,615
2016 local school tax assessment	\$ 30,020,540	\$ 2,101,438	\$ 3,002,054
2016 state education tax assessment	\$ 4,167,984	\$ 291,759	\$ 416,798
2016 county property tax assessment	\$ 6,318,969	\$ 442,328	\$ 631,897
<b>TOTAL</b>	<b>\$ 85,173,460</b>	<b>\$ 5,962,155</b>	<b>\$ 8,517,364</b>
This calculation reveals that the City estimates that it will be retaining fund balance at:		<b>7.75%</b>	<b>on June 30, 2016</b>

As shown, unassigned fund balances at the close of FY2016 considering those assignments anticipated in the FY2017 budget document, are estimated at 7.75% demonstrating compliance with this policy parameter.

### **OTHER REVENUES**

Non-tax revenues overall are projected to remain steady again in FY2017, with a few exceptions.

A small but steady trend of growth in motor vehicle registrations, which began in FY2012, continued in FY2016, with a projected budget surplus of \$20,000 in this line item. A modest increase over projected is budgeted in FY2017.

Ambulance fees were increased from Medicare plus 75% to Medicare plus 250% during FY2016, and a corresponding budget increase over FY2016 projections has been budgeted for FY2017.

Revenues derived from leases will see small increases with rental rates tied to CPI indexes.

Intergovernmental revenues factored into this budget include those received from the State government, agencies or institutions, local governments, the school, or county. During prior fiscal cycles, most notably FY2010 and FY2011, these non-tax revenues were negatively impacted by elimination of State revenue sharing (resulting in a revenue loss of approximately \$1 million dollars annually) and reductions in highway block grant revenue.

The FY2017 intergovernmental revenues budget is relatively flat when compared to the FY2016 budget, with one exception. Billings to ambulance contract towns are budgeted at \$81,000 greater than in FY2016. The increase is due to a small drop in ambulance reimbursements from Medicare, and increased costs allocated to the ambulance service consistent with the number of ambulance service calls compared to fire responses. These costs are being shared with the contract towns.

State shared revenues, including the highway block grant, rooms and meals tax sharing, and flood control received modest increases in FY2015-2016. Those increases are included in the FY2017 budget proposal.

The Keene School District continues to reimburse the City for 75% of the budget for the School Resource Officer, and a small increase in that budget and reimbursement are included in the proposed budget. Keene State College continues to reimburse the City in the amount of \$10,000 in recognition of the cost impact of the college population on the Keene Police department's prosecutorial load, as well as reimbursing the City for the budget amount of one police officer. The final increase included in the Municipal Services Agreement (2015) with Keene State College has been included in the FY2017 budget.

**BOND RATING, DEBT SERVICE AND CAPITAL**

Larger projects, including those identified in the City’s CIP, are typically financed through the sale of bonds. The City’s fiscal health was re-affirmed by Standard and Poor’s assignment of a AA/Stable long term rating when the City went to market with debt in May of 2015. While recognizing the challenging revenue environment, the City’s fiscal practices including incorporation of operating budget projection, annual re-prioritization of capital projects and debt and reserve policies are factors viewed favorably by rating agencies. This assessment attracts investors to our bonds and helps keep interest rates favorable. The May 2015 bonds were issued with a true interest cost of approximately 2.17%, with lives ranging from five to twenty years. The City anticipates issuing debt during the autumn of 2016.

This year’s capital budget, as endorsed by the City Council in March of 2016, advances the following projects to be financed through the sale of bonds in FY2016-2017:

				<i>term</i>
R-2016-11	General Fund	Consolidated Infrastructure	\$1,454,000	10
R-2016-12	General Fund	Defibrillator Replacement	\$66,000	7
R-2016-13	General Fund	Goose Pond Dam Improvements	\$107,000	5
R-2016-14	General Fund	Library Campus Development	\$2,011,000	20
SUBTOTAL - GENERAL FUND			\$3,638,000	
R-2016-15	Water Fund	Reservoir Dam Repairs	\$850,000	20
SUBTOTAL - WATER FUND			\$850,000	
TOTAL - ALL FUNDS			\$4,488,000	

In addition to those capital budget projects funded through long-term debt, this year’s CIP advanced many projects identified as City priorities that are funded through current revenues, capital reserves, grants, and donations including, but not limited to, airport runway maintenance, ambulance and fire apparatus replacement, drainage improvements, and tennis court construction.

**PERSONNEL**

Since FY2010, as part of the City’s response to fiscal constraints due to loss of State revenues, downshifted retirement costs, and challenging economic conditions, fiscal measures including reductions in personnel through attrition, re-organization, position modifications (including adjustments from full-time to part-time status), and continuing retained vacancies have been incorporated into prior year’s budgets. Many of the strategies implemented in prior fiscal cycles continue in this year’s recommended budget.

During FY2016, an ongoing review of the organization, staffing, and direction of the Airport was initiated. As a result of that review, the position of Airport Manager has been filled on an interim basis with a contract position charged with airport development. The proposed budget includes a supplemental request to convert a part time (34 hours per week) maintenance position to a full time, benefitted position. The additional hours and flexibility to work overtime will improve coverage, snow management, and continuity of operations.

Following the FY2016 budget process, a review of the Finance Purchasing Division was initiated to determine if the division was organized and staffed in a manner that provided the most effective and efficient procurement and contract management services to the organization. During the review, it was determined that Purchasing could be reorganized to better focus the activities of the Division. To that end the position of Contract Manager has not been continued into the FY2017 budget. A new position, Purchasing Specialist, advancing administrative, technical, and analytical requirements of the purchasing and contracting functions has been incorporated into the budget and will be reflected in salary ordinance adjustments to be advanced for City Council consideration.

The City Manager has recommended for funding a supplemental appropriation of \$18,388 in tuition assistance (00081-62437), for a total budget request of \$22,588. Tuition assistance funding is used to share with employees the cost of college classes towards a degree from an accredited institution related to the employee’s job. The City benefits from the program through the development of a better trained and educated work force, improved retention, and succession planning.

The tuition assistance program was funded at \$15,200 in FY2008 and \$13,600 in 2009. It was reduced to \$0 in FY2010, as a result of the lost state revenue sharing. The budget for the program in FY 2016 is \$4,200, and \$7,500 in FY2015. The proposed budget was developed based upon requests for FY2017 tuition assistance submitted to the Human Resources Department.

The City workforce is made up of unionized and non-union employees. The unionized employees fall under one of six collective bargaining agreements (CBAs). Agreements have been negotiated providing wage adjustments in FY2017 as listed below.

<u>Group</u>	<u>Contract Expiration</u>	<u>FY2017 Increase</u>
AFSCME - Public Works	6/30/2019	2.25%
IAAF - Keene Firefighters	6/30/2016	<i>to be negotiated</i>
IAAF - Keene Fire Supervisors	6/30/2016	<i>to be negotiated</i>
NHFT - Keene City Employees	6/30/2016	<i>to be negotiated</i>
NHFT - Keene Police Officers	6/30/2017	2.63%
NHFT - Keene Police Supervisors	6/30/2018	2.63%

With the exception of the Keene Firefighters, Keene Fire Supervisors, and Keene City Employees, unionized employees were under contract when the City's budget development process began. Funding of wage adjustments for unionized employees under contract are included in the proposed operating budget in the appropriate departments. An allowance for non-union and bargaining units not under contract is included within employee benefits. Continued adjustment of employee contributions toward health care has been a consideration in negotiated agreements.

Bi-annual rate adjustments by the NH Retirement System occur in even numbered fiscal years and were not a factor to this year's budget. Prior actions eliminating the State's historical contribution toward the retirement costs of public safety employees and the system's unfunded liability continue to challenge the capacity to respond to City needs. It is anticipated that retirement rate adjustments will be a component in the FY2017/2018 budget process and an allowance based on preliminary information has been included in budget projections.

**Conclusion**

The budget process is a complex orchestration of events, goals and finances. City staff, in preparation for the submittal of the Operating Budget, has presented, during a series of meetings, complete information about the budget process as well as multiple breakdowns of the revenue and spending required to complete projects, service debt, and provide the services requested by the public. The Operating Budget and the Capital Budget were put together with the goal of maintaining programs, reducing debt, and providing for physical improvements to the City. The physical condition of the City, the willingness of the citizens to support improvements, and the judicious use of resources, in addition to high level service delivery to citizens are the key components that will allow for the redevelopment of the City. Keene is one community that has, and will continue to enjoy, the highest quality of life of any community in New England.

Thank You for Letting Us Serve You!

Respectfully submitted,



Medard Kopczynski  
City Manager



## **BUDGET DEVELOPMENT**

Fiscal policies provide ongoing guidance to the City staff on matters pertaining to fiscal and finance related issues.

Annual, appropriated, balanced budgets for the General, Parking, PC Replacement, Solid Waste, Sewer, Water, and Equipment Funds are advanced by this budget document. Each of these funds are self-balancing, and the inter-fund transfers are in the form of user fees and charges to other City departments (for PC replacement, utilities and fleet) and administrative charges reimbursing the General Fund for administrative services that support the operation of the other funds.

Each of these funds accounts for a particular type of activity, and is funded through specific designated funding sources, as follows:

1. The General Fund – is the largest fund, and the only fund receiving property tax support. Property taxes have historically provided 66-68%+- of funding. The General Fund includes the Police, Fire, Public Works (Engineering and Highway), Parks, Recreation, Cemeteries, and Facilities, the Library, Planning, Health and Code, the Airport, the City Clerk, and various administrative departments (Finance, Human Resources, Assessing, Information Technology, City Manager, City Attorney).
2. Parking Fund – funded with parking meter fees and reserved parking space rentals. The primary duties of the parking function are to enforce parking regulations to encourage the flow of traffic and to assure the availability of parking in the downtown area, coordinate parking activities with downtown businesses, and to maintain parking areas and facilities.
3. PC Replacement Fund – funded with user fees paid by City departments. The primary purpose of this fund is to replace desktop hardware and software on a routine basis.
4. Solid Waste Fund – funded with the landfill tip fee (paid when refuse is dropped off at the transfer station) and recycling fees received for commodities processed through the recycling operation. Primary duties are the collection of refuse generated within the City of Keene, and either arranging for transfer and disposal of refuse at a licensed landfill, or separating recyclables, and processing them for sale to commodity brokers. Other services include household hazardous waste disposal and recycling of household yard waste.
5. Sewer Fund - funded through user fees. Responsible for the safe and hygienic collection and treatment of wastewater. Includes planning, maintenance, and replacement of the wastewater collection system, pump stations, and wastewater treatment plant.
6. Water Fund – funded through user fees. Responsible for the provision and distribution of clean and safe drinking water. Includes planning, maintenance, and replacement of wellfields, reservoir facilities, water treatment facilities, pump stations, water tanks, and the water distribution system.
7. Equipment Fund – funded through user fees charged to user departments. The primary responsibilities are the maintenance and orderly replacement of large pieces of equipment used by various City departments, including police cruisers, dump trucks, staff cars, backhoes, sidewalk plows, etc.

The 2016 Fiscal Policies, adopted by the City Council on March 17, 2016, are included in the appendix of this document.

### ***BUDGET FORMAT***

Budget information contained within this document is organized, in accordance with the fund structure detailed in the City Fiscal Policy, separating activities supported by the General Fund, Special Revenue Funds (Parking, PC Replacement, and Solid Waste Funds), Proprietary Funds (Sewer and Water Funds), and the Equipment Fund which is an internal service fund.

For each fund, summary and more detailed information is provided that includes:

- Revenue and expense reports incorporating prior years' budget data as well as requested and recommended FY2017 funding levels; estimates of revenue; and reflection of policy's operating budget planning horizon expenses for FY2017/2018 and FY2018/2019. These summary reports also include capital appropriation and debt service expenditures reflecting City Council action adopting the City's six (6) year Capital Improvements Program adopted in March of 2016.
- Recommended personnel and operational expenses summarized for each general fund department and the City's other funds with a roll up of staffing included in the FY2016/2017 recommended appropriations.
- Narratives detailing mission, primary services and responsibilities, fiscal year objectives, and metrics along with information about the upcoming year's work plan, accomplishments, and challenges.
- Operating budget detail for departments, or other funds, with all cost centers summarized and when appropriate, detailed by cost center.

## **BUDGET PROCESS**

The cycle prescribed for preparation of the Annual Operating Budget and Capital Improvements Program (CIP) keeps attention on the City's fiscal condition and long term objectives. Shortly after adoption of an annual operating budget, staff begins development, review, and deliberation of the CIP considering capital needs over a six year cycle. This planning period facilitates a longer perspective toward operational expenses and supports projecting operational costs over a three year horizon. As City Council initiates review of the CIP, staff begins development of the operating budget. Council action on the CIP in March provides one component, the capital plan which is integrated into the budget document presented in May. Both the CIP and annual operating budget documents focus City officials and staff on the community's vision and values identified through the Comprehensive Master Plan. While these efforts require investment of staff resources, these efforts provide the City with the ability to anticipate and respond to challenges and opportunities in a thoughtful and deliberate manner.

Incorporation of the five goals established for the organization known by the acronym V.O.I.C.E continues as part of Operating Budget narratives. These goals are:

- **V**alue everyone
- **O**btain public input
- **I**nform the public
- **C**ontinually assess facilities and infrastructure
- **E**stablish priorities

Performance measures, as expressed through V.O.I.C.E., maintain at the forefront these values and reinforce the commitment of City employees to outstanding public service. This commitment produces on a daily basis the services and amenities that enhance quality of life for those who live, learn, and work in, as well as enjoy the City of Keene.

# City Government Keene, New Hampshire

## ELECTED OFFICIALS

	Name	Term Expires*	2016 Standing Committee Assignments
Mayor	Kendall W. Lane	2017	N/A
<b>City Council</b>			
Ward One	Janis O. Manwaring	2017	Municipal Services, Facilities & Infrastructure (Chair)
	Stephen L. Hooper	2019	Municipal Services, Facilities & Infrastructure
Ward Two	Mitchell H. Greenwald	2017	Finance, Organization & Personnel (Chair)
	Carl B. Jacobs	2019	Finance, Organization & Personnel (Vice Chair)
Ward Three	Terry M. Clark	2017	Finance, Organization & Personnel
	David C. Richards	2019	Planning, Licenses & Development (Chair)
Ward Four	Robert J. O'Connor	2017	Municipal Services, Facilities & Infrastructure
	Robert B. Sutherland	2019	Planning, Licenses & Development
Ward Five	Philip M. Jones	2017	Planning, Licenses & Development (Vice Chair)
	Thomas F. Powers	2019	Finance, Organization & Personnel
At Large Councilors	Bettina A. Chadbourne	2017	Planning, Licenses & Development
	Randy Filiault	2017	Municipal Services, Facilities & Infrastructure (Vice Chair)
	George S. Hansel	2017	Planning, Licenses & Development
	Jay V. Kahn	2017	Finance, Organization & Personnel
	Gary P. Lamoureux	2017	Municipal Services, Facilities & Infrastructure

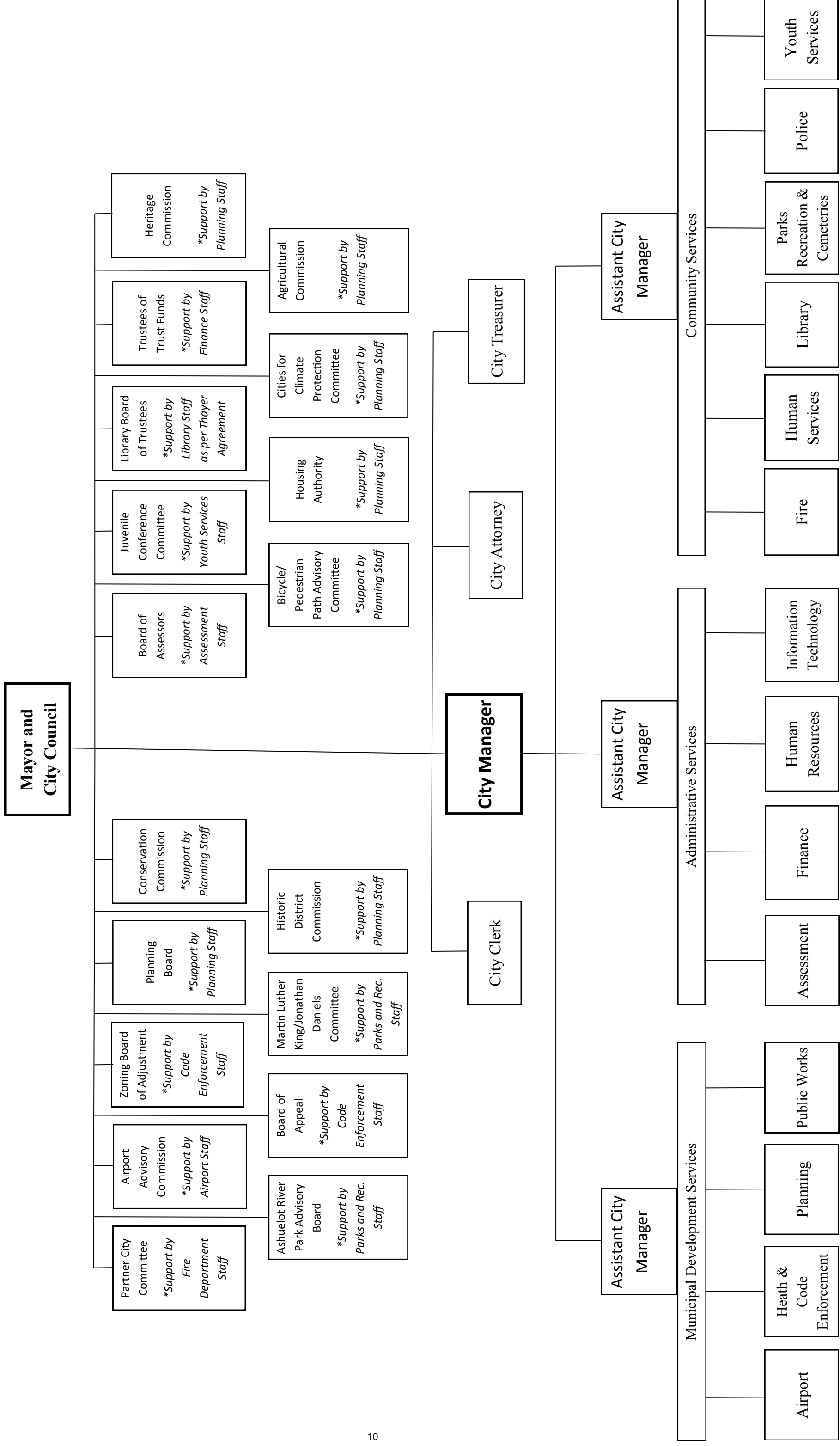
*\*term expires December 31 of year indicated*

## APPOINTED OFFICIALS

Medard Kopczynski	City Manager
Thomas P. Mullins	City Attorney
Patricia A. Little	City Clerk



# City of Keene Organizational Chart



**CITY OF KEENE, NEW HAMPSHIRE**  
**Supplemental Items List - FY16/17 Budget**

Cost Center	Cost Center	Amount	Notes	requested amount	amount included in CM recommendation
<b><u>General Fund</u></b>					
Mayor and Council	00001 63403	\$ 24,780	Painting and lighting - Council Chambers	\$ 3,620	\$ -
Mayor and Council	00001 61102	\$ 7,500	Compensation change - City Council	\$ 7,500	\$ 7,500
Mayor and Council	00001 61704	\$ 574	Social Security / medicare	\$ 574	\$ 574
Mayor and Council	00001 61705	\$ 7	Workers' Compensation	\$ 7	\$ 7
Outside Agencies	00002 62133	\$ 5,000	Keene Senior Center	\$ 5,000	\$ -
Outside Agencies	00002 62135	\$ 4,500	Big Brothers / Big Sisters	\$ 4,500	\$ -
Outside Agencies	00002 62136	\$ 7,000	Keene Community Kitchen	\$ 7,000	\$ -
Outside Agencies	00002 62137	\$ 2,500	Meals on Wheels	\$ 2,500	\$ -
Outside Agencies	00002 62149	\$ 4,500	100 Nights Shelter	\$ 4,500	\$ -
Outside Agencies	00002 62155	\$ 2,500	Monadnock Region Child Advocacy	\$ 2,500	\$ -
City Clerk - Elections	00201 61307	\$ 1,787	part time election worker increase	\$ 1,787	\$ 1,787
City Clerk - Elections	00201 61704	\$ 137	ss	\$ 137	\$ 137
City Clerk - Elections	00201 61705	\$ 2	wc	\$ 2	\$ 2
City Clerk - Elections	00201 62107	\$ 3,200	Elections	\$ 3,200	\$ 3,200
City Clerk - Elections	00201 62301	\$ 150	office equip maaint	\$ 150	\$ 150
City Clerk - Elections	00201 62416	\$ 400	Printing	\$ 400	\$ 400
City Clerk - Elections	00201 62425	\$ 103	Advertising	\$ 103	\$ 103
City Clerk - Elections	00201 62450	\$ 1,060	Poling Station Set Up	\$ 1,060	\$ 1,060
City Clerk - Elections	00201 62701	\$ 535	Office Supplies	\$ 535	\$ 535
City Clerk - Elections	00201 62710	\$ 4,461	Postage	\$ 4,461	\$ 4,461
Employee Benefits	00081 62437	\$ 18,388	Tuition assistance	\$ 18,388	\$ 18,388
Health and Code	01802 62744	\$ 5,000	Permit System software	\$ 5,000	\$ 5,000
Finance	00601 62129	\$ 8,000	Comprehensive Annual Financial Report CAFR	\$ 8,000	\$ -
Fire - Ambulance	00810 61520	\$ 7,527	OT - Vacation Replacement	\$ 7,527	\$ -
Fire - Ambulance	00810 61521	\$ 26,893	OT - Sick Replacement	\$ 26,893	\$ -
Fire - Ambulance	00810 61522	\$ 4,451	OT - Personal Day Rep	\$ 4,451	\$ -
Fire - Ambulance	00810 61713	\$ 11,335	Retirement	\$ 11,335	\$ -
Fire - Ambulance	00810 61704	\$ 564	Social Security	\$ 564	\$ -
Fire - Ambulance	00810 61705	\$ 1,124	Workers Compensation	\$ 1,124	\$ -
Fire - Suppression	00811 61520	\$ 48,056	OT - Vacation Replacement	\$ 48,056	\$ -
Fire - Suppression	00811 61521	\$ 25,210	OT - Sick Replacement	\$ 25,210	\$ -
Fire - Suppression	00811 61522	\$ 8,681	OT - Personal Day Rep	\$ 8,681	\$ -
Fire - Suppression	00811 61713	\$ 23,896	Retirement	\$ 23,896	\$ -
Fire - Suppression	00811 61704	\$ 1,188	Social Security	\$ 1,188	\$ -
Fire - Suppression	00811 61705	\$ 2,369	Workers Compensation	\$ 2,369	\$ -
Police Dispatch	01405 61306	\$ 6,550	Fuller School Crossing Guard	\$ 6,550	\$ 6,550
Police Dispatch	01405 61704	\$ 501	Social Security	\$ 501	\$ 501
Police Dispatch	01405 61705	\$ 86	WC	\$ 86	\$ 86
Police Patrol	01403 61520	\$ 18,650	OT-Vac Replacement	\$ 18,650	\$ -
Police Patrol	01403 61521	\$ 9,890	OT - Sick Replacement	\$ 9,890	\$ -
Police Patrol	01403 61522	\$ 14,371	OT - Personal Day Replacement	\$ 14,371	\$ -
Police Patrol	01403 61531	\$ 6,111	Holiday OT	\$ 6,111	\$ -
Police Patrol	01403 61704	\$ 711	FICA	\$ 711	\$ -
Police Patrol	01403 61705	\$ 641	w/c	\$ 641	\$ -
Police Patrol	01403 61714	\$ 12,932	NHRS	\$ 12,932	\$ -
Airport	01700 61304	\$ 38,336	34 hrs per week maintenance aid to FTE	\$ 38,336	\$ 38,336
Airport	01700 61307	\$ (32,585)	34 hrs per week maintenance aid to FTE	\$ (32,585)	\$ (32,585)
Airport	01700 61701	\$ 17,197	34 hrs per week maintenance aid to FTE	\$ 17,197	\$ 17,197
Airport	01700 61702	\$ 955	34 hrs per week maintenance aid to FTE	\$ 955	\$ 955
Airport	01700 61703	\$ 4,282	34 hrs per week maintenance aid to FTE	\$ 4,282	\$ 4,282
Airport	01700 61704	\$ 440	34 hrs per week maintenance aid to FTE	\$ 440	\$ 440
Airport	01700 61705	\$ 71	34 hrs per week maintenance aid to FTE	\$ 71	\$ 71
<b>TOTAL General Fund Requested \$ 362,517</b>				<b>TOTAL General Fund Included \$ 79,137</b>	
<b><u>Water Fund</u></b>					
Water Supply	05002 62121	\$ 4,800	Roxbury PD-patrol reservoir (formerly NHDES funded)	\$ 4,800	\$ 4,800
Laboratory	05007 62120	\$ 2,294	Cryptosporidium, e. coli and turbidity testing	\$ 2,294	\$ 2,294
<b>TOTAL Water Fund Requested \$ 7,094</b>				<b>TOTAL Parking Fund Included \$ 7,094</b>	
<b>GRAND TOTAL - ALL FUNDS REQUESTED \$ 369,611</b>				<b>GRAND TOTAL - ALL FUNDS - RECOMMENDED \$ 86,231</b>	

## **Introduction to the General Fund Proposed FY 2016-2017 Operating Budget**

The General Fund is the primary operating fund utilized by the City of Keene, and accounts for the activity of the vast majority of City departments and functions. Other budgeted funds account for activities related the production and distribution of drinking water, the collection and treatment of wastewater, recycling or disposing of refuse generated by the City's residents and businesses, parking related activities, and the timely maintenance and replacement of equipment utilized by the various departments of the City. Everything else (police, fire, and ambulance service, street, sidewalk and bike path maintenance, elections, library functions, cemeteries, maintenance of parks, drainage system maintenance, airport activity, and so forth) is budgeted and accounted for in the General Fund.

The following seven pages are intended to provide an overview of the General Fund Operating Budget as proposed for FY 2016-2017, and to compare that budget to the FY 2015-2016 Adopted Operating Budget using charts and tables of associated information, along with definitions of terms. The definitions will not be included in this introduction.

### ***Revenue***

The first two report pages, “**Proposed General Fund Revenue by Category – FY 2016-2017 Proposed General Fund Revenue by Category - All Sources**” and “**FY 216-2017 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding**”, summarize the major funding sources of the General Fund..

The first report includes all sources of funding, and is the proposed revenue budget (\$48,304,147) to fund all activities budgeted for in the General Fund. The reader will note that two categories of revenues (Dedicated Capital Project Funding and Sale of Bonds – Capital Projects) are dedicated to funding specific capital projects and total \$11,027,013, or nearly 23% of the total revenue budget.

The cost of budgeted capital projects can and does fluctuate dramatically from year to year, depending on projects approved by the City Council and included in the Capital Improvements Program. The fluctuation can make year to year comparisons of both revenue and expenditure budgets complicated.

Capital projects are funded from many sources. These include withdrawals from capital reserve savings accounts (funded in prior years), trusts, donations, use of capital project balances, bonds (long term debt), and grants. These types of funding sources are all dedicated funding sources, and nonrecurring in the sense that they are directly tied to specific projects. As an example, in FY 2016-2017, the Library Campus Development Project is proposed to be funded by two dedicated revenues, a bond issue, and a capital campaign, which totals \$6.8 million.

The second (and much smaller) category of capital project funding is cash to be generated through property taxes and other regular and recurring revenues such as state revenue sharing, motor vehicle registrations, and various fees and charges during the budget year, in this case FY 2017. In the budget document, these revenue streams are referred to as **current revenue**.



***Current revenues are also the source of funding for all other General fund activity, including operations and debt service.***

One way to clarify year to year comparisons is to utilize the concept of budgets funded through **current revenues**. This impacts the manner in which capital projects funded through bond issues and dedicated revenue streams not funded through the normal and recurring revenues (**current revenues**) of the City are presented. Such projects are excluded from the year to year comparison, as the inclusion of those capital items can give the impression of large increases and decreases in the operating budget overall presentation.

The second report page, “**FY 216-2017 Proposed General Fund Revenue by Category and Excluding Bonds and Dedicated Capital Project Funding**” of revenue information excludes bond funding and dedicated capital project funding. Excluding the nonrecurring, dedicated revenues allows a meaningful year to year comparison to be made. The focus is on the ongoing and recurring revenues (**current revenue**) to be raised during the year to fund operations and debt service, in addition to capital projects to be funded with cash generated by recurring revenue.

### ***Expenditure***

The last five pages are concerned with expenditure.

The third report page report titled “**FY 2016-2017 Proposed Budget – General Fund Budget Expenditure Analysis**” details and reconciles the total proposed General Fund Budget with the proposed Current Revenue budget, which excludes bond funded capital projects and capital projects funded with dedicated revenue sources. The budget is presented in the categories of Operations, Capital, and Debt Service.

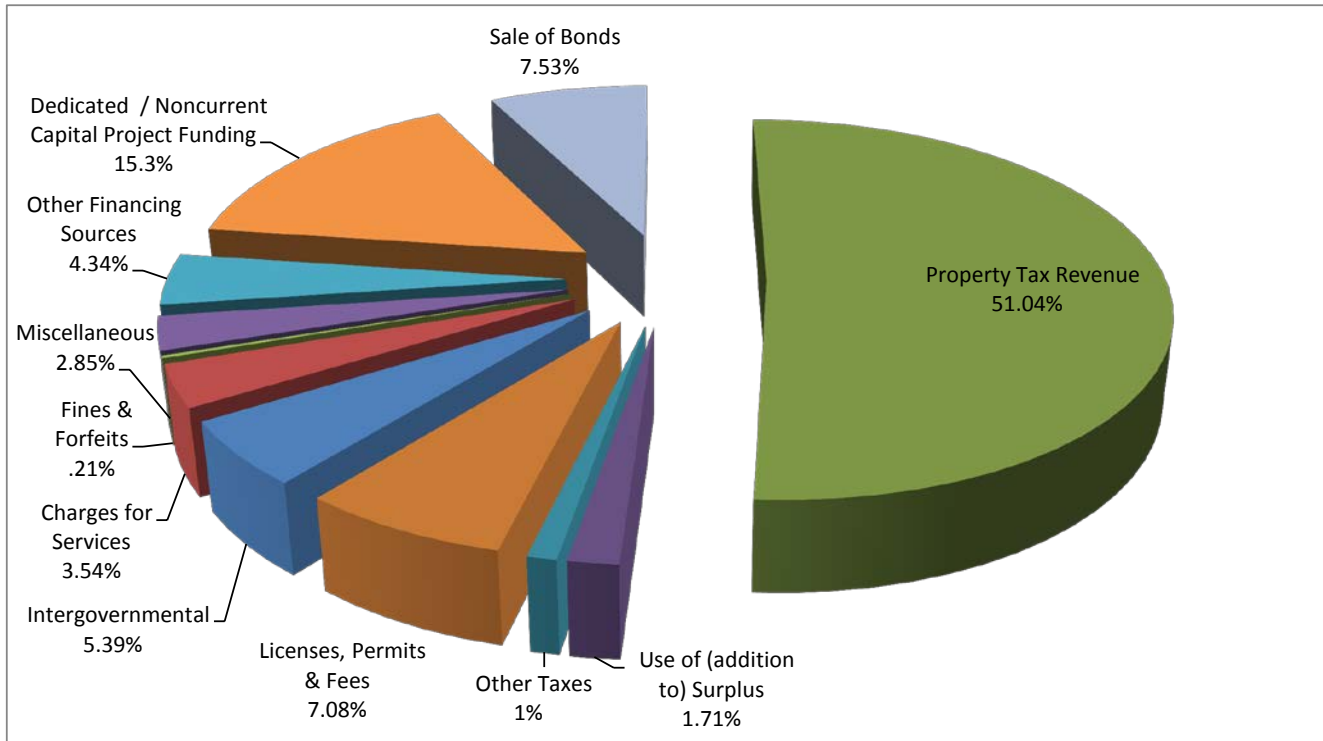
The fourth report page, titled “**FY 2016-2017 Proposed General Fund Operations Budget Analysis**” provides a picture of the composition of the Operations portion of the budget

The fifth report “**Budget Change – FY 2015-2016 Adopted to FY 2016-2017 Proposed**” provides budgetary comparisons between the two budget years, and highlights the changing composition of the budget in the context of activity funded by current revenue.

The sixth report “**FY 2016-2017 Proposed General Fund Operating Budget Allocation % by Department and Activity**” provides a graphic representation of the financial magnitude of the various activities undertaken by the various General Fund Departments.

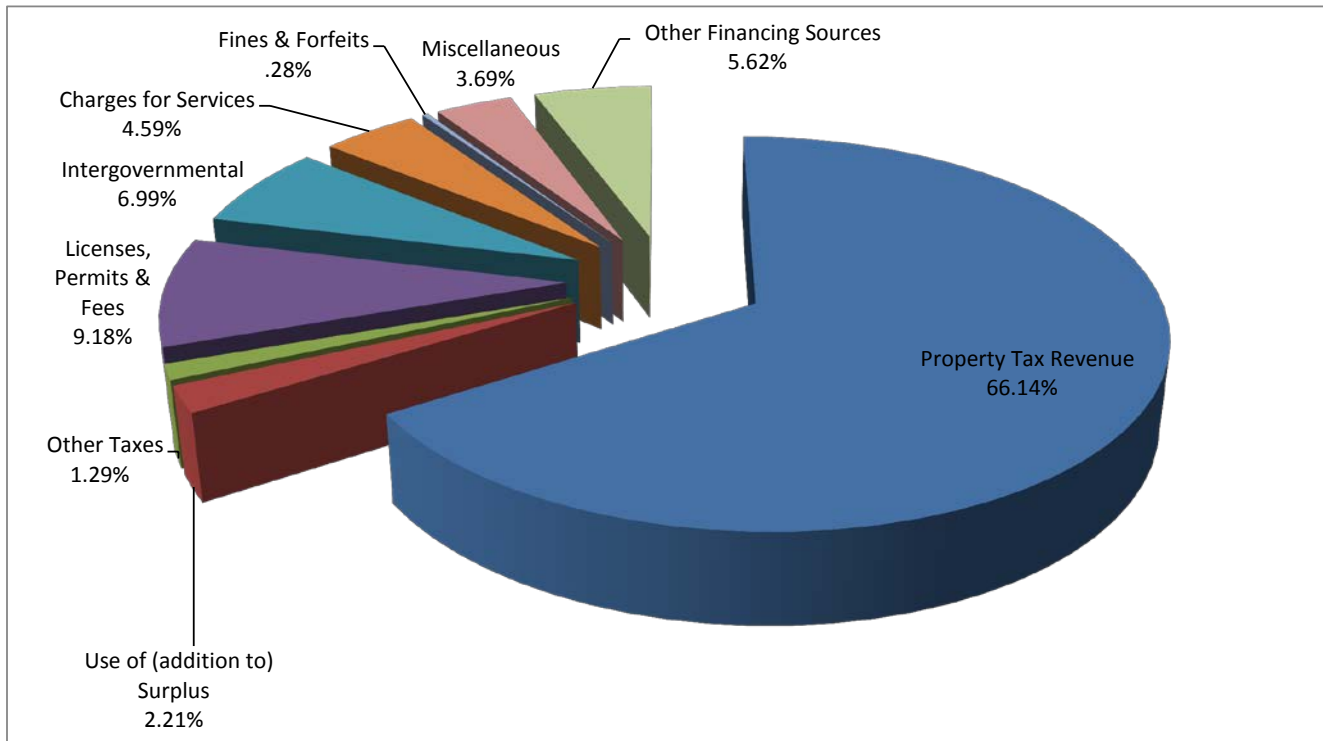
The seventh and final report “**Allocation of Proposed FY 2016-2017 Property Tax to Various City Departments and Activities**” allocates property tax funding to departments and activities based upon the size of the activity budget. It answers the question “Where do the tax dollars go?” Included in this report are estimates of the tax impact by department and in total of proposed municipal property taxes on an assortment of properties of various assessed value, and an analysis of tax dollar and tax rate impacts generated by the proposed budget.

## FY 2016-2017 Proposed General Fund Revenue by Category All Sources



<u>Revenue Source</u>	<u>FY 2017 Proposed Budget</u>	<u>Percent of Total</u>
<b>Property Tax Revenue</b>	24,656,685	51.04%
<b>Use of (addition to) Surplus</b>	825,000	1.71%
<b>Other Taxes</b>	482,109	1.00%
<b>Licenses, Permits &amp; Fees</b>	3,421,780	7.08%
<b>Intergovernmental</b>	2,604,070	5.39%
<b>Charges for Services</b>	1,710,895	3.54%
<b>Fines &amp; Forfeits</b>	103,736	0.21%
<b>Miscellaneous</b>	1,376,118	2.85%
<b>Other Financing Sources</b>	2,096,741	4.34%
<b>Dedicated Capital Project Funding</b>	7,389,013	15.30%
<b>Sale of Bonds - Capital Projects</b>	3,638,000	7.53%
<b>Totals</b>	<u><b>48,304,147</b></u>	<u><b>100.00%</b></u>

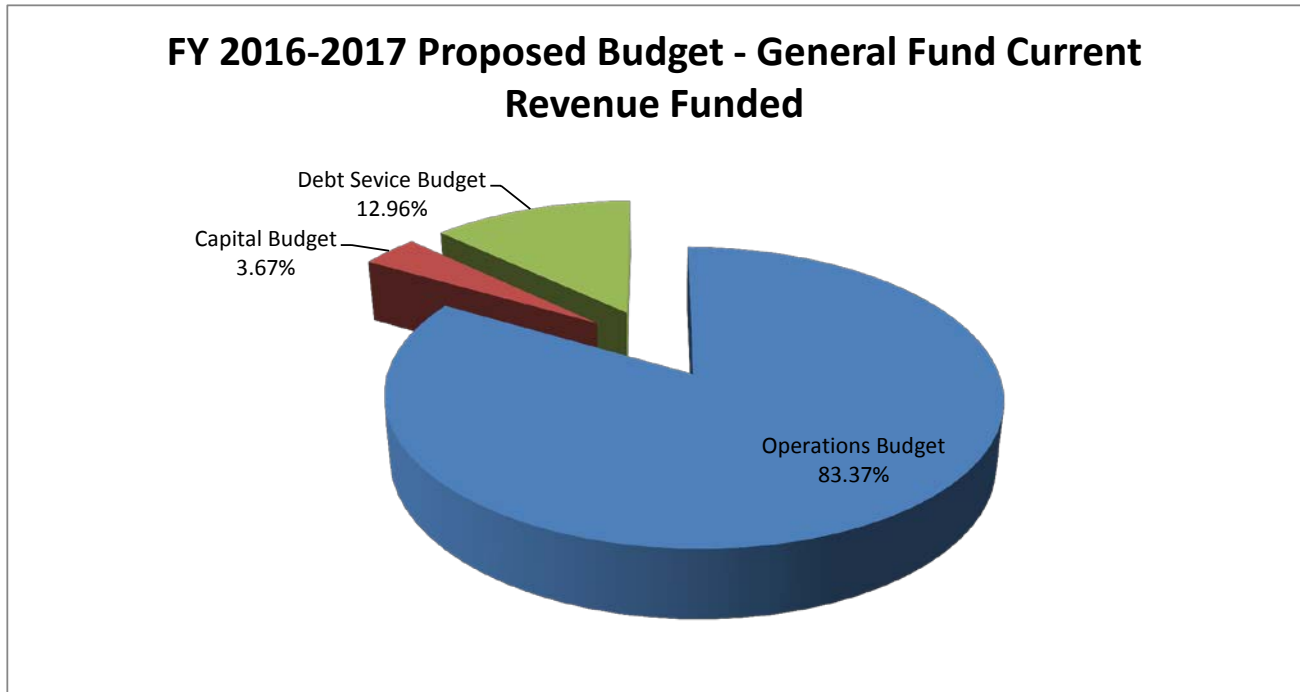
**FY 2016-2017 Proposed General Fund Current Revenue by Category  
All Sources excluding Bonds and Dedicated Capital Project Funding**



<u>Revenue Source</u>	<u>FY 2017 Proposed Budget</u>	<u>Percent of Total</u>
<b>Property Tax Revenue</b>	24,656,685	66.14%
<b>Use of (addition to) Surplus</b>	825,000	2.21%
<b>Other Taxes</b>	482,109	1.29%
<b>Licenses, Permits &amp; Fees</b>	3,421,780	9.18%
<b>Intergovernmental</b>	2,604,070	6.99%
<b>Charges for Services</b>	1,710,895	4.59%
<b>Fines &amp; Forfeits</b>	103,736	0.28%
<b>Miscellaneous</b>	1,376,118	3.69%
<b>Other Financing Sources</b>	2,096,741	5.62%
<b>Totals</b>	<u><b>37,277,134</b></u>	<u><b>100.00%</b></u>

*This subset of total revenues represents those revenues used to pay for ongoing operations, debt service, and capital projects paid for with cash to be raised in FY 2017 through regular, recurring revenue sources. Excluded are bonds to be issued to pay for capital projects (cash will be raised in future years as debt service is paid), and dedicated capital projects funding sources not derived from regular, recurring revenue sources.*

## FY 2016-2017 Proposed General Fund Budget Expenditure Analysis



	<u>Total Proposed Budget</u>	<u>Less: Noncurrent Revenues</u>	<u>Proposed Budget Current Revenue</u>	<u>Percentage Allocation</u>
<b>Operations Budget</b>	31,077,041		31,077,041	83.37%
<b>Capital Budget</b>	12,396,696	(11,027,013)	1,369,683	3.67%
<b>Debt Service</b>	4,830,410		4,830,410	12.96%
<b>Totals</b>	<u>48,304,147</u>	<u>(11,027,013)</u>	<u>37,277,134</u>	<u>100.00%</u>

### Noncurrent / Dedicated Revenue Capital Funding

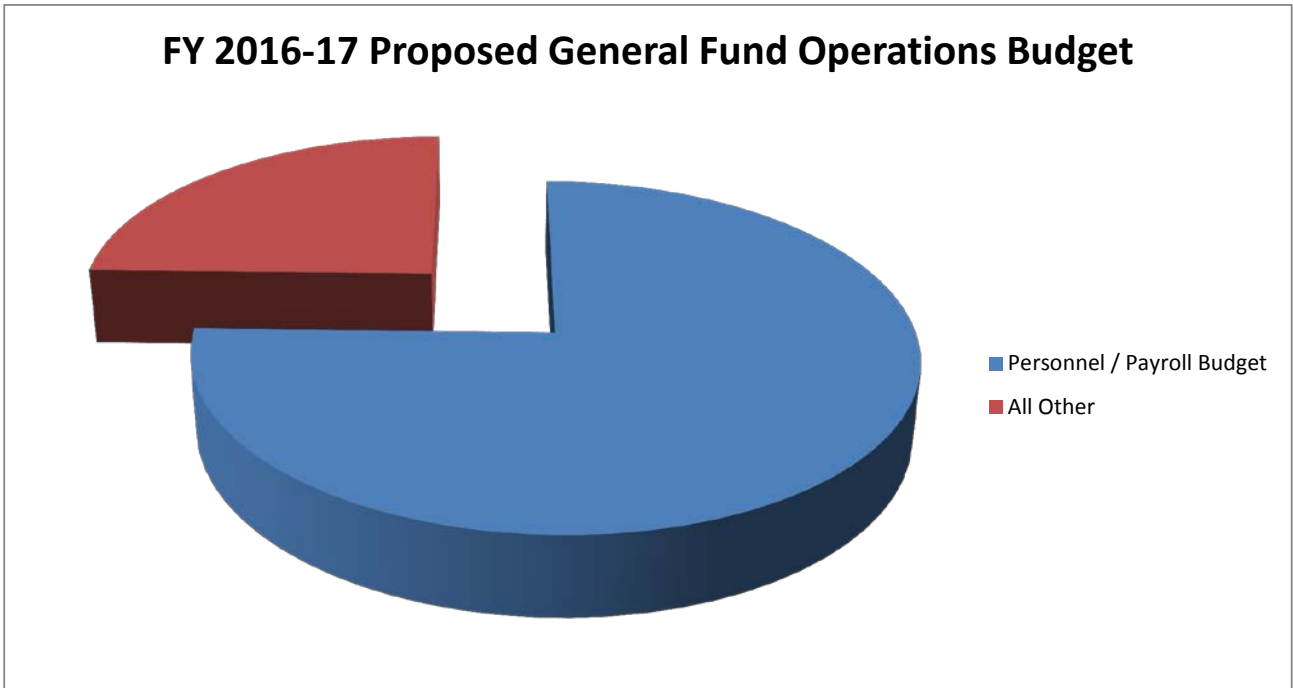
Bonds to be issued -	3,638,000	3,638,000
<b><i>Other Dedicated Capital Project Funding Sources</i></b>		
Library Capital Campaign -	6,800,000	
Use of Capital Reserves -	175,000	
Castle Street Cost Sharing -	100,000	
Wheelock Park Land Sale balance -	314,013	7,389,013
<b>Total</b>	<u>11,027,013</u>	<u>11,027,013</u>

***Current Revenue - property taxes, motor vehicle registrations, ambulance fees, and other charges for services, state revenue sharing, and all other ordinary and recurring annual revenues.***

***Noncurrent Revenues - bonds or other dedicated or one time revenues used to fund capital activity.***

***Debt Service Budget - principal and interest payments on bonds issued to fund capital activity in current and prior years.***

**FY 2016-2017 Proposed General Fund Operations Budget  
Analysis**



	<b>Proposed Operations Budget</b>	<b>Percentage Allocation</b>
<b>Personnel / Payroll Budget</b>	23,418,902	75.36%
<b>All Other</b>	7,658,139	24.64%
<b>Total Operations Budget</b>	<u><b>31,077,041</b></u>	<u><b>100.00%</b></u>

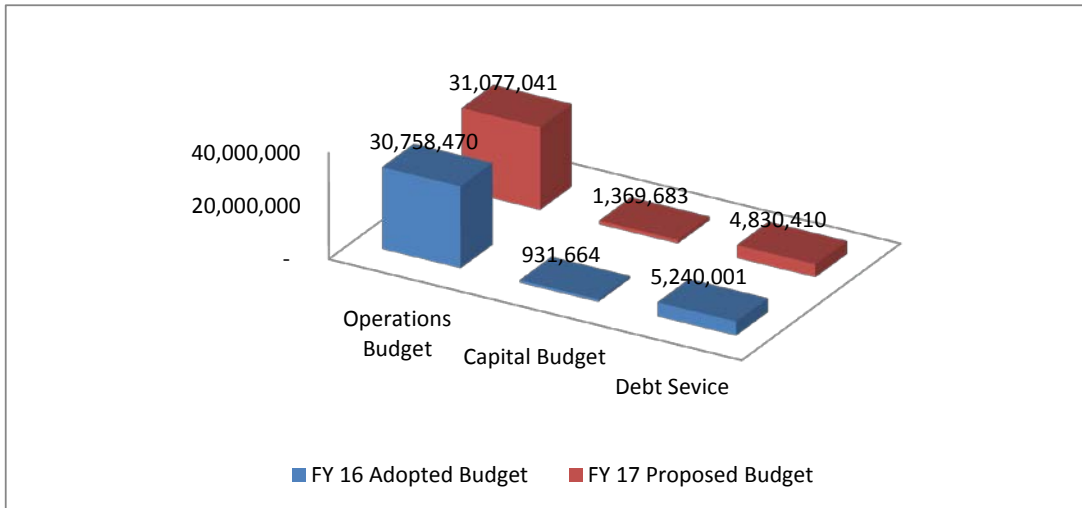
Operations Budget - Total budget minus capital projects and debt service.

*Personnel / Payroll Budget - All labor costs including salaries, wages, and benefits.*

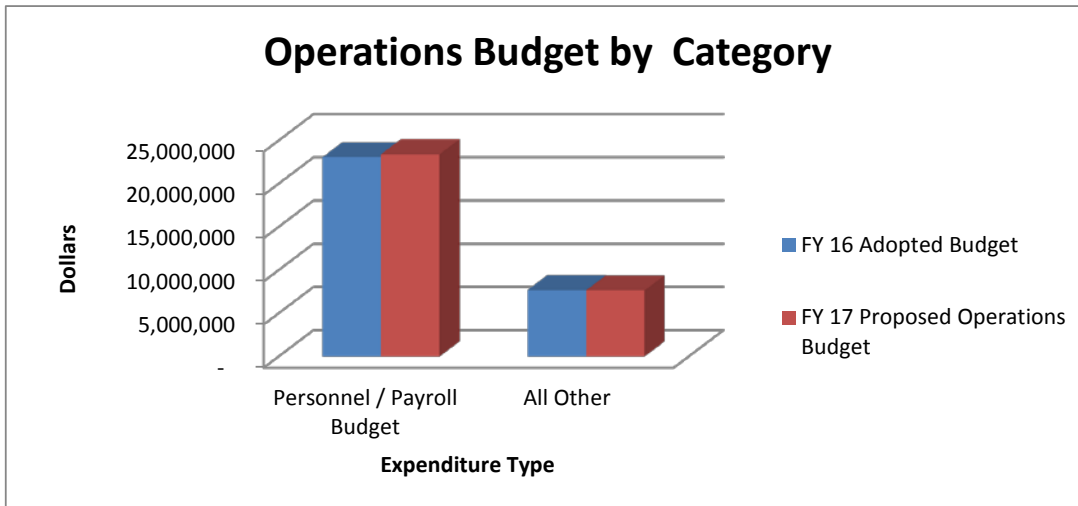
*All Other - general operating costs including utilities, energy, maintenance, vehicles, supplies (such as paper and road salt), uniforms, training, and contracted services (such as street sweeping, line painting, and paving not included in the capital budget). Also includes programs such as community events and agency funding.*



**Budget Change - FY 2015-16 Adopted to FY 2016-2017 Proposed**  
 (using Current Revenue Funded Capital Projects)

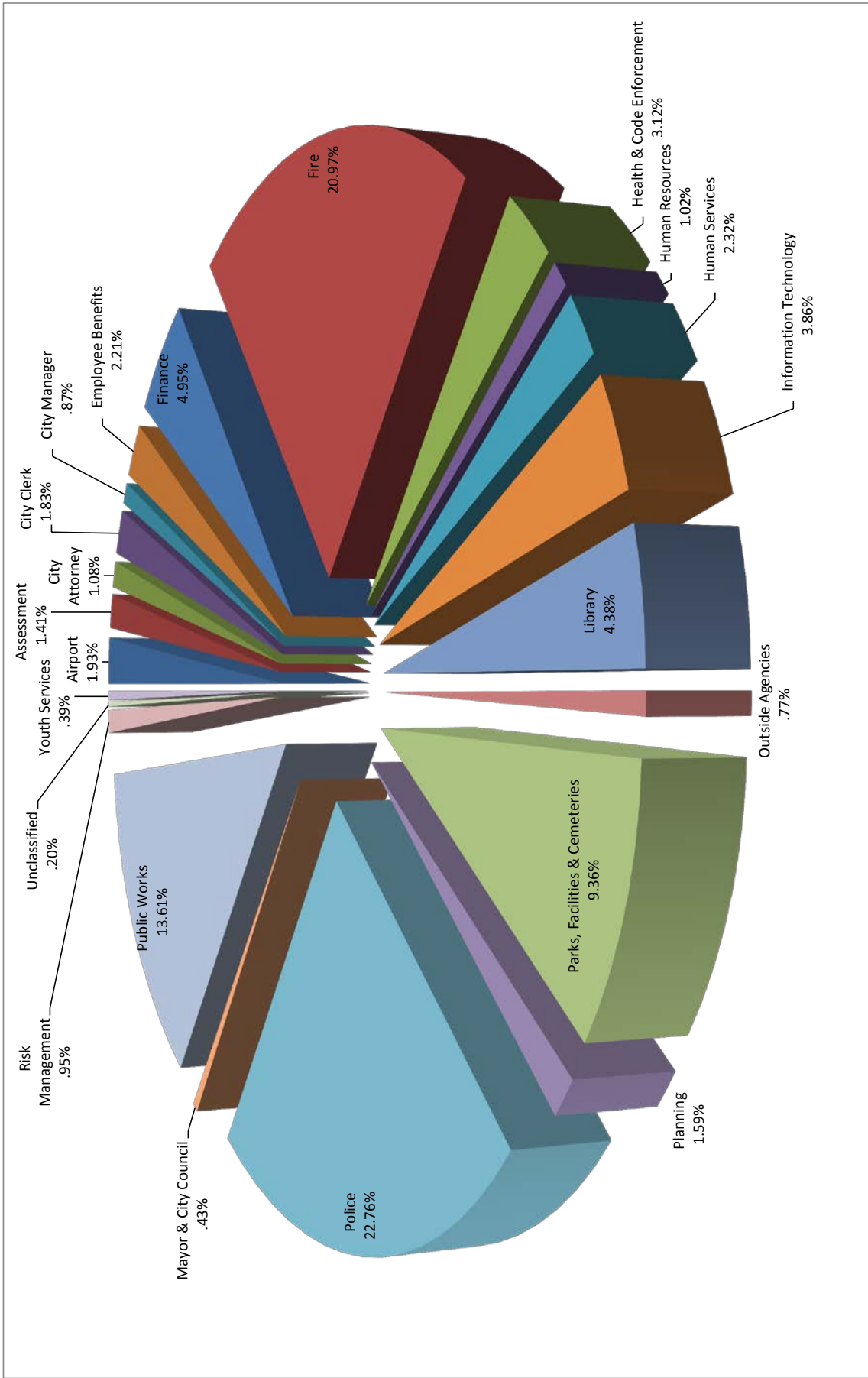


<u>Budget Category</u>	<u>FY 16 Adopted Budget</u>	<u>FY 17 Proposed Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Operations Budget	30,758,470	31,077,041	318,571	1.04%
Capital Budget	931,664	1,369,683	438,019	47.01%
Debt Service	5,240,001	4,830,410	(409,591)	-7.82%
<b>Totals</b>	<b><u>36,930,135</u></b>	<b><u>37,277,134</u></b>	<b><u>346,999</u></b>	<b><u>0.94%</u></b>



<u>Budget Category</u>	<u>FY 16 Adopted Budget</u>	<u>FY 17 Proposed Operations Budget</u>	<u>Year to Year Change</u>	<u>Percent Change</u>
Personnel / Payroll Budget	23,072,794	23,418,902	346,108	1.50%
All Other	7,685,676	7,658,139	(27,537)	-0.36%
<b>Total Operations Budget</b>	<b><u>30,758,470</u></b>	<b><u>31,077,041</u></b>	<b><u>318,571</u></b>	<b><u>1.04%</u></b>

# FY 2016-2017 Proposed General Fund Operations Budget Allocation % by Department and Activity



## Allocation of Proposed FY 2016-2017 Property Tax to Various City Departments and Activities Proposed Operations, Debt Service, Current Revenue Funded Capital Projects

Proposed City Tax Rate per \$1,000 of Assessed Value      \$      13.68

Department / Activity	Proposed Budget	Percent of Total	Proposed Property tax	Department / Activity Proposed Property Tax Funding By Property Value						
				100,000	150,000	200,000	250,000	300,000	400,000	500,000
Police	7,073,047	18.97%	4,678,415	\$ 259.57	\$ 389.35	\$ 519.13	\$ 648.92	\$ 778.70	\$ 1,038.27	\$ 1,297.84
Fire	6,516,499	17.48%	4,310,290	\$ 239.14	\$ 358.71	\$ 478.29	\$ 597.86	\$ 717.43	\$ 966.57	\$ 1,195.72
Debt Service	4,830,410	12.96%	3,195,039	\$ 177.27	\$ 265.90	\$ 354.53	\$ 443.17	\$ 531.80	\$ 709.07	\$ 886.33
Public Works	4,230,687	11.35%	2,798,357	\$ 155.26	\$ 232.89	\$ 310.52	\$ 388.15	\$ 465.77	\$ 621.03	\$ 776.29
Parks, Rec., Facilities & Cemeteries	2,908,214	7.80%	1,923,617	\$ 106.73	\$ 160.09	\$ 213.45	\$ 266.81	\$ 320.18	\$ 426.90	\$ 533.63
Finance	1,536,834	4.12%	1,016,528	\$ 56.40	\$ 84.60	\$ 112.80	\$ 141.00	\$ 169.20	\$ 225.60	\$ 281.99
Capital Projects - Current Revenue	1,369,683	3.67%	905,967	\$ 50.26	\$ 75.40	\$ 100.53	\$ 125.66	\$ 150.79	\$ 201.06	\$ 251.32
Library	1,359,929	3.65%	899,515	\$ 49.91	\$ 74.86	\$ 99.81	\$ 124.77	\$ 149.72	\$ 199.63	\$ 249.53
Information Technology	1,200,386	3.22%	793,986	\$ 44.05	\$ 66.08	\$ 88.10	\$ 110.13	\$ 132.16	\$ 176.21	\$ 220.26
Health & Code Enforcement	968,278	2.60%	640,460	\$ 35.53	\$ 53.30	\$ 71.07	\$ 88.83	\$ 106.60	\$ 142.14	\$ 177.67
Human Services	722,323	1.94%	477,775	\$ 26.51	\$ 39.76	\$ 53.02	\$ 66.27	\$ 79.52	\$ 106.03	\$ 132.54
Employee Benefits	685,435	1.84%	453,376	\$ 25.15	\$ 37.73	\$ 50.31	\$ 62.89	\$ 75.46	\$ 100.62	\$ 125.77
Airport	600,980	1.61%	397,514	\$ 22.05	\$ 33.08	\$ 44.11	\$ 55.14	\$ 66.16	\$ 88.22	\$ 110.27
City Clerk	568,647	1.53%	376,127	\$ 20.87	\$ 31.30	\$ 41.74	\$ 52.17	\$ 62.60	\$ 83.47	\$ 104.34
Planning	494,743	1.33%	327,244	\$ 18.16	\$ 27.23	\$ 36.31	\$ 45.39	\$ 54.47	\$ 72.62	\$ 90.78
Assessment	438,561	1.18%	290,083	\$ 16.09	\$ 24.14	\$ 32.19	\$ 40.24	\$ 48.28	\$ 64.38	\$ 80.47
City Attorney	334,860	0.90%	221,491	\$ 12.29	\$ 18.43	\$ 24.58	\$ 30.72	\$ 36.87	\$ 49.15	\$ 61.44
Human Resources	316,991	0.85%	209,671	\$ 11.63	\$ 17.45	\$ 23.27	\$ 29.08	\$ 34.90	\$ 46.53	\$ 58.16
Risk Management	295,471	0.79%	195,437	\$ 10.84	\$ 16.26	\$ 21.69	\$ 27.11	\$ 32.53	\$ 43.37	\$ 54.22
City Manager	270,604	0.73%	178,989	\$ 9.93	\$ 14.90	\$ 19.86	\$ 24.83	\$ 29.79	\$ 39.72	\$ 49.65
Outside Agencies	239,000	0.64%	158,085	\$ 8.77	\$ 13.16	\$ 17.54	\$ 21.93	\$ 26.31	\$ 35.08	\$ 43.85
Mayor & City Council	132,205	0.35%	87,446	\$ 4.85	\$ 7.28	\$ 9.70	\$ 12.13	\$ 14.56	\$ 19.41	\$ 24.26
Youth Services	121,223	0.33%	80,182	\$ 4.45	\$ 6.67	\$ 8.90	\$ 11.12	\$ 13.35	\$ 17.79	\$ 22.24
Unclassified	62,124	0.17%	41,091	\$ 2.28	\$ 3.42	\$ 4.56	\$ 5.70	\$ 6.84	\$ 9.12	\$ 11.40
<b>Totals</b>	<b>37,277,134</b>	<b>100.00%</b>	<b>24,656,685</b>	<b>\$ 1,368.00</b>	<b>\$ 2,052.00</b>	<b>\$ 2,736.00</b>	<b>\$ 3,420.00</b>	<b>\$ 4,104.00</b>	<b>\$ 5,472.00</b>	<b>\$ 6,840.00</b>

Property Taxes Raised FY 2015-2016 Budget Year	24,174,436.00	City of Keene Municipal Tax Rate FY 2015-2016	13.42
Proposed Increase in Property Tax Dollars Raised	482,249.00	Proposed Increase in Municipal tax Rate	0.26
Percent Increase in Proposed Property Tax Dollars Raised	1.99%	Percent Increase in Proposed Municipal Tax Rate	1.94%

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**CITY OF KEENE, NEW HAMPSHIRE**  
**PROPERTY TAX RATE CALCULATION & PROJECTION**  
**FY 2016/17 PROPOSED OPERATING BUDGET**

	Actual 14/15	Revised Budget 15/16		Estimate 15/16	Base 16/17	Dept Request Supplemental 16/17	Total	City Manager Recommended	Projection FY 17/18	Projection FY 18/19
<b>PROPERTY TAX CALCULATION:</b>										
Assessed Value (in thousands) for local tax calc.	1,846,896,575	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675	1,843,788,675
Assessed Value (in thousands) for state tax calc.	1,797,085,675	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375	1,794,000,375
Tax Rate:										
City	\$12.93	\$13.42	\$13.42	\$13.42	\$13.64	\$0.19	\$13.82	\$13.68	\$14.04	\$14.40
<b>Local Education</b>	15.04	\$15.28	\$15.28	15.28	16.28		16.28	16.28	16.61	\$16.94
<b>State Education</b>	2.39	\$2.35	\$2.35	2.35	2.32		2.32	2.32	2.37	\$2.42
County	3.32	\$3.36	\$3.36	3.36	3.43		3.43	3.43	3.50	3.57
<b>TOTAL TAX RATE</b>	\$33.68	\$34.41	\$34.41	\$34.41	\$35.67	\$0.19	\$35.86	\$35.71	\$36.51	\$37.32
<i>Property Tax Rate Increase</i>	2.85%	2.17%	2.17%	2.17%	3.67%		4.20%	3.79%	2.23%	2.22%
Total Property Taxes to be raised	\$62,088,433	\$63,327,765	\$63,327,765	\$63,327,765	\$65,655,039		\$65,996,397	\$65,734,178	\$67,200,447	\$68,693,718
LESS: Local Education	(27,780,699)	(28,181,683)	(28,181,683)	(28,181,683)	(30,020,540)		(30,020,540)	(30,020,540)	(30,620,951)	(31,233,370)
State Education	(4,300,852)	(4,207,896)	(4,207,896)	(4,207,896)	(4,167,984)		(4,167,984)	(4,167,984)	(4,251,344)	(4,336,371)
County	(6,129,676)	(6,195,751)	(6,195,751)	(6,195,751)	(6,318,969)		(6,318,969)	(6,318,969)	(6,445,348)	(6,574,255)
Gross City Property Tax	23,877,026	24,742,435	24,742,435	24,742,435	25,147,546	341,358	25,488,904	25,226,685	25,882,804	26,549,722
LESS: War Service Credits	(243,245)	(237,800)	(237,800)	(237,800)	(240,000)		(240,000)	(240,000)	(240,000)	(240,000)
Tax Overlay	(300,000)	(330,199)	(330,199)	(330,199)	(330,000)		(330,000)	(330,000)	(300,000)	(300,000)
<b>NET PROPERTY TAX RAISED</b>	\$23,333,781	\$24,174,436	\$24,174,436	\$24,174,436	\$24,577,546	\$341,358	\$24,918,904	\$24,656,685	\$25,342,804	\$26,009,722
<i>Gross City Property Tax change</i>		3.60%	3.60%	3.60%	1.64%		3.02%	1.96%	2.60%	2.58%
<i>Net Property Tax change</i>		3.60%	3.60%	3.60%	1.67%		3.08%	1.99%	2.78%	2.63%

**CITY OF KEENE, NEW HAMPSHIRE**  
**PROPERTY TAX RATE CALCULATION & PROJECTION**  
**FY 2016/17 PROPOSED OPERATING BUDGET**

	Actual 14/15	Revised Budget 15/16	Estimate	Base	Dept Request Supplemental 16/17	Total	City Manager Recommended	Projection FY 17/18	Projection FY 18/19
<b>General Fund Revenue:</b>					<i>Year to Year Change:</i>		<b>\$482,249</b>	686,119	666,918
Property Tax Revenue	\$23,352,375	\$24,174,436	\$24,174,437	\$24,577,546	\$ 341,358	\$24,918,904	<b>\$24,656,685</b>	\$25,342,804	\$26,009,722
Use of (addition to) Surplus		1,667,786		825,000	0	825,000	<b>825,000</b>	875,000	550,000
Other Taxes	\$433,228	416,220	415,740	416,000	0	416,000	<b>416,000</b>	418,080	420,170
Tax Increment Financing	\$71,949	68,414	68,414	66,109	0	66,109	<b>66,109</b>	62,156	
Licenses, Permits & Fees	\$3,294,505	3,355,378	3,374,839	3,421,780	0	3,421,780	<b>3,421,780</b>	3,455,998	3,490,558
Intergovernmental	\$2,411,981	2,504,403	2,587,519	2,604,070	0	2,604,070	<b>2,604,070</b>	2,617,090	2,630,176
Charges for Services	\$1,774,172	1,689,637	1,607,382	1,710,895	0	1,710,895	<b>1,710,895</b>	1,741,178	1,771,997
Fines & Forfeits	\$155,985	145,100	100,337	103,736	0	103,736	<b>103,736</b>	104,773	105,821
Miscellaneous	\$1,265,428	1,321,037	1,248,487	1,376,118	0	1,376,118	<b>1,376,118</b>	1,382,999	1,389,914
Other Financing Sources	\$2,142,351	3,692,010	2,068,921	9,485,754	0	9,485,754	<b>9,485,754</b>	2,230,015	2,314,095
Sale of Bonds	\$3,580,000	1,933,000	1,933,000	3,638,000	-	3,638,000	<b>3,638,000</b>	2,250,787	2,890,754
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$38,481,972</b>	<b>\$40,967,423</b>	<b>\$37,579,076</b>	<b>\$48,225,008</b>	<b>\$341,358</b>	<b>\$48,566,366</b>	<b>\$48,304,147</b>	<b>\$40,480,879</b>	<b>\$41,573,206</b>
<b>LESS: Sale of Bonds</b>	<b>(3,580,000)</b>	<b>(1,933,000)</b>	<b>(1,933,000)</b>	<b>(3,638,000)</b>	<b>-</b>	<b>(3,638,000)</b>	<b>(3,638,000)</b>	<b>(2,250,787)</b>	<b>(2,890,754)</b>
<b>TOTAL GF OPERATING REVENUE</b>	<b>\$34,901,972</b>	<b>\$39,034,423</b>	<b>\$35,646,076</b>	<b>\$44,587,008</b>	<b>\$341,358</b>	<b>\$44,928,366</b>	<b>\$44,666,147</b>	<b>\$38,230,092</b>	<b>\$38,682,452</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 38,119,873</b>	<b>\$ 40,967,423</b>	<b>\$ 38,361,121</b>	<b>\$48,225,008</b>	<b>\$341,358</b>	<b>\$48,566,366</b>	<b>\$ 48,304,147</b>	<b>\$ 40,480,879</b>	<b>\$ 41,573,206</b>
<b>LESS: Capital Funded by LT Debt</b>	<b>(3,580,000)</b>	<b>(1,933,000)</b>	<b>(1,933,000)</b>	<b>(3,638,000)</b>	<b>-</b>	<b>(3,638,000)</b>	<b>(3,638,000)</b>	<b>(2,250,787)</b>	<b>(2,890,754)</b>
<b>TOTAL GF OPERATING EXPENDITURES</b>	<b>\$34,539,873</b>	<b>\$39,034,423</b>	<b>\$36,428,121</b>	<b>\$ 44,587,008</b>	<b>\$ 341,358</b>	<b>\$ 44,928,366</b>	<b>\$44,666,147</b>	<b>\$38,230,092</b>	<b>\$38,682,452</b>



**CITY OF KEENE, NEW HAMPSHIRE  
GENERAL FUND EXPENDITURES  
FY 2017 OPERATING BUDGET**

	Actual 14/15	Revised Budget 15/16	Estimate 15/16	Dept Request Base 16/17	Supplemental	Total	City Manager Recommended	Projection FY 17/18	Projection FY 18/19
<b><u>ELECTED &amp; APPOINTED OFFICIALS</u></b>									
Mayor & City Council	\$ 107,995	\$ 162,004	\$ 145,214	\$ 132,205	\$ 11,701	\$ 143,906	\$ 140,286	\$ 142,815	\$ 145,390
Outside Agencies	\$ 220,000	\$ 239,000	\$ 239,000	\$ 239,000	\$ 26,000	\$ 265,000	\$ 239,000	\$ 243,309	\$ 247,696
Unclassified	\$ 113,951	\$ 63,913	\$ 60,559	\$ 62,124		\$ 62,124	\$ 62,124	\$ 63,244	\$ 64,384
Employee Benefits	\$ 249,964	\$ 291,562	\$ 273,744	\$ 658,966	\$ 18,388	\$ 677,354	\$ 677,354	\$ 777,354	\$ 689,546
Risk Management	\$ 242,272	\$ 273,286	\$ 273,286	\$ 295,471		\$ 295,471	\$ 295,471	\$ 300,798	\$ 306,222
City Manager	\$ 244,163	\$ 252,306	\$ 241,552	\$ 270,604		\$ 270,604	\$ 270,604	\$ 275,483	\$ 280,450
City Attorney	\$ 270,831	\$ 361,070	\$ 281,405	\$ 334,860		\$ 334,860	\$ 334,860	\$ 340,898	\$ 347,044
City Clerk	\$ 524,885	\$ 575,948	\$ 550,084	\$ 556,812	\$ 11,835	\$ 568,647	\$ 568,647	\$ 578,900	\$ 589,337
TOTAL LEGISLATIVE BODY	\$ 1,974,061	\$ 2,219,089	\$ 2,064,844	\$ 2,550,042	\$ 67,924	\$ 2,617,966	\$ 2,588,346	\$ 2,722,801	\$ 2,670,070
<b><u>ADMINISTRATIVE SERVICES</u></b>									
Assessment	\$ 415,749	\$ 438,534	\$ 434,859	\$ 438,561		\$ 438,561	\$ 438,561	\$ 449,523	\$ 460,759
Finance	\$ 1,412,723	\$ 1,517,825	\$ 1,492,573	\$ 1,536,834	\$ 8,000	\$ 1,544,834	\$ 1,536,834	\$ 1,575,247	\$ 1,614,620
Human Resources	\$ 315,997	\$ 325,955	\$ 318,107	\$ 316,991		\$ 316,991	\$ 316,991	\$ 324,914	\$ 333,035
Information Technology	\$ 1,137,928	\$ 1,296,169	\$ 1,249,710	\$ 1,200,386		\$ 1,200,386	\$ 1,200,386	\$ 1,230,390	\$ 1,261,143
Debt Service	\$ 4,569,285	\$ 5,240,001	\$ 5,240,001	\$ 4,830,410		\$ 4,830,410	\$ 4,830,410	\$ 4,817,065	\$ 4,747,631
TOTAL ADMIN. SERVICES	\$ 7,851,682	\$ 8,818,484	\$ 8,735,250	\$ 8,323,182	\$ 8,000	\$ 8,331,182	\$ 8,323,182	\$ 8,397,139	\$ 8,417,189
<b><u>COMMUNITY SERVICES</u></b>									
Fire	\$ 6,284,340	\$ 6,493,509	\$ 6,592,719	\$ 6,516,499	\$ 161,294	\$ 6,677,793	\$ 6,516,499	\$ 6,705,412	\$ 6,899,802
Human Services	\$ 702,695	\$ 733,487	\$ 693,201	\$ 722,323		\$ 722,323	\$ 722,323	\$ 743,263	\$ 764,810
Library	\$ 1,272,802	\$ 1,348,979	\$ 1,345,379	\$ 1,359,929		\$ 1,359,929	\$ 1,359,929	\$ 1,399,353	\$ 1,439,921
Parks, Recreation and Facilities	\$ 2,759,046	\$ 3,014,001	\$ 2,924,386	\$ 2,908,214		\$ 2,908,214	\$ 2,908,214	\$ 2,992,523	\$ 3,079,276
Police	\$ 6,749,469	\$ 7,052,658	\$ 6,671,482	\$ 7,065,910	\$ 70,443	\$ 7,136,353	\$ 7,073,047	\$ 7,278,095	\$ 7,489,087
Youth Services	\$ 127,251	\$ 130,283	\$ 119,951	\$ 121,223		\$ 121,223	\$ 121,223	\$ 124,737	\$ 128,353
TOTAL COMMUNITY SVCS	\$ 17,895,603	\$ 18,772,917	\$ 18,347,118	\$ 18,694,098	\$ 231,737	\$ 18,925,835	\$ 18,701,235	\$ 19,243,384	\$ 19,801,249
<b><u>MUNICIPAL DEVELOPMENT SVCS</u></b>									
Airport	\$ 549,447	\$ 592,488	\$ 565,654	\$ 572,283	\$ 28,697	\$ 600,980	\$ 600,980	\$ 615,481	\$ 630,332
Health & Code Enforcement	\$ 920,062	\$ 999,241	\$ 998,377	\$ 963,278	\$ 5,000	\$ 968,278	\$ 968,278	\$ 991,642	\$ 1,015,569
Planning	\$ 415,597	\$ 472,184	\$ 472,115	\$ 494,743		\$ 494,743	\$ 494,743	\$ 506,681	\$ 518,906
Public Works	\$ 4,010,774	\$ 4,402,355	\$ 4,024,099	\$ 4,230,687	\$ 0	\$ 4,230,687	\$ 4,230,687	\$ 4,332,769	\$ 4,437,315
TOTAL MUN. DEV. SVCS	\$ 5,895,880	\$ 6,466,268	\$ 6,060,245	\$ 6,260,991	\$ 33,697	\$ 6,294,688	\$ 6,294,688	\$ 6,446,573	\$ 6,602,122
<b><u>CAPITAL PROJECTS:</u></b>									
TOTAL GENERAL FUND	\$ 4,502,647	\$ 4,690,664	\$ 3,153,664	\$ 12,396,696		\$ 12,396,696	\$ 12,396,696	\$ 3,670,983	\$ 4,082,576
FUNDED BY LONG TERM DEBT	\$ 38,119,873	\$ 40,967,423	\$ 38,361,121	\$ 48,225,008	\$ 341,358	\$ 48,566,366	\$ 48,304,147	\$ 40,480,879	\$ 41,573,206
GENERAL FUND OPERATING EXP	\$ (3,580,000)	\$ (1,933,000)	\$ (1,933,000)	\$ (3,638,000)		\$ (3,638,000)	\$ (3,638,000)	\$ (2,250,787)	\$ (2,890,754)
	\$ 34,539,873	\$ 39,034,423	\$ 36,428,121	\$ 44,587,008	\$ 341,358	\$ 44,928,366	\$ 44,666,147	\$ 38,230,092	\$ 38,682,452

## TAXES

- 41105-NET PROPERTY TAX:** taxes assessed to property owners based on property valuation
- 41110-IN LIEU OF TAX:** voluntary payments from owners of real estate with real property tax-exempt status
- 41115-TIMBER YIELD TAX:** yield tax assessed on the stumpage value at the time of cutting for the purpose of encouraging forest conservation
- 41116-EXCAVATION TAX:** taxes assessed for the excavation of earth to be removed.
- 41120-LAND USE CHANGE TAX:** taxes assessed on property no longer qualifying for open space assessment
- 41125-TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

## LICENSES/PERMITS/FEEES

- 42105-HEALTH:** fees charged for food licenses
- 42110-CITY CLERK STATE FEES:** State fees collected by the City Clerk for marriage licenses and death, birth and marriage certified copies
- 42115-CITY CLERK LICENSES:** licenses for all amusement machines, periodic events, public amusements, employment offices, lodging houses, raffles, carnivals, sidewalk obstructions, public ways, temporary signs on right of way, charitable and commercial solicitation, hawkers and peddlers
- 42116-HAZ MAT STORAGE PERMITS:** permit fees to store hazardous materials
- 42120-DOG LICENSES:** fees for all dog licenses
- 42201-FIRE ALARM ACCESS APPLICATION FEE:** application fee for first time fire alarm panel access
- 42202-FIRE ALARM ACCESS PERMIT:** permit fee for access to fire alarm panels
- 42205-FIRE PERMITS:** permit fees for suppression, sprinkler, alarm, and detection systems, storage tanks and other miscellaneous inspections
- 42205-BUILDING PERMITS:** fees for new construction and additions, alterations, sign permits and mobile home parks
- 42210-PISTOL PERMITS:** fee for annual permit to carry a concealed weapon in the State of NH
- 42215-MOTOR VEHICLE PERMITS:** City portion of vehicle registration fees
- 42301-NSF CHECK FEES:** fee charged to the customer for returned checks
- 42306-MISC FEES & CHARGES:** money received for financing statements, copies of city code, voter certificates, check lists, zoning maps, ward maps, incorporation papers, general copies, vital record search, publications, notaries, dog registration late fees, replacement dog tags, affidavit of paternity (AOP), vital records amendments (VSX), vital records amendments older than 6 months(VSCR)
- 42315-MAIL-IN & E- REGISTRATION FEES:** fees received for mail-in and E-Reg motor vehicle registrations
- 42316-MUNICIPAL AGENT FEES:** additional fee charged to issue, renew or transfer a motor vehicle registration
- 42218-TRANSPORTATION IMPROVEMENT FUND:** fees charge on registrations for road improvements
- 42330-SITE PLAN APPLICATIONS:** fees received from site plan applications
- 42331-SUBDIVISION APPLICATIONS:** fees received from subdivision applications
- 42332-MINOR AMENDMENTS APPLICATION:** fees received from minor amendments applications
- 42333-VOLUNTARY MERGER:** fees received for voluntary mergers
- 42334-CONDITIONAL USE APPLICATION:** fees received from conditional use applications
- 42335-DRIVEWAY CURB CUT APPLICATIONS:** fees received from driveway curb cut applications
- 42337-ZBA FEES:** fees received for ZBA zoning petition fees

## INTERGOVERNMENTAL

- 43201-FLOOD CONTROL:** State funds distributed to flood-prone communities
- 43202-AERONAUTICAL FUND:** funds from operating budget of State Aeronautic Department plus a quarter of the registration fees of locally-based aircraft

- 43203-HIGHWAY BLOCK GRANT:** State funds for maintenance of highways
- 43204-ROOMS & MEALS:** State funds distributed to municipalities
- 43207-STATE BOND REIMBURSEMENT:** the State's portion of the bond
- 43208-KEENE STATE COLLEGE:** funds to defray cost of extra community police patrol
- 43305-YOUTH SVCS/EARN IT GRANTS:** grant funding to supplement Youth Services and Earn-It operations
- 43401-KEENE SCHOOL DISTRICT:** fees received for police officer on duty at Keene High School
- 43403-OTHER TOWNS:** ambulance stand-by fees paid by contract towns

**CHARGES FOR SERVICES**

- 44109-DIRECT REIMBURSEMENT:** miscellaneous reimbursements for services provided by various departments
- 44109-DIRECT REIMBURSEMENT (PW Admin):** reimbursement for downtown maintenance from parking fund
- 44111-PRK/REC-PROGRAMS:** fees raised by programs
- 44112-PRK/REC-EQUIPMENT RENTAL:** fees charged for rental of recreation equipment
- 44113-FIRE REPORT FEES:** fire report copies
- 44113-AMBULANCE REPORT FEES:** ambulance report copies
- 44113-POLICE REPORT FEES:** accident and investigative report copies
- 44114-POLICE PHOTOS/VCR FEES:** investigative photos and video copies
- 44115-PW INSPECTION FEE:** charge for job inspection
- 44116-PW PUBLIC WAY IMPEDIMENT FEE:** charge for encumbrances or obstacles placed on roads and sidewalks during construction projects
- 44117-PW EXCAVATION FEES:** charge for excavating in City of Keene
- 44122-CEMETERY INTERMENT:** tomb service and burials
- 44123-AMBULANCE SERVICE BILLINGS:** user charges for ambulance services
- 44124-FIRE MASTER BOX:** false alarm response fees and system hookups
- 44131-REPAIRS:** money received for shrub, rose or lilac permits and repairs caused by vandalism
- 44134-DETAIL CHARGES:** charge for police officer and cruiser details
- 44135-RECORD CENTER CHARGES:** income from outside client use of records facility
- 44138-SSI INTERIM ASSISTANCE:** money received as reimbursement from State of NH for interim assistance provided by the City of Keene
- 44139-MEDICAID REIMBURSEMENTS:** money received as reimbursement from Medicaid for interim assistance provided by the City of Keene
- 44140-PD CRIMINAL RECORDS CHECK:** fees for
- 44141-PD DISCOVERIES:** fees for discoveries
- 44142-PD INSURANCE REQUESTS:** fees for insurance requests
- 44143-PD LOG SEARCH:** fees for Log search
- 44144-PD FINGERPRINT FEES:** fees for fingerprinting
- 44146-PD SPECIAL SEARCH & MISC:** fees for special search & misc
- 44201-LIBRARY FACILITY RENTAL:** meeting room rental
- 44203-PRK/REC-FACILITY RENTAL:** fees for use of Recreation Center and park facilities
- 44301-RECREATION CAMPGROUNDS:** fees for use of campsites
- 44302-PRK/REC-BALLFIELD USER FEES:** fees for field preparations
- 44303-PRK/REC-BALLFIELD LIGHTS:** fees for use of outdoor lighting
- 44304-RECREATION POOLS:** pool admittance fees
- 44401-LIBRARY NON-RESIDENT FEES:** library cards for non-residents

**CHARGES FOR SERVICES (continued)**

- 44501-AIRPORT GENRL AVIATN LNDNG FEE:** all aircraft over 12,500 pounds assessed \$15 landing fee
- 44504-READY CAR SPACES**
- 44505-AIRPORT RGR FEES:** percentage of recognized gross revenues from privately-owned and operated airport concerns
- 44506-AIRPORT FUELING FEES:** aviation fuels at airport

## FINES AND FORFEITS

- 45103-GEN VIOLATION FINES-1ST STAGE:** initial fine for a non-metered parking violation
- 45104-GEN VIOLATION FINES-2ND STAGE:** fine for non-metered parking violation paid after the grace period
- 45105-COURT FINES:** all court and police fines, including drug related cases, unrestrained and unlicensed dogs
- 45106-LIBRARY FINES:** overdue books and material fees; telephone commission
- 45107-FALSE ALARM FEES POLICE & FIRE:** false alarm response fees
- 45201-FIRE CODE VIOLATIONS:** fines for fire code violations
- 45202-BUILDING CODE VIOLATIONS:** fines for building code violations
- 45203-HEALTH CODE VIOLATIONS:** fines for health code violations
- 45302-DOG FORFEITURE FEES:** civil fees for unlicensed or nuisance dogs
- 45304-LIBRARY LOST MATERIAL FEES:** payments for lost or damaged books and materials
- 45305-EVIDENCE/FOUND PROP DISPOSAL:** sale of unclaimed property

## MISCELLANEOUS

- 41605-INTEREST ON TAXES:** interest charged upon all taxes not paid on or before due date (twelve percent on delinquent taxes and eighteen percent on liens)
- 46000-MISCELLANEOUS:** money received not accounted for elsewhere by various departments
- 46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments
- 46103- INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old for various departments
- 46301-CITY HALL:** rental income from city hall space leased for retail usage
- 46304-TRANSPORTATION CENTER:** rent & utilities from transportation center & retail space
- 46306-AIRPORT T-HANGAR:** rents paid for use of municipal t-hangar building
- 46107-GRANT MATCH TRANSFER:** return of grant match from special revenue fund
- 46307-AIRPORT BUILDING:** rental of office space in terminal
- 46308-AIRPORT LAND:** rental income from land leased to private concerns
- 46311-FUEL FARM LEASE:** payments made to City by airport FBO for lease of fuel farm
- 46312-AIRPORT WWTP INCOME:** rental of airport property to wastewater treatment plant
- 46317-350 MARLBORO RENTS:** rental income from space leased to private concerns
- 46318-KEENE DISTRICT COURT:** rental income from space leased to the State of NH for the district court
- 46401-CEMETERY TRUST FUND:** income on trust funds for the maintenance of cemetery lots
- 46402-CEMETERY IMPROV TRUST FUND:** reimbursement for miscellaneous cemetery signage
- 46403-CHARITABLE TRUST FUND:** income from various funds distributed for "relief and comfort" in the holiday season
- 46404-DELUGE HOSE TRUST FUND:** income from Milan Jones trust to provide assistance to, or provide flowers on Memorial Day for, members of the Deluge Hose Company

## MISCELLANEOUS (continued)

- 46405-DOWNTOWN MEM TREE TRUST FUND:** income to maintain and principal to replace specific trees planted in the downtown area
- 46406-FLOWER TRUST FUND:** income from various funds for the purchase of flowers for cemetery lots on Memorial Day and/or special dates
- 46407- LIBRARY TRUST FUNDS:** income from trusts for maintenance of the Library and the purchase of books and materials
- 46408- PARKS & RECREATION TRUST FUNDS:** income from various trust funds to help offset costs of park maintenance
- 46410-SUMNER KNIGHT CHAPEL TRUST FUND:** money received for rental fees

- 47303-SALE OF SURPLUS EQUIPMENT:** money received from the sale of surplus equipment  
**47304-MAPS, BLUEPRINTS, ETC:** money received from the sale of copies of maps, blueprints, etc  
**47305-COPIES:** City maps, roll paper, tax maps, computer printouts, Chamber of Commerce maps, tax fax

### **OTHER FINANCING SOURCES**

- 47001-USE OF SURPLUS:** excess revenue of previous year used to offset taxes  
**47003-CAPITAL RESERVE:** funding for capital appropriations  
**47007-USE OF SURPLUS: CARRY-OVER:** appropriations extended beyond fiscal year in which they were originally approved  
**47102-ADMINISTRATION CHARGE- EQUIPMENT:** charge for portion of overhead services  
**47104-ADMINISTRATION CHARGE-PARKING:** charge for portion of overhead services  
**47106-ADMINISTRATION CHARGE-SEWER FUND:** charge for portion of overhead services  
**47107-ADMINISTRATION CHARGE-SOLID WASTE:** charge for portion of overhead services  
**47108-ADMINISTRATION CHARGE-WATER:** charge for portion of overhead services  
**47201-CAPITAL PROJECTS FUND:** return of unused portion of appropriation(s) for closed capital project(s)  
**47204-GRANTS FUND:** return of local funds matching from grant funded activity

### **PROCEEDS LONG TERM FINANCE**

- 48101- SALE OF BONDS:** proceeds expected from bonding to cover capital project items

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**GENERAL FUND**

		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41100 - PROPERTY TAXES	41105 - NET PROPERTY TAX	22,470,718	23,352,375	24,174,437	24,174,437	24,918,904	24,656,685
	41110 - IN LIEU OF TAX	379,467	390,688	401,720	401,720	402,000	402,000
	41115 - TIMBER YIELD TAX	22,326	20,160	10,000	12,000	12,000	12,000
	41116 - EXCAVATION TAX	72	0	0	0	0	0
	41120 - LAND USE CHANGE TAX	9,400	22,380	4,500	2,020	2,000	2,000
	41125 - TAX INCREMENT FINANCING	74,870	71,949	68,414	68,414	66,109	66,109
<b>41000 - TAXES</b>		<b>22,956,853</b>	<b>23,857,551</b>	<b>24,659,071</b>	<b>24,658,591</b>	<b>25,401,013</b>	<b>25,138,794</b>
42100 - LICENSES	42105 - HEALTH	51,935	51,950	51,500	50,900	51,500	51,500
	42110 - CLERK - STATE	29,261	29,324	21,900	28,350	27,500	27,500
	42115 - CLERK - CITY	9,740	12,640	9,700	9,800	9,800	9,800
	42116 - HAZ MAT STORAGE PERMITS	16,275	17,125	16,800	17,125	17,000	17,000
	42120 - DOGS	12,899	13,121	14,000	12,500	12,500	12,500
42200 - PERMITS	42201 - FIRE ALARM ACCESS APP FEE	220	0	200	0	0	0
	42202 - FIRE ALARM ACCESS PERMIT	4,500	5,010	4,600	5,000	5,000	5,000
	42205 - PERMITS	189,692	284,777	261,000	257,000	272,000	272,000
	42210 - PISTOL PERMITS	2,460	2,300	2,700	3,291	2,755	2,755
	42215 - MOTOR VEHICLE PERMITS	2,668,587	2,792,019	2,785,000	2,805,000	2,836,500	2,836,500
	42218 - TRANSPORTATION IMP FUND	0	0	100,000	100,000	100,000	100,000
42300 - FEES	42301 - NSF CHECK FEE	2,106	2,285	3,000	2,400	2,400	2,400
	42306 - MISC FEES & CHARGES	11,090	8,742	9,953	8,800	8,800	8,800
	42315 - MAIL-IN & E-REG FEES	4,710	4,564	4,800	4,650	4,800	4,800
	42316 - MUNICIPAL AGENT FEES	54,843	56,370	57,500	59,500	60,000	60,000
	42330 - SITE PLAN APPLICATIONS	6,879	8,970	6,500	4,800	6,500	6,500
	42331 - SUBDIVISION APPLICATIONS	2,231	1,116	1,500	1,473	1,500	1,500
	42332 - MINOR AMENDMENTS APPPL.	900	1,332	750	900	750	750
	42333 - VOLUNTARY MERGER	100	75	75	50	75	75
	42334 - CONDITIONAL USE APPLICAT.	0	0	500	0	500	500
	42335 - DRIVEWAY CURB CUT APPS.	500	428	400	500	400	400
	42337 - ZBA FEES	2,706	2,358	3,000	2,800	3,000	3,000
	42338 - FIRE DRILLS	636	0	0	0	0	0
<b>42000 - LICENSES/PERMITS/FEES</b>		<b>3,072,270</b>	<b>3,294,505</b>	<b>3,355,378</b>	<b>3,374,839</b>	<b>3,423,280</b>	<b>3,423,280</b>
43200 - STATE	43201 - FLOOD CONTROL	19,031	28,859	21,269	23,395	23,395	23,395
	43202 - AERONAUTICAL	29,700	22,389	24,500	24,500	24,500	24,500
	43203 - HIGHWAY	422,727	428,251	473,920	473,920	473,920	473,920
	43204 - ROOMS & MEALS	1,054,667	1,134,738	1,132,110	1,132,110	1,132,110	1,132,110
	43208 - KEENE STATE COLLEGE	498,693	555,841	607,127	607,127	622,106	622,106
43300 - COUNTY	43305 - EARN IT / CHINS ABIP /JCC	7,500	23,100	23,100	23,100	23,000	23,000
43400 - OTHER LOCAL	43401 - KEENE SCHOOL DISTRICT	75,925	81,764	84,658	84,658	86,330	86,330
	43403 - OTHER TOWNS	129,353	137,038	137,719	218,709	218,709	218,709
<b>43000 - INTERGOVERNMENTAL</b>		<b>2,237,596</b>	<b>2,411,981</b>	<b>2,504,403</b>	<b>2,587,519</b>	<b>2,604,070</b>	<b>2,604,070</b>
44100 - UNCLASSIFIED CHARGES	44109 - DIRECT REIMBURSEMENT	208,680	358,112	286,770	283,038	276,676	276,676
	44111 - PROGRAMS	100,671	101,202	107,500	100,345	103,500	103,500



		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
44100 - UNCLASSIFIED CHARGES	44113 - REPORTS	1,483	1,088	850	1,235	1,045	1,045
	44114 - PHOTOS/TAPES	55	140	75	94	63	63
	44115 - INSPECTION SERVICES	0	0	1,000	0	0	0
	44116 - PUBLIC WAY IMPEDIMENT	90	150	200	215	200	200
	44117 - EXCAVATION	1,700	1,075	1,800	1,400	1,500	1,500
	44122 - INTERMENTS	14,521	33,334	16,000	23,273	24,000	24,000
	44123 - AMBULANCE SVCS	947,867	872,979	955,000	875,000	945,000	945,000
	44124 - FIRE MASTER BOX	74,596	73,848	78,336	74,256	75,072	75,072
	44131 - REPAIRS	110	15	0	0	0	0
	44134 - DETAIL CHARGES	47,485	134,587	36,000	60,687	80,252	80,252
	44135 - RECORDS CENTER CHARGES	16,659	16,993	17,880	18,149	22,709	22,709
	44138 - SSI INTERIM ASSISTANCE	9,802	5,527	7,000	8,750	6,500	6,500
	44139 - MEDICAID REIMBURSEMENTS	2,335	0	0	885	0	0
	44140 - PD CRIMINAL RECORDS CHECK	70	140	100	77	71	71
	44141 - PD DISCOVERIES	217	245	235	429	295	295
	44142 - PD ACCIDENT REPORTS	6,180	6,015	7,000	6,257	6,098	6,098
	44143 - PD LOG SEARCH	0	57	51	43	33	33
44144 - PD FINGERPRINT FEES	3,890	6,375	5,100	8,314	5,841	5,841	
44200 - FACILITY CHARGES	44201 - LIBRARY	2,332	2,535	2,500	2,525	2,500	2,500
	44203 - RECREATION CENTER	28,531	27,598	29,500	24,326	28,500	28,500
	44205 - SUMNER KNIGHT CHAPEL FEE	0	85	0	0	0	0
44300 - GROUNDS CHARGES	44301 - CAMPGROUNDS	24,447	28,573	25,300	25,300	25,300	25,300
	44302 - BALL FIELDS	6,797	10,215	7,000	5,125	7,000	7,000
	44303 - BALL FIELD LIGHTS	4,994	3,352	5,250	6,225	5,250	5,250
	44304 - POOLS	28,829	20,565	26,000	19,884	24,000	24,000
44400 - NON RESIDENT FEES	44401 - LIBRARY NON RESIDENT FEE	21,031	19,260	24,500	19,450	20,000	20,000
44500 - AIRPORT CHARGES	44501 - LANDING FEES	4,913	7,801	8,200	7,000	7,500	7,500
	44504 - READY CAR SPACES	600	600	600	600	600	600
	44505 - GROSS REVENUE PERCENTAGE	8,892	9,821	11,890	10,750	11,890	11,890
	44506 - FUELING FEES	25,061	31,884	28,000	23,750	28,000	28,000
<b>44000 - CHARGES FOR SERVICES</b>		<b>1,592,836</b>	<b>1,774,172</b>	<b>1,689,637</b>	<b>1,607,382</b>	<b>1,709,395</b>	<b>1,709,395</b>
45100 - FINES	45103 - GENERAL VIOLATIONS - STG1	14,955	10,316	0	0	0	0
	45104 - GENERAL VIOLATIONS - STG2	22,684	13,900	0	0	0	0
	45105 - COURT FINES	61,295	81,979	89,500	49,763	52,795	52,795
	45106 - LIBRARY OVERDUE FINES	30,035	26,642	32,000	28,750	30,000	30,000
	45107 - FALSE ALARM FINES	10,515	8,175	10,600	11,237	11,011	11,011
45200 - CODE VIOLATIONS	45201 - FIRE CODE VIOLATIONS	1,675	1,425	300	200	300	300
	45202 - BUILDING CODE VIOLATIONS	2,050	625	3,000	500	500	500
45300 - FORFEITS	45302 - DOG FORFEITURE	750	2,875	2,700	4,671	2,751	2,751
	45304 - LOST LIBRARY MATERIALS	4,714	3,314	4,000	4,000	4,000	4,000
	45305 - SALE EVIDENCE/FOUND PROP	2,693	6,734	3,000	1,215	2,380	2,380
<b>45000 - FINES &amp; FORFEITS</b>		<b>151,366</b>	<b>155,985</b>	<b>145,100</b>	<b>100,337</b>	<b>103,736</b>	<b>103,736</b>
46100 - GENERAL	41605 - INTEREST: TAXES	412,825	382,995	430,000	410,000	410,000	410,000
	46101 - INTEREST EARNINGS	151,422	109,192	94,000	80,000	80,000	80,000
	46103 - INTEREST: A/R	1,234	957	0	212	0	0
46200 - CONTRIBUTIONS & DONATIONS	46203 - DONATIONS	1,040	0	30,000	0	100,000	100,000

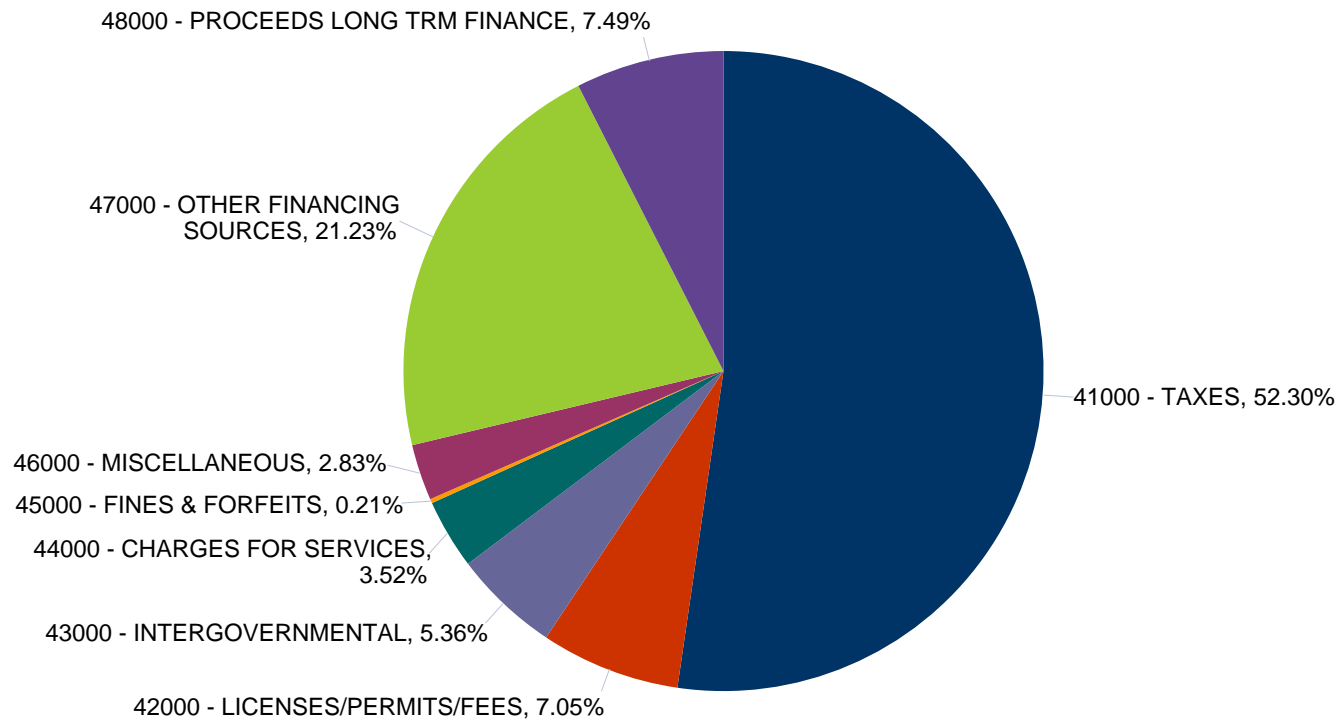
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
46300 - RENTS	46301 - CITY HALL	49,458	57,645	56,054	56,054	56,444	56,444
	46304 - TRANSPORTATION CENTER	33,995	35,790	35,829	35,829	36,393	36,393
	46306 - AIRPORT T-HANGAR	91,645	88,000	97,320	92,000	102,600	102,600
	46307 - AIRPORT TERMINAL	0	0	17,167	17,167	27,167	27,167
	46308 - AIRPORT LAND	92,816	99,892	78,344	78,345	78,345	78,345
	46311 - FUEL FARM LEASE	15,000	15,000	15,000	15,000	15,000	15,000
	46312 - AIRPORT WWTP INCOME	142,044	144,460	146,772	146,772	148,240	148,240
	46317 - 350 MARLBORO RENTS	265,470	228,949	218,132	218,132	220,313	220,313
	46318 - KEENE DISTRICT COURT	24,748	0	0	0	0	0
46400 - TRUST FUNDS	46401 - CEMETERY TRUST FUND	83,573	73,519	77,886	77,174	75,468	75,468
	46403 - CHARITABLE TRUST FUND	3,105	2,877	3,000	3,051	2,787	2,787
	46404 - DELUGE HOSE TRUST FUND	248	230	236	255	222	222
	46405 - DOWNTOWN MEM TREE TRST FD	771	2,274	5,000	5,000	6,581	6,581
	46406 - FLOWER TRUST FUND	3,809	3,530	3,630	3,912	3,419	3,419
	46407 - LIBRARY TRUST FUND	11,364	7,517	3,500	3,500	3,500	3,500
	46408 - PARKS & REC TRUST FUND	3,725	3,451	3,549	3,825	3,343	3,343
	46410 - SUMNER KNIGHT CHPL TST FD	4,902	4,464	3,267	0	4,246	4,246
47300 - SALES	47302 - SALE OF SURPLUS PROPERTY	30	1,260	750	150	150	150
	47303 - SALE OF SURPLUS EQUIPMNT	0	15	0	0	0	0
	47304 - MAPS,BLUEPRINTS,ETC	45	51	100	20	100	100
	47305 - COPIES	4,047	2,395	1,000	1,100	1,000	1,000
	46000 - MISCELLANEOUS	2,698	965	500	990	800	800
<b>46000 - MISCELLANEOUS</b>		<b>1,400,014</b>	<b>1,265,428</b>	<b>1,321,037</b>	<b>1,248,487</b>	<b>1,376,118</b>	<b>1,376,118</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	1,100,500	0	825,000	825,000
	47003 - CAPITAL RESERVE	0	0	1,095,000	0	175,000	175,000
	47007 - USE OF SURPLUS: CARRYOVER	0	0	567,286	0	0	0
47100 - OPERATING TRANSFERS IN	47102 - ADMIN CHG - EQUIPMENT	261,648	264,290	270,699	270,699	284,632	284,632
	47104 - ADMIN CHG - PARKING	171,240	226,408	247,856	247,856	244,095	244,095
	47106 - ADMIN CHG - SEWER	649,776	658,402	623,776	623,776	640,675	640,675
	47107 - ADMIN CHG - SOLID WASTE	479,688	491,581	457,172	457,172	491,982	491,982
	47108 - ADMIN CHG - WATER	456,036	440,052	460,507	460,507	435,357	435,357
47200 - INTERFUND APPROPRIATION	47201 - CAPITAL PROJECTS FUND	233,602	58,121	537,000	8,911	314,013	314,013
	47204 - GRANTS FUND	334,717	3,496	0	0	100,000	100,000
	47210 - TRUST FUNDS	0	0	0	0	6,800,000	6,800,000
<b>47000 - OTHER FINANCING SOURCES</b>		<b>2,586,708</b>	<b>2,142,351</b>	<b>5,359,796</b>	<b>2,068,921</b>	<b>10,310,754</b>	<b>10,310,754</b>
48100 - LT DEBT PROCEEDS	48101 - SALE OF BONDS	1,325,000	3,580,000	1,933,000	1,933,000	3,638,000	3,638,000
<b>48000 - PROCEEDS LONG TRM FINANCE</b>		<b>1,325,000</b>	<b>3,580,000</b>	<b>1,933,000</b>	<b>1,933,000</b>	<b>3,638,000</b>	<b>3,638,000</b>
<b>Revenue Total</b>		<b>35,322,642</b>	<b>38,481,972</b>	<b>40,967,422</b>	<b>37,579,076</b>	<b>48,566,366</b>	<b>48,304,147</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**GENERAL FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41000 - TAXES	22,956,853	23,857,551	24,659,071	24,658,591	25,401,013	25,138,794
42000 - LICENSES/PERMITS/FEES	3,072,270	3,294,505	3,355,378	3,374,839	3,423,280	3,423,280
43000 - INTERGOVERNMENTAL	2,237,596	2,411,981	2,504,403	2,587,519	2,604,070	2,604,070
44000 - CHARGES FOR SERVICES	1,592,836	1,774,172	1,689,637	1,607,382	1,709,395	1,709,395
45000 - FINES & FORFEITS	151,366	155,985	145,100	100,337	103,736	103,736
46000 - MISCELLANEOUS	1,400,014	1,265,428	1,321,037	1,248,487	1,376,118	1,376,118
47000 - OTHER FINANCING SOURCES	2,586,708	2,142,351	5,359,796	2,068,921	10,310,754	10,310,754
48000 - PROCEEDS LONG TRM FINANCE	1,325,000	3,580,000	1,933,000	1,933,000	3,638,000	3,638,000
<b>Grand Total</b>	<b>35,322,642</b>	<b>38,481,972</b>	<b>40,967,422</b>	<b>37,579,076</b>	<b>48,566,366</b>	<b>48,304,147</b>

**Fiscal 2017 Anticipated Revenue By Category**



**City of Keene, New Hampshire  
Fiscal Year 2016-2017**

**GENERAL FUND**

<b>Department Title</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>Current Year Budget</b>	<b>Current Year Estimate</b>	<b>2016-2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
65 - MAYOR & CITY COUNCIL	3,099,770	5,436,829	5,720,429	4,145,467	13,840,551	13,810,931
15 - CITY ATTORNEY	347,015	270,831	361,070	281,405	334,860	334,860
20 - CITY CLERK	499,544	524,885	575,948	550,084	568,647	568,647
25 - CITY MANAGER	246,119	244,163	252,306	241,552	270,604	270,604
10 - ASSESSMENT	395,956	415,749	438,534	434,859	438,561	438,561
45 - HUMAN RESOURCES	292,963	315,997	325,955	318,107	316,991	316,991
30 - FINANCE	1,292,955	1,412,723	1,517,825	1,492,573	1,544,834	1,536,834
55 - INFORMATION TECHNOLOGY	1,153,421	1,137,928	1,296,169	1,249,710	1,200,386	1,200,386
35 - FIRE	6,015,941	6,284,340	6,493,509	6,592,719	6,677,793	6,516,499
50 - HUMAN SERVICES	634,359	702,695	733,487	693,201	722,323	722,323
60 - LIBRARY	1,262,326	1,272,802	1,348,979	1,345,379	1,359,929	1,359,929
70 - PARKS, REC AND FACILITIES	2,845,117	2,759,046	3,014,001	2,924,386	2,908,214	2,908,214
80 - POLICE	6,294,099	6,749,469	7,052,658	6,671,482	7,136,353	7,073,047
90 - YOUTH SERVICES	105,655	127,251	130,283	119,951	121,223	121,223
05 - AIRPORT	551,662	549,447	592,488	565,654	600,980	600,980
40 - HEALTH & CODE ENFORCEMENT	869,332	920,062	999,241	998,377	968,278	968,278
75 - PLANNING	398,865	415,597	472,184	472,115	494,743	494,743
85 - PUBLIC WORKS	3,807,931	4,010,774	4,402,355	4,024,099	4,230,687	4,230,687
95 - DEBT SERVICE	4,697,376	4,569,285	5,240,001	5,240,001	4,830,410	4,830,410
<b>Grand Total</b>	<b>34,810,408</b>	<b>38,119,873</b>	<b>40,967,423</b>	<b>38,361,121</b>	<b>48,566,366</b>	<b>48,304,146</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00001 - MAYOR &amp; COUNCIL</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61101 - MAYOR	3,208	3,792	3,500	3,500	3,500	0	3,500	3,500
61102 - CITY COUNCIL	25,916	28,667	30,000	30,000	30,000	7,500	37,500	37,500
61307 - PART TIME EMPLOYEES	27,098	33,495	52,197	38,708	51,515	0	51,515	51,515
61704 - SOCIAL SECURITY	4,301	5,045	6,556	5,524	6,504	574	7,078	7,078
61705 - WORKERS COMPENSATION	0	27	82	69	82	7	89	89
61901 - RECRUITMENT	0	99	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>60,524</b>	<b>71,125</b>	<b>92,335</b>	<b>77,801</b>	<b>91,601</b>	<b>8,081</b>	<b>99,682</b>	<b>99,682</b>
62175 - OTHER SERVICES	17,793	26,074	30,689	29,001	27,585	0	27,585	27,585
62205 - PC REPLACEMENT CHARGE	1,044	892	1,247	1,247	992	0	992	992
62301 - OFFICE EQUIPMENT MAINT.	0	3,047	2,888	2,888	2,888	0	2,888	2,888
62425 - ADVERTISING	1,707	903	1,600	1,000	1,200	0	1,200	1,200
62442 - MAYOR'S OFFICIAL EXPENSE	1,585	2,206	3,000	3,000	3,000	0	3,000	3,000
62443 - COUNCIL'S OFFICIAL EXP	6,079	3,719	4,551	4,550	3,914	0	3,914	3,914
62510 - TELEPHONE	28	29	75	147	225	0	225	225
62701 - OFFICE SUPPLIES	0	0	839	800	800	0	800	800
63409 - EQUIPMENT ACQUISITION	0	0	24,780	24,780	0	0	0	0
64206 - MINOR IMPROVEMENTS	0	0	0	0	0	3,620	3,620	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>28,236</b>	<b>36,870</b>	<b>69,669</b>	<b>67,413</b>	<b>40,604</b>	<b>3,620</b>	<b>44,224</b>	<b>40,604</b>
<b>00001 - MAYOR &amp; COUNCIL Total</b>	<b>88,760</b>	<b>107,995</b>	<b>162,004</b>	<b>145,214</b>	<b>132,205</b>	<b>11,701</b>	<b>143,906</b>	<b>140,286</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>88,760</b>	<b>107,995</b>	<b>162,004</b>	<b>145,214</b>	<b>132,205</b>	<b>11,701</b>	<b>143,906</b>	<b>140,286</b>

## OUTSIDE AGENCIES

**Keene Senior Center:** The Center acts as a community focal point for persons aged 50 and over where they may come together as individuals or in groups for recreation, events and activities which enhance dignity, support independence, and encourage involvement in and with the community. The Center has expanded its programming to support the needs of older adults who may not be eligible for other community support services. City funding is for operating expenses.

**Big Brothers/Big Sisters of Western New Hampshire (BB/BS):** BB/BS provides children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better. Funding from the City will be used to support these mentoring services. This current fiscal year they are serving 125 children from the City of Keene.

**The Community Kitchen (TCK):** TCK provides healthy and nutritious hot meals, take-home food boxes for low and moderate income men, women, and families with children in the Monadnock Region. They act as wholesaler providing food for pantries in Troy, Jaffrey, Alstead, and service agencies within the County. Pantry boxes are available for City General Assistance clients as requested by Human Services staff. Hot meals are provided each weekday evening and a Sunday brunch. City funding assists with the cost of providing 6 meals a week and supplemental food boxes through the Pantry program.

**Home Health Care Meals on Wheels:** This program provides nutritious meals for elderly and disabled City of Keene residents, particularly those who are in social and economic need and/or homebound due to illness or disability. The service is designed to preserve or improve the health of elderly and disabled residents by helping them maintain their safety and independence at home. Meals on Wheels, along with daily contact with the drivers in the program, is critical to the nutritional health and well-being of seniors who are recuperating after a hospital stay, or are chronically ill and not able to prepare a nutritious meal. A breakfast bag has been included when requested. Participation has remained fairly consistent in recent years serving 265 Keene residents.

**Southwestern Community Services (SCS):** SCS is a major provider of social and human services to the residents of Keene. SCS provided direct services to Keene households totaling \$2,839,841.46. Assistance is provided through workforce and senior rental housing, education and childcare, nutrition and health, energy conservation, utility programs, day and employment services for individuals with developmental disabilities, workforce development for consumers and dislocated workers, and transitional housing and emergency shelter programs. Also a local non-profit developer, in 2015 SCS paid \$125,209 to the City of Keene in local property taxes.

**Home Health Care City Express Bus (Transporting):** City Express provides a public transportation service to Keene residents Monday through Friday. Public transportation services enable people to participate in community life including employment, shopping, recreation, and medical care. HCS works collaboratively with many area service providers to help meet the transportation needs of consumers. Collaboration with Keene State College resulted in an additional bus route during the academic year which is available to all. Ridership for Keene residents is estimated to be 38,000 rides in FY16.

**Hundred Nights Shelter:** This organization provides 26 clean beds, in a warm and safe space available in winter months to anyone in need including Keene residents. Persons who may be ineligible for other shelter services, for a variety of reasons, are able to go into Hundred Nights shelter. 100 Nights collaborates with other service providers to provide meals for their guests. City funding is used to pay for rent and utilities.



**HIV Aids Task Force:** This agency provides full time medical case management to low-income persons living with HIV/AIDS, and supports to link them to medical care, health insurance, and social supports including housing, financial assistance, food and transportation. Administrative and management responsibilities are performed at the Nashua based agency headquarters which assumes the majority of that expense. City of Keene funding will be utilized to support the cost of the medical case management program for Keene residents.

**Monadnock Region Child Advocacy Center (MR-CAC):** The mission of MR-CAC is to provide all victims of child abuse a neutral environment where justice, healing, equity, and prevention are fostered through consistent, high quality and sustaining collaboration of community partners. The Center coordinates child abuse investigations with local law enforcement, DCYF, and prosecution, and conducts forensic interviews for these investigations. With coordination, children are not re-victimized by the system and can achieve long-term positive outcomes that impact a child for life. This program can result in guilty convictions for child abuse offenders. City funding will help support the agencies occupancy costs and staffing expenses. The agency anticipates serving 30 Keene children this year.

**Monadnock Family Services:** MFS is the non-profit, community mental health center serving Keene. City funds are helping support treatment for Keene residents dealing with substance abuse issues who are unable to pay the full cost of their care. City funds also help support the mental health treatment for children who live in Keene and whose families are unable to pay the full cost of their care.

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00002 - MYR/CNCL OUTSIDE AGCY</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Agency Base	2016 - 2017 Agency Additional Request	2016 - 2017 Agency Request	2016 - 2017 Manager Recommended
62133 - SENIOR CITIZENS CENTER	8,000	8,000	15,000	15,000	15,000	5,000	20,000	15,000
62134 - MONADNOCK SUBSTANCE ABUSE	2,000	2,000	5,000	5,000	5,000	0	5,000	5,000
62135 - BIG BROTHERS/BIG SISTERS	10,500	12,000	10,500	10,500	10,500	4,500	15,000	10,500
62136 - KEENE COMMUNITY KITCHEN	65,000	70,000	75,000	75,000	75,000	7,000	82,000	75,000
62137 - ELDERLY MEALS ON WHEELS	9,500	9,500	9,500	9,500	9,500	2,500	12,000	9,500
62138 - SW COMMUNITY SERVICES	10,000	10,000	10,000	10,000	10,000	0	10,000	10,000
62141 - AIDS SVC/MONADNOCK REGION	5,000	5,500	0	0	0	0	0	0
62142 - TRANSPORTING	86,000	87,500	88,500	88,500	88,500	0	88,500	88,500
62149 - 100 NIGHTS SHELTER	11,000	15,500	15,500	15,500	15,500	4,500	20,000	15,500
62154 - HIV AIDES TASK FORCE	0	0	5,000	5,000	5,000	0	5,000	5,000
62155 - MON REG CHILD ADVOCACY	0	0	5,000	5,000	5,000	2,500	7,500	5,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>207,000</b>	<b>220,000</b>	<b>239,000</b>	<b>239,000</b>	<b>239,000</b>	<b>26,000</b>	<b>265,000</b>	<b>239,000</b>
<b>00002 - MYR/CNCL OUTSIDE AGCY Total</b>	<b>207,000</b>	<b>220,000</b>	<b>239,000</b>	<b>239,000</b>	<b>239,000</b>	<b>26,000</b>	<b>265,000</b>	<b>239,000</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Agency Base	2016 - 2017 Agency Additional Request	2016 - 2017 Agency Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>207,000</b>	<b>220,000</b>	<b>239,000</b>	<b>239,000</b>	<b>239,000</b>	<b>26,000</b>	<b>265,000</b>	<b>239,000</b>

# Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00003 - UNCLASSIFIED</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61316 - COMMUNITY EVENTS WAGES	50,675	64,589	14,518	9,174	14,324	0	14,324	14,324
61703 - RETIREMENT CONTRIBUTIONS	41	55	0	27	0	0	0	0
61704 - SOCIAL SECURITY	100	110	0	101	0	0	0	0
61705 - WORKERS COMPENSATION	0	25	0	54	0	0	0	0
61713 - RET - FIRE	5,969	149	0	149	0	0	0	0
61714 - RET - POLICE	1,783	1,136	0	1,214	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	5,287	3,527	0	2,000	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>63,855</b>	<b>69,590</b>	<b>14,518</b>	<b>12,718</b>	<b>14,324</b>	<b>0</b>	<b>14,324</b>	<b>14,324</b>
62173 - REGIONAL PLANNING	12,985	13,033	12,945	12,945	13,500	0	13,500	13,500
62174 - ZONING BOARD	2,472	1,899	2,500	2,500	2,500	0	2,500	2,500
62178 - PLANNING BOARD	0	90	250	225	250	0	250	250
62179 - CONSERVATION COMMISSION	1,500	1,153	1,500	1,325	1,500	0	1,500	1,500
62180 - HERITAGE COMMISSION	1,200	1,200	1,200	1,100	1,200	0	1,200	1,200
62181 - PARTNER CITY	3,500	3,500	5,000	5,000	3,500	0	3,500	3,500
62183 - HISTORIC DISTRICT CMMSN	0	250	250	135	250	0	250	250
62184 - CITIES FOR CLIMATE PRTCTN	713	0	1,000	800	1,000	0	1,000	1,000
62188 - ARTS ALIVE	0	500	500	500	500	0	500	500
62436 - MEETINGS & DUES	17,844	17,536	17,850	17,961	18,200	0	18,200	18,200
62456 - COMMUNITY EVENTS-OTHER	1,766	850	2,000	950	1,000	0	1,000	1,000
62457 - VETERAN'S COUNCIL	3,500	3,500	3,600	3,600	3,600	0	3,600	3,600
62461 - KEENE CHAMBER OF COMMERCE	299	350	300	300	300	0	300	300
62462 - ML KING / J DANIELS DAY	500	500	500	500	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>46,279</b>	<b>44,361</b>	<b>49,395</b>	<b>47,841</b>	<b>47,800</b>	<b>0</b>	<b>47,800</b>	<b>47,800</b>
<b>00003 - UNCLASSIFIED Total</b>	<b>110,133</b>	<b>113,951</b>	<b>63,913</b>	<b>60,559</b>	<b>62,124</b>	<b>0</b>	<b>62,124</b>	<b>62,124</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>110,133</b>	<b>113,951</b>	<b>63,913</b>	<b>60,559</b>	<b>62,124</b>	<b>0</b>	<b>62,124</b>	<b>62,124</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00004 - CAPITAL APPROPRIATIONS</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
68010 - CAPITAL RESERVE	285,000	285,000	460,000	460,000	570,000	0	570,000	570,000
68011 - CAPITAL PROJECT TRANSFER	1,906,364	4,217,647	4,230,664	2,693,664	11,826,696	0	11,826,696	11,826,696
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,191,364</b>	<b>4,502,647</b>	<b>4,690,664</b>	<b>3,153,664</b>	<b>12,396,696</b>	<b>0</b>	<b>12,396,696</b>	<b>12,396,696</b>
<b>00004 - CAPITAL APPROPRIATIONS Total</b>	<b>2,191,364</b>	<b>4,502,647</b>	<b>4,690,664</b>	<b>3,153,664</b>	<b>12,396,696</b>	<b>0</b>	<b>12,396,696</b>	<b>12,396,696</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>2,191,364</b>	<b>4,502,647</b>	<b>4,690,664</b>	<b>3,153,664</b>	<b>12,396,696</b>	<b>0</b>	<b>12,396,696</b>	<b>12,396,696</b>

**CITY OF KEENE, NEW HAMPSHIRE  
FY 2016/17 GENERAL FUND CAPITAL APPROPRIATIONS**

<b>Project Description</b>	<b>Capital Project Appropriation FY14</b>	<b>Capital Project Appropriation FY15</b>	<b>Capital Project Appropriation FY 16</b>	<b>Capital Project Appropriation FY 17</b>	<b>Supplemental Requests FY17</b>	<b>City Manager Recommended Net</b>
<b>Capital Reserve Appropriations (00004-68010) General Revenue:</b>						
Ambulance Reserve	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	\$ 70,000
Fire Equipment Reserve	215,000	215,000	265,000	400,000	-	400,000
Transportation System Improvements Fund			125,000	100,000		100,000
<b>Total General Revenue Capital Reserve Appropriation</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ 460,000</b>	<b>\$ 570,000</b>	<b>\$ -</b>	<b>\$ 570,000</b>
<b>Capital Project Appropriations (00004-68011) General Revenue:</b>						
560 Main Street Site Assessment	-	65,000	-	-	-	\$ -
Airfield Pavement Maintenance	-	25,000	46,000	-	-	-
Airfield Pavement Marking/Repair	-	12,000	-	-	-	-
Airfield Runway 14/32 Reconstruction	-	-	-	14,450	-	14,450
Airport Easement Acquisition	-	30,000	-	-	-	-
Airport Master Plan Update	-	8,750	-	-	-	-
Airport Runway 20 Obstruction Removal	-	-	33,333	-	-	-
Airport Snow Removal Equipment	-	-	36,100	-	-	-
Ambulance Replacement	-	-	215,000	-	-	-
Apparatus Replacement - Fire	-	-	450,000	-	-	-
Bike Path - Cheshire Branch North Trail (reserve & donatio	-	20,000	80,000	-	-	-
Bridge Replacement (Bridge Capital Reserve)	213,000	-	380,000	-	-	-
Castle Sreet Rehabilitation (Donation)	-	-	-	100,000	-	100,000
Cemetery Road Repaving	-	-	-	36,410	-	36,410
City Hall Renovations	-	25,000	-	-	-	-
Cold Storage Building Demo/Trailers	30,390	-	-	-	-	-
Conservation	8,585	15,000	25,000	25,000	-	25,000
Database Software	-	-	-	86,000	-	86,000
Downtown Revitalization Study	-	-	-	45,000	-	45,000
Facilities Maintenance Program Projects	50,000	-	-	-	-	-
Fire Alarm System Infrastructure	-	-	-	50,000	-	50,000
Land Use Code Update	100,000	100,000	-	-	-	-
Library Campus Development	-	-	-	6,800,000	-	6,800,000
Marlboro Street Corridor Improvements (capital reserve)	-	-	-	25,000	-	25,000
Mobile Radio Replacement - Fire	-	23,500	23,500	23,000	-	23,000
Mobile Shelving	-	-	-	49,000	-	49,000
Municipal Buildings Improvements	-	-	28,000	46,500	-	46,500
Network Equipment Replacement	-	89,000	-	-	-	-
Pool Resurfacing: Wheelock Park	48,450	-	-	-	-	-
Portable Radio Replacement	-	-	-	30,000	-	30,000
Recreation Center Roof	60,000	-	-	-	-	-
Repeater System (Police)	45,143	-	-	-	-	-
Revaluation	-	-	138,000	107,000	-	107,000
Robin Hood Park Stone Walls (trust funded)	43,750	-	-	-	-	-
Robin Hood Park Tennis Courts	-	-	-	28,390	-	28,390
Server Replacement	18,000	3,000	25,000	12,000	-	12,000
Sidewalks - New (capital reserve - \$155,000 FY 17)	-	-	-	208,927	-	208,927
Skate Park (Funded through Donations)	-	162,500	-	-	-	-
State By-Pass Projects	76,860	-	-	-	-	-
Storage Area Network	61,000	-	-	-	-	-
Stormwater Drainage Maintenance	42,436	101,681	104,731	106,506	-	106,506
StormwaterSpot Repair / General Drainage	-	-	-	30,000	-	30,000
Stormwater System Management	-	50,000	50,000	51,500	-	51,500
Stream Inventory	-	25,000	-	-	-	-
Tennis Court Improvements	9,000	24,870	-	-	-	-
Three Mile Dam Repairs (Reappropriation from Robin Hood	-	59,500	-	-	-	-
Traffic Controllers	31,500	-	-	-	-	-
Wheelock Park Improvements (property sale)	-	-	374,000	314,013	-	314,013
<b>Subtotal General Revenue Capital Project Appropriation</b>	<b>838,114</b>	<b>839,801</b>	<b>2,008,664</b>	<b>8,188,696</b>	<b>-</b>	<b>8,188,696</b>
<b>Capital Projects Appropriations (00004-68011) Bond Funded:</b>						
Airport Road Culvert Repair	-	135,000	-	-	-	\$ -
Bridge Program: Maple Ave Bridge match	-	135,000	-	-	-	-
Castle Street Rehabilitation	-	-	-	115,000	-	115,000
City Hall Boiler Replacement and Oil Tank Removal	-	-	103,000	-	-	-
Curb Installation	130,000	50,000	60,000	60,000	-	60,000
Defibrillator Replacement	-	-	68,000	66,000	-	66,000
Digital Base Map	-	185,000	-	-	-	-
Ecommunity / Financial System Upgrade	-	190,000	-	-	-	-
Flood Management	-	-	397,000	-	-	-
Goose Pond Dam Improvements	-	-	-	107,000	-	107,000
StormwaterSpot Repair / General Drainage	248,000	50,000	60,000	30,000	-	30,000
Library Campus Development	-	-	-	2,011,000	-	2,011,000
Road Overlay	566,000	1,180,000	1,185,000	1,189,000	-	1,189,000
Road Reconstruction	201,000	-	-	-	-	-
Sidewalks - Replacement/Repair	180,000	50,000	60,000	60,000	-	60,000
Tax Parcel Boundary Correction	-	305,000	-	-	-	-
<b>Subtotal Bond Funded Capital Project Appropriation</b>	<b>1,325,000</b>	<b>2,280,000</b>	<b>1,933,000</b>	<b>3,638,000</b>	<b>-</b>	<b>3,638,000</b>
<b>Total Capital Project Appropriation</b>	<b>2,163,114</b>	<b>3,119,801</b>	<b>3,941,664</b>	<b>11,826,696</b>	<b>-</b>	<b>11,826,696</b>
<b>TOTAL CAPITAL RESERVE &amp; PROJECT APPROPRIATIONS</b>	<b>\$ 2,448,114</b>	<b>\$ 3,404,801</b>	<b>\$ 4,401,664</b>	<b>\$ 12,396,696</b>	<b>\$ -</b>	<b>\$ 12,396,696</b>

# Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00081 - EMPLOYEE BENEFITS</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	0	5,705	4,224	0	366,212	0	366,212	366,212
61701 - HEALTH INSURANCE	23,340	19,539	31,971	22,735	25,000	0	25,000	25,000
61706 - UNEMPLOYMENT INSURANCE	27,021	25,872	27,500	23,500	20,384	0	20,384	20,384
61707 - LIFE INSURANCE	35,252	34,820	36,793	36,793	28,413	0	28,413	28,413
61708 - LT DISABILITY INSURANCE	36,170	36,540	39,314	39,314	39,237	0	39,237	39,237
61710 - SAFETY PROGRAM	4,470	2,434	6,700	6,700	5,800	0	5,800	5,800
61711 - WELLNESS PROGRAM	1,962	1,939	4,200	4,200	3,800	0	3,800	3,800
61715 - RETIREMENT BENEFITS	101,143	83,929	100,000	100,000	125,000	0	125,000	125,000
<b>61000 - PERSONNEL SERVICES</b>	<b>229,358</b>	<b>210,778</b>	<b>250,702</b>	<b>233,242</b>	<b>613,846</b>	<b>0</b>	<b>613,846</b>	<b>613,846</b>
62310 - SAFETY PROGRAM MAINT.	4,010	1,311	4,000	3,694	4,000	0	4,000	4,000
62437 - TUITION ASSISTANCE	3,412	4,441	4,200	4,148	4,200	18,388	22,588	22,588
62605 - PARKING SPACE RENTAL	37,720	33,420	32,660	32,660	36,920	0	36,920	36,920
62701 - OFFICE SUPPLIES	0	14	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>45,143</b>	<b>39,186</b>	<b>40,860</b>	<b>40,502</b>	<b>45,120</b>	<b>18,388</b>	<b>63,508</b>	<b>63,508</b>
<b>00081 - EMPLOYEE BENEFITS Total</b>	<b>274,501</b>	<b>249,964</b>	<b>291,562</b>	<b>273,744</b>	<b>658,966</b>	<b>18,388</b>	<b>677,354</b>	<b>677,354</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>274,501</b>	<b>249,964</b>	<b>291,562</b>	<b>273,744</b>	<b>658,966</b>	<b>18,388</b>	<b>677,354</b>	<b>677,354</b>

# Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>MAYOR &amp; CITY COUNCIL 00082 - RISK MANAGEMENT</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62401 - GENERAL LIABILITY INS	222,351	236,464	267,176	267,176	289,136	0	289,136	289,136
62402 - AIRPORT LIABILITY INS	5,660	5,808	6,110	6,110	6,335	0	6,335	6,335
<b>62000 - OPERATING EXPENDITURES</b>	<b>228,011</b>	<b>242,272</b>	<b>273,286</b>	<b>273,286</b>	<b>295,471</b>	<b>0</b>	<b>295,471</b>	<b>295,471</b>
<b>00082 - RISK MANAGEMENT Total</b>	<b>228,011</b>	<b>242,272</b>	<b>273,286</b>	<b>273,286</b>	<b>295,471</b>	<b>0</b>	<b>295,471</b>	<b>295,471</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>MAYOR &amp; CITY COUNCIL</b>	<b>228,011</b>	<b>242,272</b>	<b>273,286</b>	<b>273,286</b>	<b>295,471</b>	<b>0</b>	<b>295,471</b>	<b>295,471</b>



# City Manager's Office

## About the City Manager's Office

The City of Keene functions within the Council-Manager form of government, which combines the proficient political leadership of elected officials with the proficient managerial experience of an appointed manager. The City Manager serves as the chief executive officer of the city. Pursuant to the City Charter and City Code the City Manager has a large number of duties and responsibilities. In general the position supervises all property and business affairs of the city and oversees expenditure of all funds appropriated for city purposes.

## 2016 Budget Priorities

### Core Business

- Provide overall administration for the City in accordance with City Code and City Council goals and policies
- Supervise departments, agencies and offices to achieve goals with available resources
- Provide oversight in preparation and execution of budget
- Increase the effectiveness of communication with the City Council, employees and citizens
- Ensure organizational expectations are incorporated into daily work processes
- Focus the service delivery of the City to the needs of the citizen

### 2015 Strategic Accomplishments

- Provided for the smooth transition of the Managers office for an eventual successor.
- Began the revision of management of the Dillant-Hopkins Airport, including the restoration of relations with interested and effected parties.
- Begin the review of departmental duties and responsibilities.
- Completion of the Keene Ice facility.
- Increased transparency and communication with staff, the City Council and the citizens of Keene.

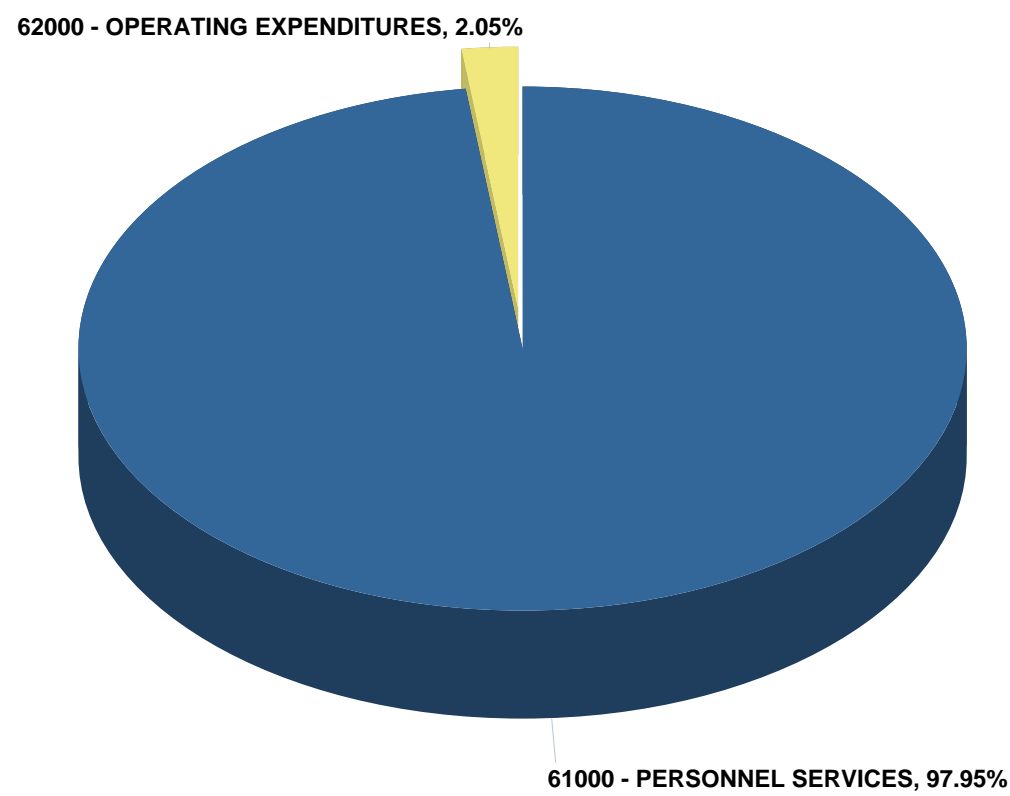
### 2016 Strategic Priorities

- Begin the transition of the budget process to a priority based budget.
- Work closely with the City Council to create measurable goals for City Government and the City Manager.
- Initiated the review of organizational structures and strategies.
- Create an atmosphere of success to foster economic development.
- Propose changes to City Code where they are required to advance the strategic priorities.

Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**CITY MANAGER**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	240,965	238,626	246,754	235,724	265,066	0	265,066	265,066
62000 - OPERATING EXPENDITURES	5,154	5,537	5,552	5,828	5,538	0	5,538	5,538
<b>Department Total</b>	<b>246,119</b>	<b>244,163</b>	<b>252,306</b>	<b>241,552</b>	<b>270,604</b>	<b>0</b>	<b>270,604</b>	<b>270,604</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>CITY MANAGER</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61203 - CITY MANAGER	130,533	132,833	136,650	113,434	136,128	0	136,128	136,128
61305 - ADMINISTRATIVE PERSONNEL	54,652	55,611	57,208	54,148	56,986	0	56,986	56,986
61603 - CAR ALLOWANCE	4,200	4,200	4,200	1,050	0	0	0	0
61701 - HEALTH INSURANCE	13,330	7,701	8,036	12,124	16,604	0	16,604	16,604
61702 - DENTAL INSURANCE	1,498	1,328	1,478	1,617	1,910	0	1,910	1,910
61703 - RETIREMENT CONTRIBUTIONS	5,886	5,995	6,762	33,049	21,571	0	21,571	21,571
61704 - SOCIAL SECURITY	13,287	13,395	14,233	12,762	13,680	0	13,680	13,680
61705 - WORKERS COMPENSATION	12	78	187	220	186	0	186	186
61712 - DEPT HEAD RETIREMENT	17,567	17,485	18,000	4,362	18,000	0	18,000	18,000
61901 - RECRUITMENT	0	0	0	2,960	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>240,965</b>	<b>238,626</b>	<b>246,754</b>	<b>235,724</b>	<b>265,066</b>	<b>0</b>	<b>265,066</b>	<b>265,066</b>
62205 - PC REPLACEMENT CHARGE	288	290	232	232	218	0	218	218
62435 - TRAINING	200	84	100	100	100	0	100	100
62436 - MEETINGS & DUES	2,775	3,000	3,000	3,326	3,000	0	3,000	3,000
62441 - LOCAL MEALS & MEETING EXP	497	500	500	500	500	0	500	500
62510 - TELEPHONE	815	845	645	645	645	0	645	645
62701 - OFFICE SUPPLIES	343	452	600	600	600	0	600	600
62710 - POSTAGE	28	37	125	125	125	0	125	125
62715 - BOOKS AND PERIODICALS	208	329	350	300	350	0	350	350
<b>62000 - OPERATING EXPENDITURES</b>	<b>5,154</b>	<b>5,537</b>	<b>5,552</b>	<b>5,828</b>	<b>5,538</b>	<b>0</b>	<b>5,538</b>	<b>5,538</b>
<b>Department Total</b>	<b>246,119</b>	<b>244,163</b>	<b>252,306</b>	<b>241,552</b>	<b>270,604</b>	<b>0</b>	<b>270,604</b>	<b>270,604</b>

<b>DEPARTMENT:</b>	<b>CITY ATTORNEY</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	00100		
<b>MISSION:</b>	To provide the highest quality legal services and legal counsel to the City's municipal officials, City Manager, department heads, and boards and commissions in the most economical and efficient manner possible; and to provide high quality services to the City of Keene.		

The City Attorney is a Charter Officer of the City of Keene appointed by the Mayor and City Council. The City Attorney strives to provide the highest quality legal advice and counseling to the City Council, the City Manager, administrative staff, boards and commissions, committees, and the various departments of the City of Keene. The City Attorney represents the City of Keene in all legal matters affecting the City, and defends and advocates the rights and interests of the City in any suit or prosecution put before it.

Notable undertakings for the past fiscal year included assisting with the legal issues associated with the Keene Ice Arena project which successfully opened for business in November. The City Attorney continues to work closely with City staff, the Trustees of the Keene Public Library, and The Friends of the Keene Public Library regarding the expansion of the Library Annex. A significant goal of the City Attorney for the next several years is to assist the Planning Department in the rewrite of the Land Use Code which is a significant and complicated project that will require close attention over the next several years. This office will continue to provide legal support and assistance to the City's Code Enforcement Department relative to various compliance issues. The City Attorney will also work closely with the City Manager and City Clerk on matters legal or otherwise that come before the City of Keene.

For FY17, the highest priority for the City Attorney is to avoid unnecessary litigation, reduce potential legal risks, and limit financial exposure to the City of Keene, thereby saving taxpayer dollars. Training sessions continue to be offered to the City's officials, and board and committee members, relative to their roles and responsibilities, meeting protocols, and public access to governmental records and meetings. The City Attorney is committed to providing professional, efficient, and cost-effective legal services to the City of Keene.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Align w/CMP</b>
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Provides legal services to the Mayor and City Council, the various standing and ad-hoc committees, and to the City's boards and commissions.	Municipal Governance & Fin Stability
Provides legal services to the City Manager and department heads.	Municipal Governance & Fin Stability
To act as legal counsel through the expertise of independent professional judgment necessary to render candid legal advice.	Municipal Governance & Fin Stability
Assists the City Manager with negotiation and drafting of legal documents relative to the outside development of City properties.	Municipal Governance & Fin Stability

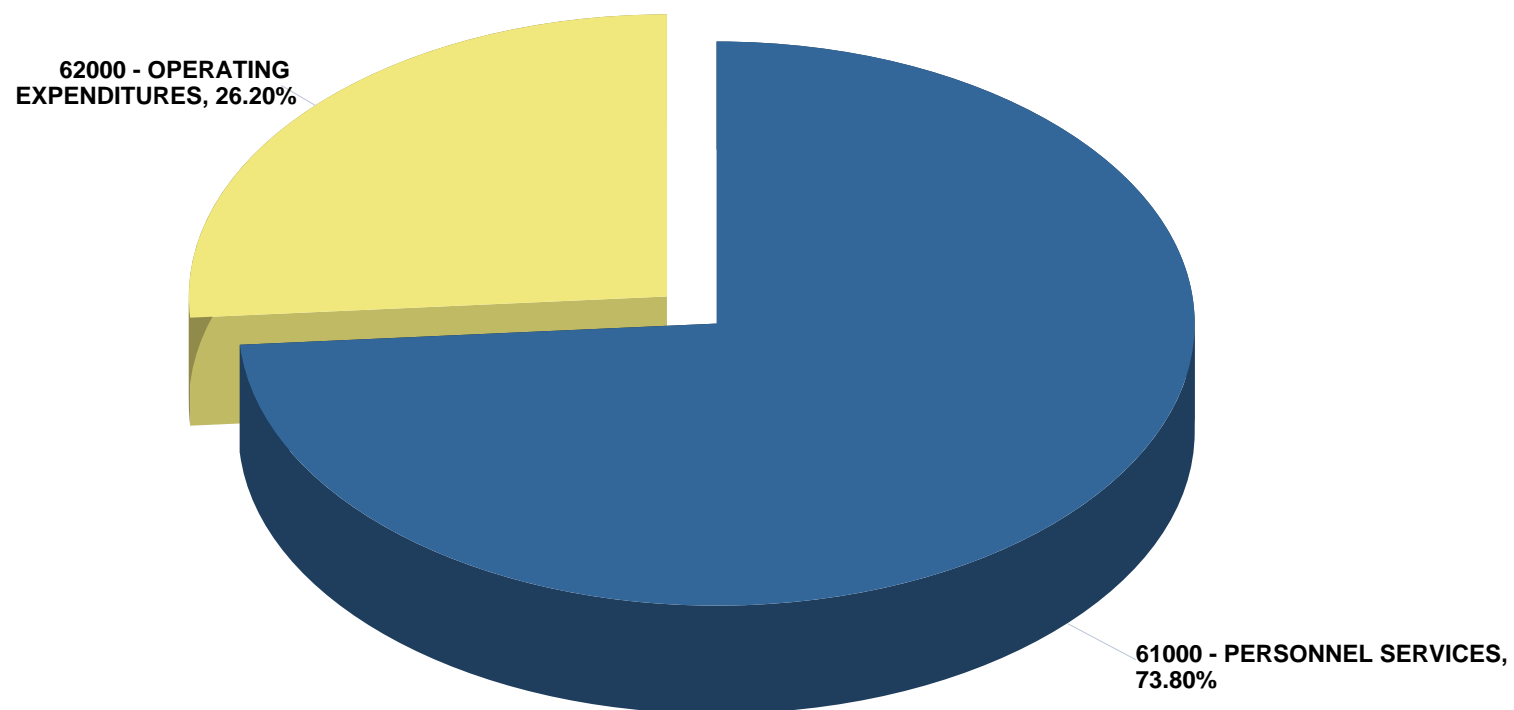
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	STATUTE	CMP	VOICE
To assist the City's municipal officers, department heads, boards and commissions in understanding and complying with applicable statutes, ordinances, and regulations.		Municipal Governance & Fin Stability	V, E
To engage in litigation only when necessary to bring a disputed matter to an efficient conclusion and at a minimum cost to the taxpayer in a manner that is consistent with the best interests of the City.		Municipal Governance & Fin Stability	V, E
To review and assess City ordinances and suggest revisions when appropriate.		Municipal Governance & Fin Stability	O, I, E
To assist in the revision of the City's Land use Code and the impact of proposed revisions on economic development.		Municipal Governance & Fin Stability	V, E
Continue to provide training to the volunteers on the City's boards and commissions with regard to respective board regulations, Rules of Procedure, and the Right-to-Know Law.		Municipal Governance & Fin Stability	V, E

<b>METRICS:</b>	FY15	FY16	FY17
<i>Not Applicable</i>			

Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**CITY ATTORNEY**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	264,637	239,655	248,322	243,957	247,133	0	247,133	247,133
62000 - OPERATING EXPENDITURES	82,378	31,175	112,748	37,448	87,727	0	87,727	87,727
<b>Department Total</b>	<b>347,015</b>	<b>270,831</b>	<b>361,070</b>	<b>281,405</b>	<b>334,860</b>	<b>0</b>	<b>334,860</b>	<b>334,860</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>CITY ATTORNEY</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61201 - CITY ATTORNEY	118,161	120,244	123,698	121,810	123,226	0	123,226	123,226
61304 - GENERAL PERSONNEL	21,167	0	0	0	0	0	0	0
61305 - ADMINISTRATIVE PERSONNEL	54,645	55,611	57,208	56,331	56,986	0	56,986	56,986
61701 - HEALTH INSURANCE	32,900	30,471	31,807	30,872	31,600	0	31,600	31,600
61702 - DENTAL INSURANCE	2,035	1,328	1,478	1,467	1,478	0	1,478	1,478
61703 - RETIREMENT CONTRIBUTIONS	21,181	18,668	20,207	19,898	20,130	0	20,130	20,130
61704 - SOCIAL SECURITY	14,530	13,241	13,704	13,363	13,493	0	13,493	13,493
61705 - WORKERS COMPENSATION	19	92	218	216	219	0	219	219
<b>61000 - PERSONNEL SERVICES</b>	<b>264,637</b>	<b>239,655</b>	<b>248,322</b>	<b>243,957</b>	<b>247,133</b>	<b>0</b>	<b>247,133</b>	<b>247,133</b>
62160 - COURT & HEARING EXP	562	1,424	800	1,400	1,200	0	1,200	1,200
62161 - LEGAL SERVICES	70,475	19,412	100,000	25,000	70,000	0	70,000	70,000
62205 - PC REPLACEMENT CHARGE	432	348	348	348	327	0	327	327
62435 - TRAINING	595	246	900	600	5,800	0	5,800	5,800
62436 - MEETINGS & DUES	1,042	1,021	1,200	1,000	1,000	0	1,000	1,000
62510 - TELEPHONE	227	238	300	400	500	0	500	500
62701 - OFFICE SUPPLIES	290	337	400	400	400	0	400	400
62710 - POSTAGE	169	114	300	300	300	0	300	300
62715 - BOOKS AND PERIODICALS	8,586	8,035	8,500	8,000	8,200	0	8,200	8,200
<b>62000 - OPERATING EXPENDITURES</b>	<b>82,378</b>	<b>31,175</b>	<b>112,748</b>	<b>37,448</b>	<b>87,727</b>	<b>0</b>	<b>87,727</b>	<b>87,727</b>
<b>Department Total</b>	<b>347,015</b>	<b>270,831</b>	<b>361,070</b>	<b>281,405</b>	<b>334,860</b>	<b>0</b>	<b>334,860</b>	<b>334,860</b>



<b>DEPARTMENT:</b>	<b>CITY CLERK</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>	<b>ALL</b>		
<b>Cost Center(s):</b>	<b>00200 through 00204</b>		
<b>MISSION:</b>	<b>To support the function of government by providing an accurate recording of the community's events and the actions of the City Council on the behalf of its citizens.</b>		

For FY17, the Office of the City Clerk will continue to focus on the implementation of electronic resources. Specifically, the Department is continuing to work on implementation of an automated agenda, which will allow greater efficiency in preparing and distributing the agenda packet and posting its content to the website. Options for electronic voting during the Council meetings will also be explored. The Department will continue its review of regulatory ordinances with the long-range goal to annually re-engineer a City regulatory process in an effort to streamline the process and deliver better customer service. A legal review of the City Code will be conducted to identify any internal conflicts as well as conflicts with state law changes since the Code was initially codified. Although the focus this fall will be elections on the national front; the office will initiate discussions to identify what might be hindering voters from participating in our local elections and seek solutions to increase local voter turnout. The office is hopeful that the CIP project for the installation of mobile compact shelving will secure funding for the next fiscal year. Although the vendor will be responsible for removing the contents from the archive room; we anticipate that this will be a good opportunity to assess the contents for priority in terms of its eventual relocation back into the archive room. Finally, the department will continue its efforts and improving the functionality of the Council Chambers and the quality of the video products of the public meetings that occur in that location.

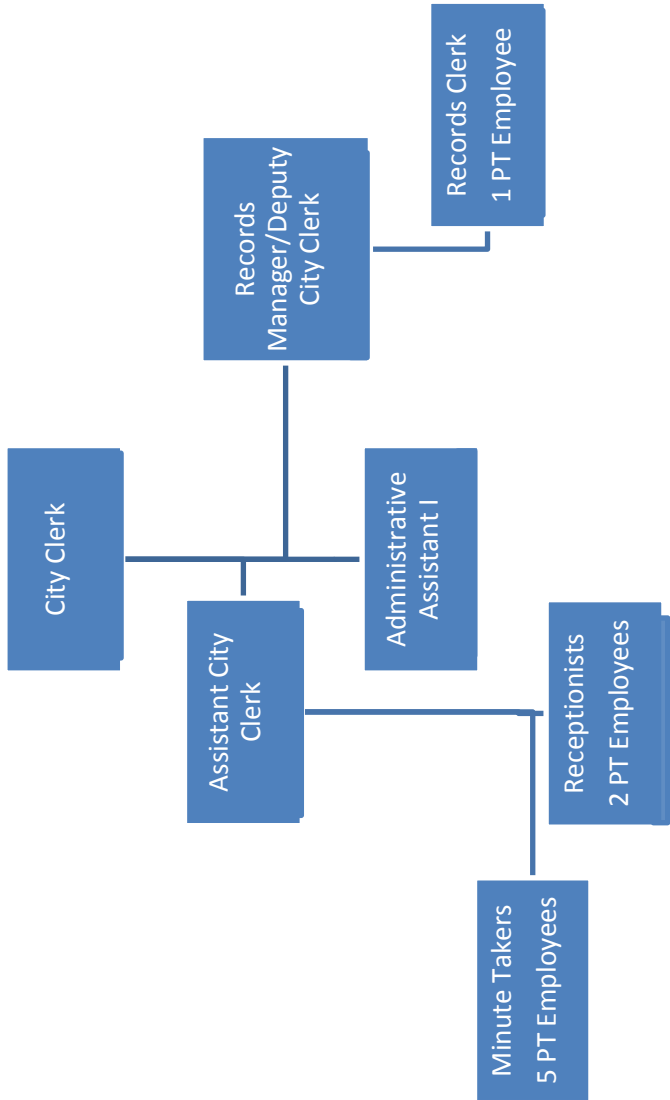
FY16 focused on elections. Record voter turnouts occurred at the Presidential Primary election. Nearly 80 citizens joined our capable Election staff to handle the nearly 10,000 voters who cast their ballot and 2,480 same-day registrations. Nearly 3000 voters took the opportunity to return back to their undeclared status after casting a party ballot. The staff is still entering voter activity data into the state-wide database. Although our primary attention and energies were directed to this election function; we were able to achieve several other significant objectives over the past several months. Just recently, new furnishings were installed in the Council Chambers. The former antique furnishings have found new homes throughout the organization. The new furnishings will accommodate the technology that will soon be deployed. A major amendment to the licensing provisions has shifted the responsibility for several licenses from the City Council to the Office of the City Clerk. This will result in greater public service in terms of the reduced time required to obtain a license and will allow the Planning, Licenses and Development Committee to redirect its focus. A solution for the automated agenda software application has been selected. Currently, templates and workflows for different types of agenda items are being created. It is hoped that the application will be deployed over the next several months. Through a coordinated effort with the IT department, we have deployed a Facebook page for the City. Information regarding absentee ballots and polling place information were among the top 5 posts. Again with the assistance of the IT Department, the information regarding board and committee membership data is automatically posted to our website from the Board and Commission database. This eliminates a duplication of effort and potential discrepancies of information between these two sources.

**Background**

The City Clerk is appointed by the Mayor and City Council and serves at their pleasure. In addition to responsibilities outlined in the City Code and the City Charter, the Office of the City Clerk is responsible for many statutory responsibilities. The responsibilities dictated by State law include the registration and certification of vital events, the administration of elections, the issuance of licenses, and the management of electronic and paper-based records. The responsibilities outlined in the City Code include the codification of adopted ordinances and the filing and preservation of all contracts, leases, licenses, deeds, easements, and oaths of office. The single responsibility outlined in the City Charter is serving as the Clerk to the City Council. In that capacity, the Clerk is responsible for preparing the agenda and packets of information for the City Council and the Council's Standing Committees and all public notices that are required under State Law. The Clerk also ensures that appropriate staff members and citizens are informed of the City Council's decisions.

The Office of the City Clerk has long maintained a dual focus on behalf of the City and its citizens. Many of our responsibilities include a direct public service focus while others are more aligned with internal support for the organization. Historically, our direct customer service has consumed the majority of the department's personnel and financial resources. Our customers include, but not limited to: voters, new residents, any citizen with a general concern or government question, new parents, brides and grooms, widowers, attorneys, funeral homes, surveyors and dog owners. As a Charter officer, our involvement in organizational issues is routinely requested by the Mayor, City Manager and Council.

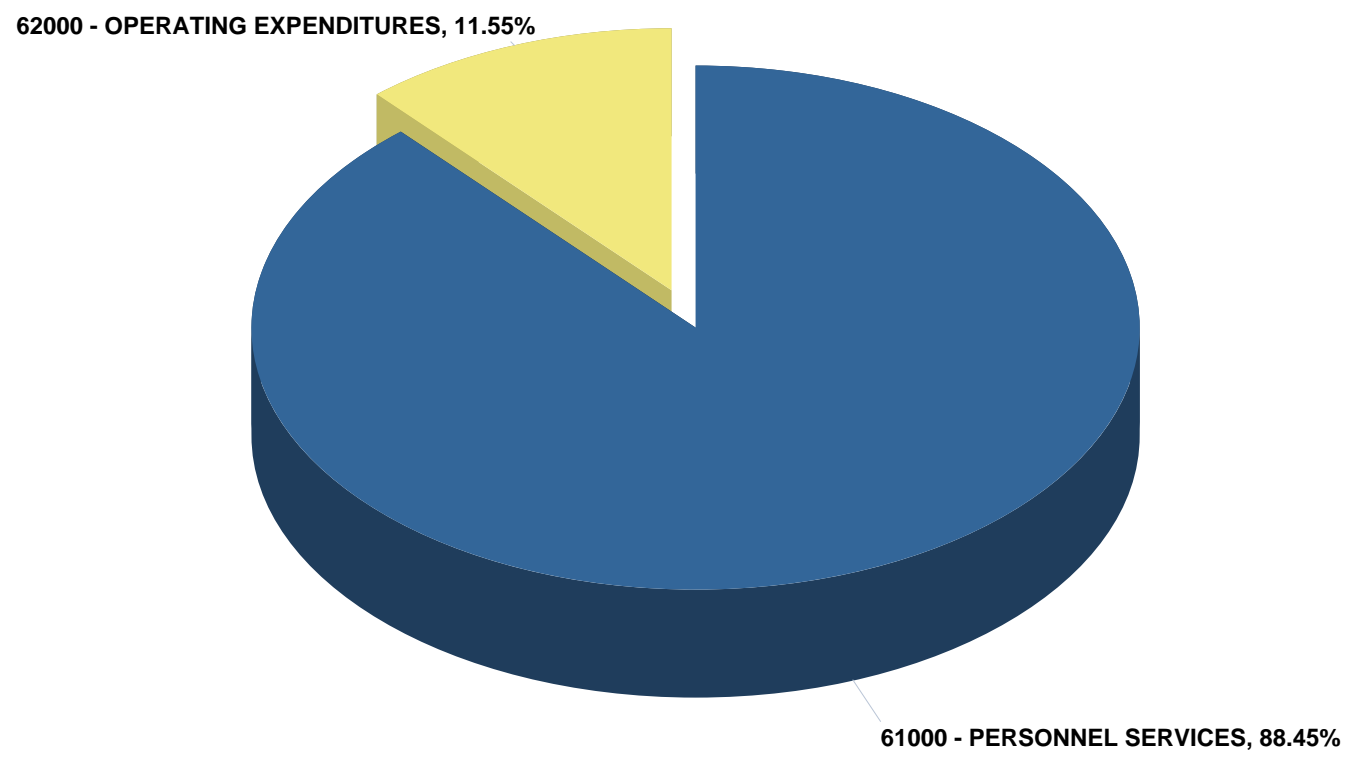
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Serve as Clerk to the City Council and effectively communicate their decisions both internally and externally.		Leadership		
Conduct local, state, and federal elections to ensure compliance with statutory requirements.		Leadership		
Manage paper-based and electronic records to ensure compliance with statutory requirements.		Leadership		
Maintain vital records of birth, death, and marriages		Leadership		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>	
Conduct State Primary and Presidential Election	<b>RSA 652</b>			
Deploy the automated agenda solution for City Council and Council Committee agendas, scalable for use City-wide.		Leadership	<b>VOICE</b>	
In conjunction with the compact mobile shelving initiative, assess contents in the archive room for final disposition.		Leadership	<b>CE</b>	
Improve the functionality and quality of the video production of public meetings with increased lighting and wall finishes in Council Chambers		Leadership	<b>VCE</b>	
Work with outside legal counsel to respond to conflicting provisions between the City Code and State Law.		Leadership	<b>CE</b>	
Lead a discussion about voter turnout at local elections in an effort to increase participation.		Leadership	<b>OICE</b>	
<b>METRICS:</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	
Dog licenses issued	2,749	2,733	2,733	
Dog owners with unlicensed dogs on warrant	233	197	220	
Vital records issued	4,311	4,906	4,300	
Municipal records boxes in custody	4,341	4,664	4,782	
Municipal records boxes retrieved	409	400	404	
Municipal record boxes purged	103	307	205	
Formal Right-to-Know requests received/Number of records series requested	36 / 201	39 / 228	42 / 255	



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**CITY CLERK**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	456,766	472,576	501,344	481,019	501,024	1,926	502,950	502,950
62000 - OPERATING EXPENDITURES	42,779	52,309	74,604	69,065	55,788	9,909	65,697	65,697
<b>Department Total</b>	<b>499,544</b>	<b>524,885</b>	<b>575,948</b>	<b>550,084</b>	<b>556,812</b>	<b>11,835</b>	<b>568,647</b>	<b>568,647</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>CITY CLERK</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61104 - ELECTION WORKERS	9,228	0	0	0	0	0	0	0
61202 - CITY CLERK	96,841	98,547	101,379	100,605	100,992	0	100,992	100,992
61302 - ASST DEPARTMENT HEAD	71,161	72,419	74,509	73,927	74,211	0	74,211	74,211
61305 - ADMINISTRATIVE PERSONNEL	91,722	99,961	105,405	102,894	105,775	0	105,775	105,775
61307 - PART TIME EMPLOYEES	61,209	64,067	73,474	66,307	74,624	1,787	76,411	76,412
61501 - REGULAR OVERTIME	0	240	186	210	0	0	0	0
61530 - OT:STRAIGHT TIME	0	91	143	10	0	0	0	0
61701 - HEALTH INSURANCE	70,690	77,947	81,565	76,602	81,059	0	81,059	81,059
61702 - DENTAL INSURANCE	3,802	4,320	5,431	5,190	5,431	0	5,431	5,431
61703 - RETIREMENT CONTRIBUTIONS	27,939	29,244	31,545	29,573	31,385	0	31,385	31,385
61704 - SOCIAL SECURITY	23,920	25,335	27,140	25,383	27,204	137	27,341	27,341
61705 - WORKERS COMPENSATION	21	139	342	318	343	2	345	344
61901 - RECRUITMENT	232	263	225	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>456,766</b>	<b>472,576</b>	<b>501,344</b>	<b>481,019</b>	<b>501,024</b>	<b>1,926</b>	<b>502,950</b>	<b>502,950</b>
62107 - ELECTIONS	0	11,456	20,775	20,775	13,970	3,200	17,170	17,170
62175 - OTHER SERVICES	916	800	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	1,992	1,682	1,712	1,712	1,986	0	1,986	1,986
62206 - PW FLEET CHARGE	12,960	13,337	13,446	13,446	13,722	0	13,722	13,722
62301 - OFFICE EQUIPMENT MAINT.	3,625	2,541	2,436	2,436	2,436	150	2,586	2,586
62404 - PROPERTY INSURANCE	387	414	414	414	448	0	448	448
62416 - PRINTING	4,441	3,411	7,700	6,500	3,100	400	3,500	3,500
62425 - ADVERTISING	266	279	774	648	465	103	568	568
62435 - TRAINING	2,420	5,098	4,635	3,800	4,078	0	4,078	4,078
62436 - MEETINGS & DUES	1,119	1,210	1,500	1,500	1,352	0	1,352	1,352
62450 - POLLING STATIONS SET UP	351	260	1,480	1,092	310	1,060	1,370	1,370
62498 - USE OF TRUST FUNDS	196	0	200	200	200	0	200	200
62510 - TELEPHONE	1,571	2,399	2,790	2,730	2,790	0	2,790	2,790
62701 - OFFICE SUPPLIES	2,407	2,072	2,869	2,850	2,534	535	3,069	3,069
62710 - POSTAGE	3,337	1,545	4,169	2,446	2,372	4,461	6,833	6,833
62715 - BOOKS AND PERIODICALS	1,035	756	700	734	275	0	275	275
62734 - MINOR EQUIPMENT	218	0	0	0	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	872	739	1,159	1,102	1,000	0	1,000	1,000
62744 - MINOR COMPUTER EQUIPMENT	130	0	0	0	0	0	0	0
62755 - UNIFORMS	237	100	250	250	250	0	250	250
62760 - OPERATING SUPPLIES	3,795	3,708	7,065	5,900	3,900	0	3,900	3,900

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62762 - LICENSES & PERMITS	503	500	530	530	600	0	600	600
<b>62000 - OPERATING EXPENDITURES</b>	<b>42,779</b>	<b>52,309</b>	<b>74,604</b>	<b>69,065</b>	<b>55,788</b>	<b>9,909</b>	<b>65,697</b>	<b>65,697</b>
<b>Department Total</b>	<b>499,544</b>	<b>524,885</b>	<b>575,948</b>	<b>550,084</b>	<b>556,812</b>	<b>11,835</b>	<b>568,647</b>	<b>568,647</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### CITY CLERK 00200 - CITY CLERK

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61202 - CITY CLERK	96,841	98,547	101,379	100,605	100,992	0	100,992	100,992
61305 - ADMINISTRATIVE PERSONNEL	91,722	99,961	105,405	102,894	105,775	0	105,775	105,775
61307 - PART TIME EMPLOYEES	37,316	38,651	45,873	39,464	46,544	0	46,544	46,544
61501 - REGULAR OVERTIME	0	240	186	210	0	0	0	0
61530 - OT:STRAIGHT TIME	0	91	143	10	0	0	0	0
61701 - HEALTH INSURANCE	48,755	55,177	57,794	52,831	57,430	0	57,430	57,430
61702 - DENTAL INSURANCE	2,323	2,739	3,671	3,430	3,671	0	3,671	3,671
61703 - RETIREMENT CONTRIBUTIONS	20,275	21,437	23,223	21,250	23,096	0	23,096	23,096
61704 - SOCIAL SECURITY	16,699	17,904	19,328	17,572	19,378	0	19,378	19,378
61705 - WORKERS COMPENSATION	15	98	243	220	244	0	244	244
61901 - RECRUITMENT	232	263	225	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>314,178</b>	<b>335,109</b>	<b>357,470</b>	<b>338,486</b>	<b>357,130</b>	<b>0</b>	<b>357,130</b>	<b>357,130</b>
62205 - PC REPLACEMENT CHARGE	1,380	1,131	1,131	1,131	1,442	0	1,442	1,442
62301 - OFFICE EQUIPMENT MAINT.	2,425	0	0	0	0	0	0	0
62425 - ADVERTISING	125	159	156	156	156	0	156	156
62435 - TRAINING	2,400	1,598	2,386	2,300	1,646	0	1,646	1,646
62436 - MEETINGS & DUES	554	595	935	935	787	0	787	787
62498 - USE OF TRUST FUNDS	196	0	200	200	200	0	200	200
62510 - TELEPHONE	1,068	1,528	1,740	1,740	1,740	0	1,740	1,740
62701 - OFFICE SUPPLIES	1,834	1,407	2,054	2,050	2,054	0	2,054	2,054
62710 - POSTAGE	1,955	1,309	1,672	1,670	1,699	0	1,699	1,699
62715 - BOOKS AND PERIODICALS	1,035	756	625	672	275	0	275	275
62734 - MINOR EQUIPMENT	218	0	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	130	0	0	0	0	0	0	0
62762 - LICENSES & PERMITS	503	500	530	530	600	0	600	600
<b>62000 - OPERATING EXPENDITURES</b>	<b>13,823</b>	<b>8,982</b>	<b>11,429</b>	<b>11,384</b>	<b>10,599</b>	<b>0</b>	<b>10,599</b>	<b>10,599</b>
<b>00200 - CITY CLERK Total</b>	<b>328,001</b>	<b>344,091</b>	<b>368,899</b>	<b>349,870</b>	<b>367,729</b>	<b>0</b>	<b>367,729</b>	<b>367,729</b>

### CITY CLERK 00201 - CITY CLERK ELECTIONS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61104 - ELECTION WORKERS	9,228	0	0	0	0	0	0	0
61307 - PART TIME EMPLOYEES	2,479	3,777	4,743	4,743	4,743	1,787	6,530	6,530
61704 - SOCIAL SECURITY	190	289	363	363	363	137	500	500
61705 - WORKERS COMPENSATION	0	2	5	5	5	2	6	6
<b>61000 - PERSONNEL SERVICES</b>	<b>11,897</b>	<b>4,067</b>	<b>5,110</b>	<b>5,110</b>	<b>5,110</b>	<b>1,926</b>	<b>7,036</b>	<b>7,036</b>



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62107 - ELECTIONS	0	11,456	20,775	20,775	13,970	3,200	17,170	17,170
62175 - OTHER SERVICES	916	800	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	144	116	116	116	109	0	109	109
62301 - OFFICE EQUIPMENT MAINT.	1,200	2,541	2,436	2,436	2,436	150	2,586	2,586
62416 - PRINTING	4,441	3,411	7,700	6,500	3,100	400	3,500	3,500
62425 - ADVERTISING	141	120	618	492	309	103	412	412
62450 - POLLING STATIONS SET UP	351	260	1,480	1,092	310	1,060	1,370	1,370
62701 - OFFICE SUPPLIES	511	548	705	705	370	535	905	905
62710 - POSTAGE	1,382	236	2,497	776	673	4,461	5,134	5,134
<b>62000 - OPERATING EXPENDITURES</b>	<b>9,086</b>	<b>19,490</b>	<b>36,327</b>	<b>32,892</b>	<b>21,277</b>	<b>9,909</b>	<b>31,186</b>	<b>31,186</b>
<b>00201 - CITY CLERK ELECTIONS Total</b>	<b>20,983</b>	<b>23,557</b>	<b>41,437</b>	<b>38,002</b>	<b>26,387</b>	<b>11,835</b>	<b>38,222</b>	<b>38,222</b>

### CITY CLERK 00202 - CITY CLERK ARCHIVES

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61302 - ASST DEPARTMENT HEAD	64,045	65,177	67,050	66,534	66,790	0	66,790	66,790
61701 - HEALTH INSURANCE	19,742	20,493	21,394	21,394	21,266	0	21,266	21,266
61702 - DENTAL INSURANCE	1,331	1,424	1,584	1,584	1,584	0	1,584	1,584
61703 - RETIREMENT CONTRIBUTIONS	6,898	7,027	7,489	7,489	7,460	0	7,460	7,460
61704 - SOCIAL SECURITY	4,854	4,939	5,129	5,129	5,109	0	5,109	5,109
61705 - WORKERS COMPENSATION	4	27	65	65	64	0	64	64
<b>61000 - PERSONNEL SERVICES</b>	<b>96,874</b>	<b>99,087</b>	<b>102,711</b>	<b>102,196</b>	<b>102,275</b>	<b>0</b>	<b>102,275</b>	<b>102,275</b>
62404 - PROPERTY INSURANCE	387	414	414	414	448	0	448	448
62435 - TRAINING	20	3,501	2,249	1,500	2,432	0	2,432	2,432
62436 - MEETINGS & DUES	565	615	565	565	565	0	565	565
62715 - BOOKS AND PERIODICALS	0	0	75	62	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	872	739	1,159	1,102	1,000	0	1,000	1,000
62760 - OPERATING SUPPLIES	2,914	2,988	5,915	4,900	2,750	0	2,750	2,750
<b>62000 - OPERATING EXPENDITURES</b>	<b>4,758</b>	<b>8,257</b>	<b>10,377</b>	<b>8,543</b>	<b>7,195</b>	<b>0</b>	<b>7,195</b>	<b>7,195</b>
<b>00202 - CITY CLERK ARCHIVES Total</b>	<b>101,631</b>	<b>107,343</b>	<b>113,088</b>	<b>110,739</b>	<b>109,470</b>	<b>0</b>	<b>109,470</b>	<b>109,470</b>

### CITY CLERK 00204 - CLERK RECORDS STORAGE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61302 - ASST DEPARTMENT HEAD	7,116	7,242	7,459	7,393	7,421	0	7,421	7,421
61307 - PART TIME EMPLOYEES	21,414	21,639	22,858	22,100	23,338	0	23,338	23,338
61701 - HEALTH INSURANCE	2,193	2,277	2,377	2,377	2,363	0	2,363	2,363
61702 - DENTAL INSURANCE	148	158	176	176	176	0	176	176
61703 - RETIREMENT CONTRIBUTIONS	766	781	833	833	829	0	829	829

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61704 - SOCIAL SECURITY	2,178	2,204	2,319	2,319	2,353	0	2,353	2,353
61705 - WORKERS COMPENSATION	2	12	29	29	30	0	30	30
<b>61000 - PERSONNEL SERVICES</b>	<b>33,817</b>	<b>34,313</b>	<b>36,052</b>	<b>35,228</b>	<b>36,510</b>	<b>0</b>	<b>36,510</b>	<b>36,510</b>
62205 - PC REPLACEMENT CHARGE	468	435	465	465	435	0	435	435
62206 - PW FLEET CHARGE	12,960	13,337	13,446	13,446	13,722	0	13,722	13,722
62510 - TELEPHONE	503	871	1,050	990	1,050	0	1,050	1,050
62701 - OFFICE SUPPLIES	63	117	110	95	110	0	110	110
62755 - UNIFORMS	237	100	250	250	250	0	250	250
62760 - OPERATING SUPPLIES	881	720	1,150	1,000	1,150	0	1,150	1,150
<b>62000 - OPERATING EXPENDITURES</b>	<b>15,111</b>	<b>15,580</b>	<b>16,471</b>	<b>16,246</b>	<b>16,717</b>	<b>0</b>	<b>16,717</b>	<b>16,717</b>
<b>00204 - CLERK RECORDS STORAGE Total</b>	<b>48,928</b>	<b>49,893</b>	<b>52,523</b>	<b>51,474</b>	<b>53,227</b>	<b>0</b>	<b>53,227</b>	<b>53,227</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>CITY CLERK</b>	<b>499,544</b>	<b>524,885</b>	<b>575,948</b>	<b>550,084</b>	<b>556,812</b>	<b>11,835</b>	<b>568,647</b>	<b>568,647</b>

## Administrative Services Portfolio

The Administrative Services Portfolio is a grouping of City Departments that provides services to other departments as well as the general public.

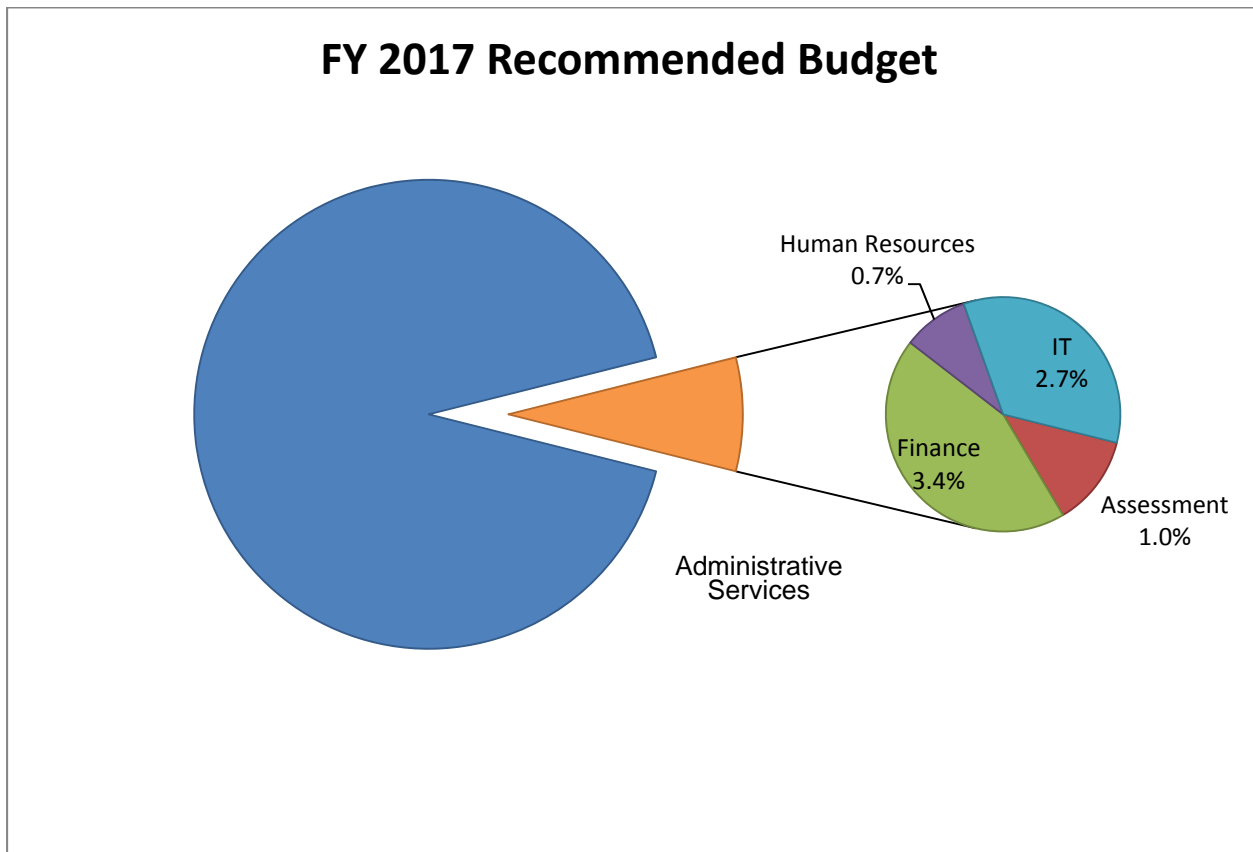
### Department Heads:

Daniel Langille, City Assessor

Steve Thornton, Finance Director

Elizabeth Fox, Assistant City Manager for Community Services/Human Resources Director

Rebecca Landry, Assistant City Manager for Administrative Services/IT Director



<b>DEPARTMENT:</b>	<b>ASSESSMENT</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	<b>00400</b>		
<b>MISSION:</b>	<b>To ensure the fair and equitable taxation of all property within the City of Keene in accordance with New Hampshire law.</b>		

In FY17 the Department of Assessment will be completing a city-wide revaluation project to value anew all of the City's real property in accordance with RSA 75:8-a. There are many steps and phases to the project and it will be the main focus of the upcoming year. Additionally, Phase II of the Parcel Mapping Project will finish up and Phase III will begin at the end of FY17. Phase III will focus on completing parcel compilation and creating a public web GIS site. Finally, as done on an annual basis, the Department will track and make necessary valuation adjustments for changes resulting from building permits, sub-divisions, and discovery. Overall, the FY17 Budget will allow the Department of Assessment to continue to serve the public in a manner similar to years past, while providing the means to meet our statutory obligations.

During FY16, the Department of Assessment converted to a new CAMA (computer assisted mass appraisal) database, setting the foundation for use in determining the City's assessments. Additionally the Department began Phase II of the Parcel Mapping Project which is a multi-year project designed to significantly improve the accuracy and availability of the City's parcel maps. Phase II focused on plan inventorying, record research and parcel compilation. This project is aligned with one of our Departmental objectives; implementing new technology for effective, efficient, and transparent assessing practices.

### Background

The Department of Assessment ensures the fair and equitable taxation of all property within the City. This is accomplished through the following:

- Valuation of property changes in accordance with RSA 75:8 and caused by building permits, zoning changes, sub-divisions, mergers, variances, and discovery
- Collection and validation of all real estate transactions
- Statistical analysis of sales and annual equalization study
- Processing of property tax abatements and defending valuations
- Administration of exemptions for the elderly, deaf, disabled, blind, and wind, wood, or solar systems; tax credits for veterans, spouses, and disabled veterans
- Administration of Current Use program
- Administration of timber cutting permits and valuation of timber for timber taxes
- Maintaining a certified and professional staff

In addition to the above and daily administrative duties, the Department's functions are governed by:

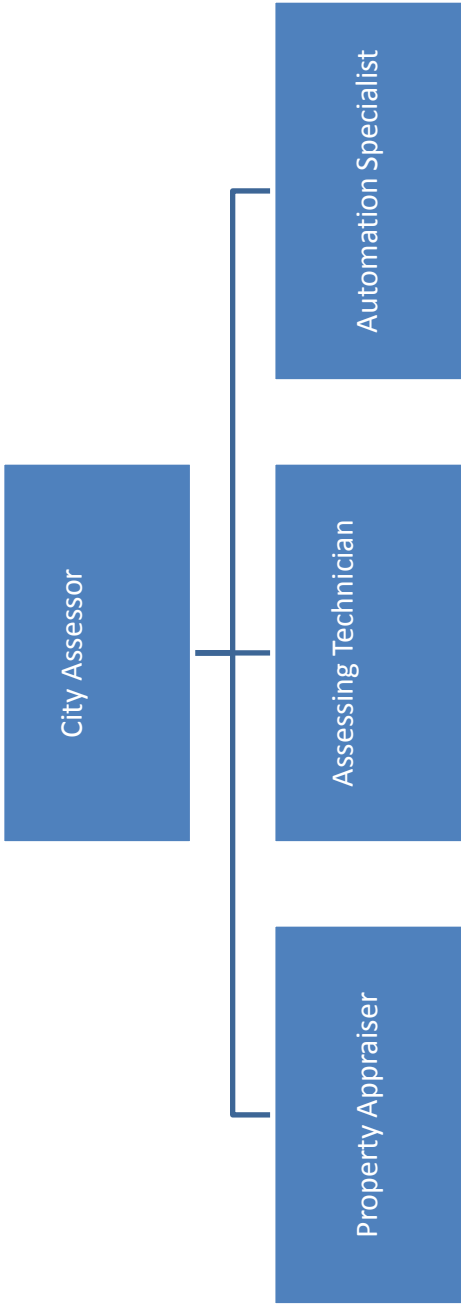
The Assessing Standards Board (ASB) The ASB was created by the legislature in answer to *Evelyn Sirrell et al. v State of New Hampshire*. Among other duties, the ASB was charged with creating guidelines to be followed by municipalities in administering the property tax system. In order to meet certification, the State conducts an audit to be sure that (1) the level and uniformity of assessments are within acceptable ranges, (2) assessment practices substantially comply with applicable statutes and rules, (3) exemption and credit procedures substantially comply with applicable statutes and rules, (4) assessments are based on reasonably accurate data, (5) assessments of various types of property are proportional, and (6) a Uniform Standards of Professional Appraisal Practice (USPAP) report has been written for each year values change.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Align w/CMP</b>
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Annually analyze the real estate market to ensure equity and fairness in the valuation of real property. This process includes inspecting, listing, and valuing real estate due to building permits, changes in use from rezoning or other actions, monitoring market trends, and uniformly applying those indicators.	Municipal Governance & Fin Stability
For tax rate setting purposes, state the aggregate value of all property, taxable and non taxable, including tax increment finance districts, along with other statistical data.	Municipal Governance & Fin Stability
Meet the Assessing Standards Board standards on data quality and statistics which may include a re-inspection program, requalification of credits and exemptions, and other performance measures. This includes certification every 5 years, taking values anew every 5 years, writing applicable Uniform Standards of Professional Appraisal Practice compliance reports, and meeting required professional certification/ designations.	Municipal Governance & Fin Stability

<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Appraise real property in accordance with State law	RSA 75:1 & 75:8	Municipal Governance & Fin Stability	I
Meet the Standards for Assessing Standards Board (ASB) Certification	RSA 21-J:11-a	Municipal Governance & Fin Stability	I
Implement new technology for effective, efficient, and transparent assessing practices		Municipal Governance & Fin Stability	I, E

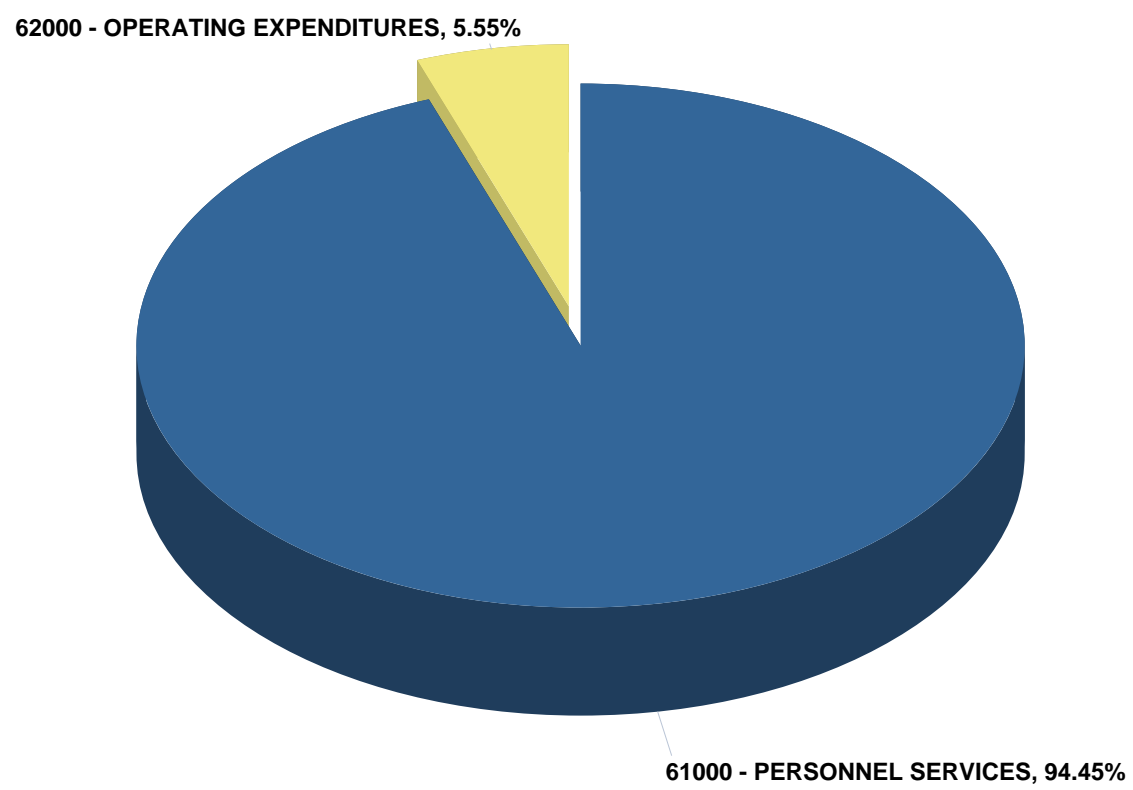
<b>METRICS:</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
Equalization ratio (expresses relationship between assessment & market; Assessing Standards Board standard is between 90% and 110%)	105.90	106.70	1.06
Total Taxable Assessed Value including Retained Value used for TIF funds	1.879 billion	1.885 billion	1.882 billion
PILOT Agreement Revenue	\$373,500	\$378,800	\$386,700



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**ASSESSMENT**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	375,741	389,269	410,946	410,946	414,227	0	414,227	414,227
62000 - OPERATING EXPENDITURES	20,216	26,480	27,588	23,913	24,334	0	24,334	24,334
<b>Department Total</b>	<b>395,956</b>	<b>415,749</b>	<b>438,534</b>	<b>434,859</b>	<b>438,561</b>	<b>0</b>	<b>438,561</b>	<b>438,561</b>





Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>ASSESSMENT</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	86,631	92,147	99,035	99,035	103,080	0	103,080	103,080
61304 - GENERAL PERSONNEL	68,097	69,301	71,292	71,292	71,016	0	71,016	71,016
61305 - ADMINISTRATIVE PERSONNEL	100,082	101,856	104,524	104,524	104,125	0	104,125	104,125
61701 - HEALTH INSURANCE	69,957	71,569	75,100	75,100	74,163	0	74,163	74,163
61702 - DENTAL INSURANCE	3,825	4,157	4,626	4,626	4,626	0	4,626	4,626
61703 - RETIREMENT CONTRIBUTIONS	27,443	28,387	30,701	30,701	31,077	0	31,077	31,077
61704 - SOCIAL SECURITY	19,288	19,917	21,026	21,026	21,284	0	21,284	21,284
61705 - WORKERS COMPENSATION	305	1,937	4,642	4,642	4,854	0	4,854	4,854
61901 - RECRUITMENT	113	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>375,741</b>	<b>389,269</b>	<b>410,946</b>	<b>410,946</b>	<b>414,227</b>	<b>0</b>	<b>414,227</b>	<b>414,227</b>
62125 - APPRAISAL SERVICES	4,243	9,480	9,600	6,500	6,000	0	6,000	6,000
62205 - PC REPLACEMENT CHARGE	2,568	2,438	2,438	2,438	2,453	0	2,453	2,453
62206 - PW FLEET CHARGE	7,104	7,442	7,483	7,483	7,811	0	7,811	7,811
62301 - OFFICE EQUIPMENT MAINT.	768	0	500	300	300	0	300	300
62425 - ADVERTISING	84	0	300	0	200	0	200	200
62435 - TRAINING	1,055	1,356	2,000	2,000	2,200	0	2,200	2,200
62436 - MEETINGS & DUES	873	1,259	1,392	1,392	1,450	0	1,450	1,450
62510 - TELEPHONE	590	608	800	700	800	0	800	800
62701 - OFFICE SUPPLIES	1,392	2,054	1,200	1,200	1,200	0	1,200	1,200
62710 - POSTAGE	737	976	1,000	1,000	1,000	0	1,000	1,000
62715 - BOOKS AND PERIODICALS	802	867	875	900	920	0	920	920
<b>62000 - OPERATING EXPENDITURES</b>	<b>20,216</b>	<b>26,480</b>	<b>27,588</b>	<b>23,913</b>	<b>24,334</b>	<b>0</b>	<b>24,334</b>	<b>24,334</b>
<b>Department Total</b>	<b>395,956</b>	<b>415,749</b>	<b>438,534</b>	<b>434,859</b>	<b>438,561</b>	<b>0</b>	<b>438,561</b>	<b>438,561</b>

<b>DEPARTMENT:</b>	<b>FINANCE</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>	<b>Accounting, Revenue, and Purchasing</b>		
<b>Cost Center(s):</b>	<b>00600 through 00603</b>		
<b>MISSION:</b>	<b>To manage the financial resources of the City of Keene in efficient, ethical, and transparent manner. Provide timely and accurate financial information to public, elected officials, and City staff.</b>		

The Finance Department administers the financial activity of the City of Keene while safeguarding the City's assets. The department provides such services as billing and collection of City utilities, and property taxes, motor vehicle registrations, and manages the revenues, expenditures, investments, purchasing, accounting, payroll, budgeting, and debt service in accordance with legal and professional standards.

During FY16 the Finance Department successfully implemented the use of a lock box service with People's United Bank for processing property tax payments, utility billing payments, and miscellaneous payments. Payments made via the lock box are sent to People's United Bank for processing and depositing into the City's bank account accurately and efficiently. People's United Bank provides the City of Keene with a data file of payments which is uploaded into the City's finance software saving hours of manual data entry.

Another undertaking that began in FY16 and will continue into FY17 was the upgrade of the financial and tax software. This major upgrade included a change in the operating platform of the software to a cloud-based environment. The upgrade is expected to be completed by November 2016.

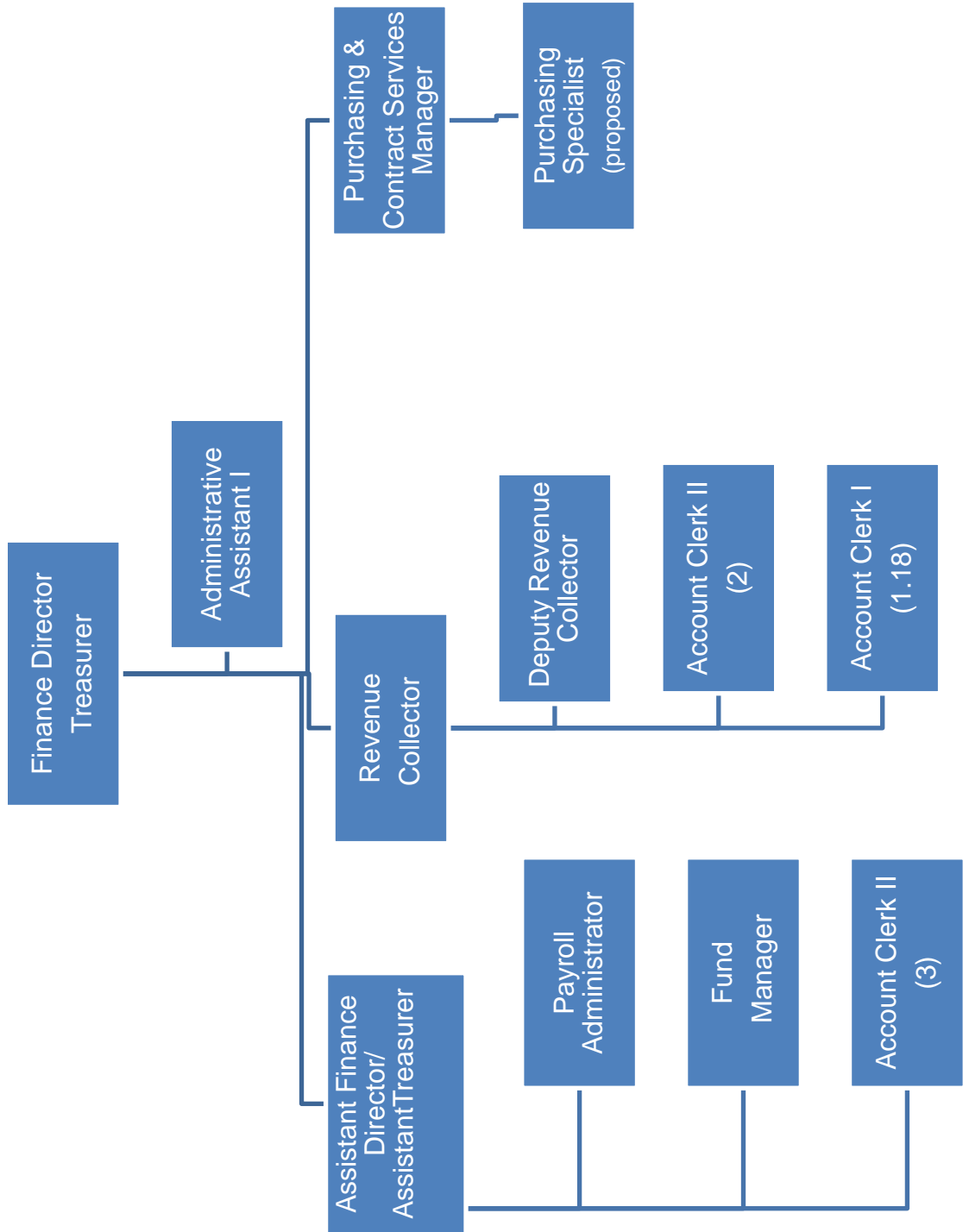
OpenGov, a cloud-based government financial reporting tool for use by the public, became operational on the City's website in FY16. The interactive design of the portal makes it easy for users to explore how taxpayer money is collected and spent.

In FY 17 and beyond the Department will continue to efficiently and accurately perform the business functions of the City, monitoring fiscal trends and legislative and regulatory activity that could impact the City's operations and fiscal condition. While working to fulfill the primary services and responsibilities of the Department, staff will explore opportunities to use technology to improve performance and investigate succession planning and training that will further advance the Department's mission and efforts to maintain compliance with best practice standards.

### **Background**

The Finance Department's performance of standard business functions is an essential component to the City of Keene's programs and services provided to our community. Department staff fulfills required functions including accounting, purchasing, payroll, billing, collection, bill payment, debt management and cash management. Revenue Collection staff, located on the first floor of City Hall, directly serves residents and businesses registering motor vehicles, accepting tax, utility, and various other payments due the City. Staff members also assist with financial analysis required for union negotiations, capital projects, and ongoing business operation. The Purchasing Division facilitates procurement efforts working across departments and funds to obtain cost effective, quality products and services and also playing a key role in the City's capital projects. The Trustees of the Trust Funds, who are charged with management of the capital reserve and trust accounts of the City, are supported by the Fund Manager and administrative support staff. Financial planning is a major focus and guides preparation of the annual operating budget and the six year capital improvement program. Fiscal policies, reviewed annually by the City Council, incorporate nationally recognized financial practices, guides staff managing the financial resources advancing the Comprehensive Master Plan goal to create a sustainable community.

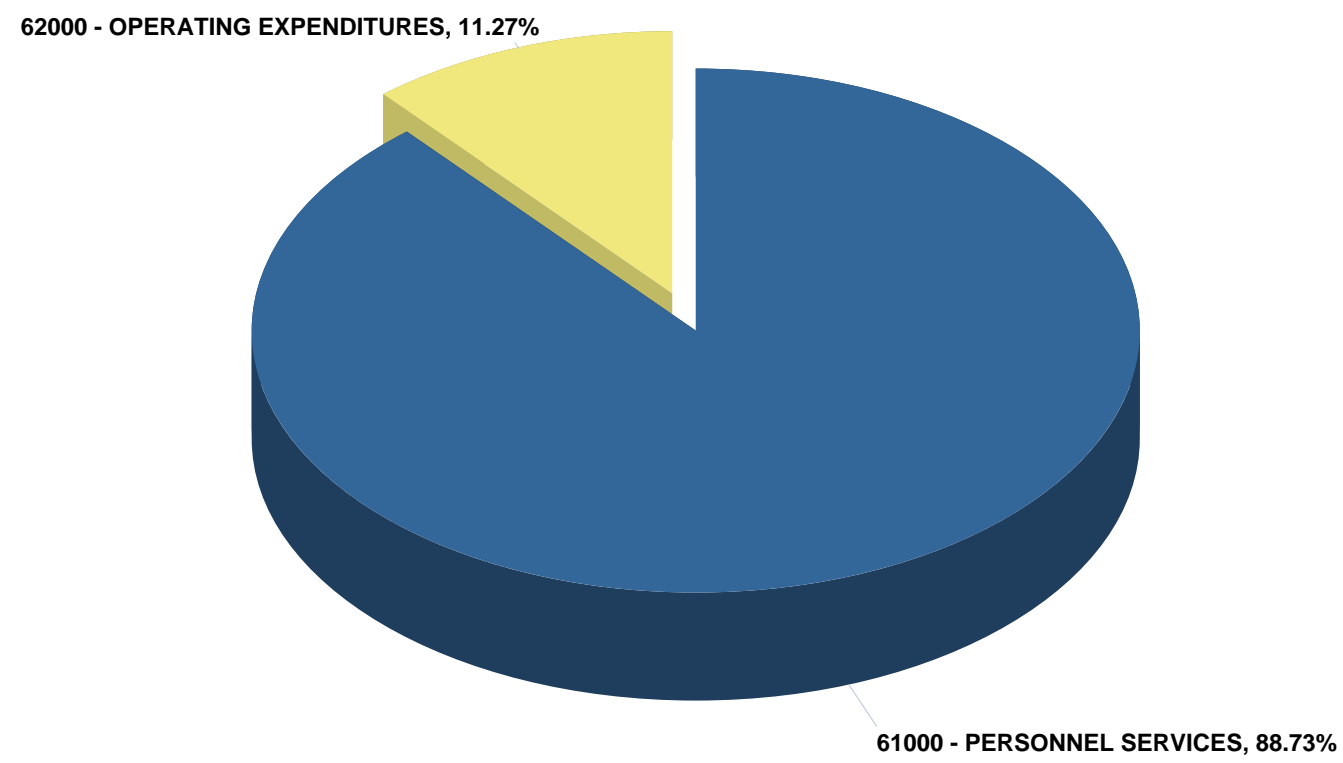
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Performs, manages, and oversees all standard business functions for the entire city organization.		Municipal Governance & Fin Stability		
Performs short and long term financial analysis and planning.		Municipal Governance & Fin Stability		
Prepares and implements operating and capital budgets in conformance with policies and plans adopted by the City Council.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Present financial data in formats that are informative and user friendly			Municipal Governance & Fin Stability	<b>C,I</b>
Expand accepting credit card payments considering customer and organization needs			Municipal Governance & Fin Stability	<b>C</b>
Collaborate with stakeholders advancing upgrade of tax program and other systems			Municipal Governance & Fin Stability	<b>C</b>
Review recognized standards re-establishing short and long term goals for purchasing			Municipal Governance & Fin Stability	<b>C</b>
Expand department training and cross-training advancing succession planning			Municipal Governance & Fin Stability	<b>C</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Invoices paid within vendor stipulated pay period		95.00%	95.00%	96.00%
Timely issuance of Council Reports		100.00%	100.00%	100.00%
Number of bids, RFP's & contracts issued		220	200	200
Property tax & utility bills issued		40,600	40,600	40,600
Motor vehicle transactions		20,700	19,020	19,000
Parcels going to tax lien		245	300	300
Liens as % of warrant		1.68%	1.85%	1.85%



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**FINANCE**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	1,149,347	1,278,152	1,348,810	1,342,611	1,370,664	0	1,370,664	1,370,664
62000 - OPERATING EXPENDITURES	143,609	134,571	169,015	149,962	166,170	8,000	174,170	166,170
<b>Department Total</b>	<b>1,292,955</b>	<b>1,412,723</b>	<b>1,517,825</b>	<b>1,492,573</b>	<b>1,536,834</b>	<b>8,000</b>	<b>1,544,834</b>	<b>1,536,834</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>FINANCE</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	99,362	106,220	110,715	109,862	110,285	0	110,285	110,285
61302 - ASST DEPARTMENT HEAD	77,614	86,839	93,383	92,126	97,242	0	97,242	97,242
61303 - SUPERVISORY PERSONNEL	71,161	72,419	74,500	73,927	74,211	0	74,211	74,211
61304 - GENERAL PERSONNEL	192,980	257,455	269,731	269,730	267,301	0	267,301	267,301
61305 - ADMINISTRATIVE PERSONNEL	313,156	303,892	317,996	317,942	318,708	0	318,708	318,708
61307 - PART TIME EMPLOYEES	38,343	43,161	49,082	49,082	46,567	0	46,567	46,567
61401 - TEMPORARY PERSONNEL	445	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	777	6,129	2,000	1,535	2,000	0	2,000	2,000
61530 - OT:STRAIGHT TIME	0	73	0	0	0	0	0	0
61701 - HEALTH INSURANCE	203,551	230,251	244,563	242,069	267,589	0	267,589	267,589
61702 - DENTAL INSURANCE	14,284	16,204	19,008	19,007	19,008	0	19,008	19,008
61703 - RETIREMENT CONTRIBUTIONS	77,539	89,150	96,769	96,768	96,927	0	96,927	96,927
61704 - SOCIAL SECURITY	59,983	65,837	70,181	69,681	69,945	0	69,945	69,945
61705 - WORKERS COMPENSATION	51	363	882	882	881	0	881	881
61901 - RECRUITMENT	101	160	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,149,347</b>	<b>1,278,152</b>	<b>1,348,810</b>	<b>1,342,611</b>	<b>1,370,664</b>	<b>0</b>	<b>1,370,664</b>	<b>1,370,664</b>
62103 - TECHNICAL SERVICES	0	-2,736	6,400	9,300	8,500	0	8,500	8,500
62129 - AUDIT SERVICES	42,900	36,400	47,900	42,500	46,000	8,000	54,000	46,000
62175 - OTHER SERVICES	7,413	2,552	9,000	6,000	6,000	0	6,000	6,000
62205 - PC REPLACEMENT CHARGE	5,364	3,209	3,325	3,325	3,245	0	3,245	3,245
62301 - OFFICE EQUIPMENT MAINT.	15,009	20,813	20,200	11,800	19,700	0	19,700	19,700
62416 - PRINTING	7,688	4,668	9,365	9,150	8,350	0	8,350	8,350
62425 - ADVERTISING	1,893	2,609	2,750	2,600	2,750	0	2,750	2,750
62430 - TRAVEL	0	0	800	100	750	0	750	750
62435 - TRAINING	2,127	3,114	5,050	3,000	5,000	0	5,000	5,000
62436 - MEETINGS & DUES	1,562	880	1,485	1,250	1,915	0	1,915	1,915
62447 - PUBLIC AWARENESS	821	959	1,200	0	1,200	0	1,200	1,200
62510 - TELEPHONE	2,673	2,898	3,040	3,140	3,140	0	3,140	3,140
62701 - OFFICE SUPPLIES	13,528	15,481	15,250	14,500	14,800	0	14,800	14,800
62710 - POSTAGE	41,304	39,319	41,850	41,600	43,400	0	43,400	43,400
62715 - BOOKS AND PERIODICALS	1,327	4,403	1,400	1,697	1,420	0	1,420	1,420
<b>62000 - OPERATING EXPENDITURES</b>	<b>143,609</b>	<b>134,571</b>	<b>169,015</b>	<b>149,962</b>	<b>166,170</b>	<b>8,000</b>	<b>174,170</b>	<b>166,170</b>
<b>Department Total</b>	<b>1,292,955</b>	<b>1,412,723</b>	<b>1,517,825</b>	<b>1,492,573</b>	<b>1,536,834</b>	<b>8,000</b>	<b>1,544,834</b>	<b>1,536,834</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### FINANCE 00600 - FINANCE ADMIN

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	99,362	106,220	110,715	109,862	110,285	0	110,285	110,285
61302 - ASST DEPARTMENT HEAD	77,614	86,839	93,383	92,126	97,242	0	97,242	97,242
61305 - ADMINISTRATIVE PERSONNEL	43,850	44,625	45,908	45,553	45,728	0	45,728	45,728
61701 - HEALTH INSURANCE	45,370	46,290	47,542	47,542	47,258	0	47,258	47,258
61702 - DENTAL INSURANCE	4,013	4,745	5,281	5,281	5,281	0	5,281	5,281
61703 - RETIREMENT CONTRIBUTIONS	23,352	25,625	28,281	28,281	28,289	0	28,289	28,289
61704 - SOCIAL SECURITY	16,606	17,937	19,125	19,125	19,374	0	19,374	19,374
61705 - WORKERS COMPENSATION	12	98	241	241	244	0	244	244
61901 - RECRUITMENT	40	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>310,220</b>	<b>332,381</b>	<b>350,475</b>	<b>348,010</b>	<b>353,700</b>	<b>0</b>	<b>353,700</b>	<b>353,700</b>
<b>00600 - FINANCE ADMIN Total</b>	<b>310,220</b>	<b>332,381</b>	<b>350,475</b>	<b>348,010</b>	<b>353,700</b>	<b>0</b>	<b>353,700</b>	<b>353,700</b>

### FINANCE 00601 - FINANCE ACCTING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	121,597	126,922	130,569	130,569	130,064	0	130,064	130,064
61305 - ADMINISTRATIVE PERSONNEL	131,559	133,874	137,387	137,687	136,862	0	136,862	136,862
61401 - TEMPORARY PERSONNEL	445	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	0	0	0	335	0	0	0	0
61701 - HEALTH INSURANCE	74,345	86,392	90,845	88,350	90,321	0	90,321	90,321
61702 - DENTAL INSURANCE	4,230	5,015	5,581	5,581	5,581	0	5,581	5,581
61703 - RETIREMENT CONTRIBUTIONS	23,999	28,115	29,575	29,575	29,816	0	29,816	29,816
61704 - SOCIAL SECURITY	19,144	19,722	20,499	20,000	20,420	0	20,420	20,420
61705 - WORKERS COMPENSATION	17	108	258	258	257	0	257	257
61901 - RECRUITMENT	61	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>375,396</b>	<b>400,149</b>	<b>414,713</b>	<b>412,355</b>	<b>413,322</b>	<b>0</b>	<b>413,322</b>	<b>413,322</b>
62103 - TECHNICAL SERVICES	0	-2,736	6,400	9,300	8,500	0	8,500	8,500
62129 - AUDIT SERVICES	42,900	36,400	47,900	42,500	46,000	8,000	54,000	46,000
62205 - PC REPLACEMENT CHARGE	3,972	2,266	2,266	2,266	2,126	0	2,126	2,126
62301 - OFFICE EQUIPMENT MAINT.	9,565	14,344	14,000	10,000	12,500	0	12,500	12,500
62416 - PRINTING	7,276	4,668	9,000	9,000	8,000	0	8,000	8,000
62430 - TRAVEL	0	0	800	100	750	0	750	750
62435 - TRAINING	1,809	2,336	4,050	2,000	4,000	0	4,000	4,000
62436 - MEETINGS & DUES	977	180	650	650	650	0	650	650
62510 - TELEPHONE	1,037	1,103	1,140	1,140	1,140	0	1,140	1,140
62701 - OFFICE SUPPLIES	2,980	2,774	3,800	3,800	3,800	0	3,800	3,800



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62710 - POSTAGE	5,400	6,636	6,000	6,000	6,000	0	6,000	6,000
62715 - BOOKS AND PERIODICALS	792	1,562	500	797	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>76,708</b>	<b>69,533</b>	<b>96,506</b>	<b>87,553</b>	<b>93,966</b>	<b>8,000</b>	<b>101,966</b>	<b>93,966</b>
<b>00601 - FINANCE ACCTING Total</b>	<b>452,104</b>	<b>469,682</b>	<b>511,219</b>	<b>499,908</b>	<b>507,288</b>	<b>8,000</b>	<b>515,288</b>	<b>507,288</b>

### FINANCE 00602 - FINANCE PURCHASING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	71,384	130,532	139,162	139,161	137,237	0	137,237	137,237
61701 - HEALTH INSURANCE	15,512	37,789	40,487	40,487	40,233	0	40,233	40,233
61702 - DENTAL INSURANCE	802	2,083	2,715	2,715	2,715	0	2,715	2,715
61703 - RETIREMENT CONTRIBUTIONS	7,688	14,073	15,544	15,544	15,329	0	15,329	15,329
61704 - SOCIAL SECURITY	5,222	9,318	10,646	10,645	10,499	0	10,499	10,499
61705 - WORKERS COMPENSATION	5	54	134	134	132	0	132	132
<b>61000 - PERSONNEL SERVICES</b>	<b>100,614</b>	<b>193,849</b>	<b>208,689</b>	<b>208,686</b>	<b>206,145</b>	<b>0</b>	<b>206,145</b>	<b>206,145</b>
62205 - PC REPLACEMENT CHARGE	276	247	363	363	465	0	465	465
62301 - OFFICE EQUIPMENT MAINT.	982	1,530	2,000	1,800	2,000	0	2,000	2,000
62416 - PRINTING	412	0	365	150	350	0	350	350
62425 - ADVERTISING	1,893	2,609	2,750	2,600	2,750	0	2,750	2,750
62435 - TRAINING	318	287	500	500	500	0	500	500
62436 - MEETINGS & DUES	425	590	600	600	600	0	600	600
62510 - TELEPHONE	390	515	500	600	600	0	600	600
62701 - OFFICE SUPPLIES	8,219	9,204	8,250	7,500	7,500	0	7,500	7,500
62710 - POSTAGE	77	30	400	150	400	0	400	400
62715 - BOOKS AND PERIODICALS	325	0	400	400	400	0	400	400
<b>62000 - OPERATING EXPENDITURES</b>	<b>13,316</b>	<b>15,012</b>	<b>16,128</b>	<b>14,663</b>	<b>15,565</b>	<b>0</b>	<b>15,565</b>	<b>15,565</b>
<b>00602 - FINANCE PURCHASING Total</b>	<b>113,930</b>	<b>208,861</b>	<b>224,817</b>	<b>223,349</b>	<b>221,710</b>	<b>0</b>	<b>221,710</b>	<b>221,710</b>

### FINANCE 00603 - FINANCE REV COLLECTION

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	71,161	72,419	74,500	73,927	74,211	0	74,211	74,211
61305 - ADMINISTRATIVE PERSONNEL	137,747	125,392	134,702	134,702	136,117	0	136,117	136,117
61307 - PART TIME EMPLOYEES	38,343	43,161	49,082	49,082	46,567	0	46,567	46,567
61501 - REGULAR OVERTIME	777	6,129	2,000	1,200	2,000	0	2,000	2,000
61530 - OT:STRAIGHT TIME	0	73	0	0	0	0	0	0
61701 - HEALTH INSURANCE	68,324	59,779	65,690	65,690	89,777	0	89,777	89,777
61702 - DENTAL INSURANCE	5,239	4,361	5,431	5,431	5,431	0	5,431	5,431
61703 - RETIREMENT CONTRIBUTIONS	22,499	21,337	23,368	23,368	23,494	0	23,494	23,494
61704 - SOCIAL SECURITY	19,010	18,860	19,911	19,911	19,652	0	19,652	19,652

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61705 - WORKERS COMPENSATION	16	102	249	249	248	0	248	248
61901 - RECRUITMENT	0	160	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>363,117</b>	<b>351,774</b>	<b>374,933</b>	<b>373,560</b>	<b>397,497</b>	<b>0</b>	<b>397,497</b>	<b>397,497</b>
62175 - OTHER SERVICES	7,413	2,552	9,000	6,000	6,000	0	6,000	6,000
62205 - PC REPLACEMENT CHARGE	1,116	696	696	696	654	0	654	654
62301 - OFFICE EQUIPMENT MAINT.	4,462	4,940	4,200	0	5,200	0	5,200	5,200
62435 - TRAINING	0	491	500	500	500	0	500	500
62436 - MEETINGS & DUES	160	110	235	0	665	0	665	665
62447 - PUBLIC AWARENESS	821	959	1,200	0	1,200	0	1,200	1,200
62510 - TELEPHONE	1,245	1,280	1,400	1,400	1,400	0	1,400	1,400
62701 - OFFICE SUPPLIES	2,330	3,503	3,200	3,200	3,500	0	3,500	3,500
62710 - POSTAGE	35,827	32,654	35,450	35,450	37,000	0	37,000	37,000
62715 - BOOKS AND PERIODICALS	210	2,841	500	500	520	0	520	520
<b>62000 - OPERATING EXPENDITURES</b>	<b>53,584</b>	<b>50,025</b>	<b>56,381</b>	<b>47,746</b>	<b>56,639</b>	<b>0</b>	<b>56,639</b>	<b>56,639</b>
<b>00603 - FINANCE REV COLLECTION</b>								
<b>Total</b>	<b>416,701</b>	<b>401,799</b>	<b>431,314</b>	<b>421,306</b>	<b>454,136</b>	<b>0</b>	<b>454,136</b>	<b>454,136</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>FINANCE</b>	<b>1,292,955</b>	<b>1,412,723</b>	<b>1,517,825</b>	<b>1,492,573</b>	<b>1,536,834</b>	<b>8,000</b>	<b>1,544,834</b>	<b>1,536,834</b>

<b>DEPARTMENT:</b>	<b>HUMAN RESOURCES</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(S):</b>			
<b>Cost Center(s):</b>	<b>00500</b>		
<b>MISSION:</b>	<b>Work strategically in partnership with managers and their team members to identify and respond to changing needs, thus fostering a work environment that attracts and inspires excellence in people to ensure the City is successful in its mission.</b>		

Human Resources staff supports management of the organization’s most valuable and dynamic resource – personnel. The Department helps guide efforts to maintain a stable, vibrant, progressive, and engaged workforce invested in and dedicated to quality programs and services that make the City an attractive community in which to live, work, play, and learn. By ensuring that employees are managed fairly, trained well, supported, and assigned duties to accomplish the City’s goals in a cost-effective, efficient, and safe manner, the work of Human Resources advances the vision of Keene’s Comprehensive Master Plan.

The environment in which the City’s workforce strives to provide high quality services is evolving, impacted by a variety of factors including changing workforce demographics, technology, regulatory, and emerging community issues. As we strive as an organization to adapt and effectively respond to community priorities and needs, the Human Resources Department faces growing demands. Not only do we support human resources and risk management activities, we are a strategic business partner to the organization.

As we consider that almost one-third of our five-generation workforce is retirement eligible and the impact of those transitions on the knowledge base of the organization, a variety of responses will be required to develop, retain, and attract engaged employees focused on providing the outstanding public service the community demands. In this effort, we are partners with our leadership team, analyzing and cultivating our talent to develop future leaders who can step in to advance our community’s sustainability into the future.

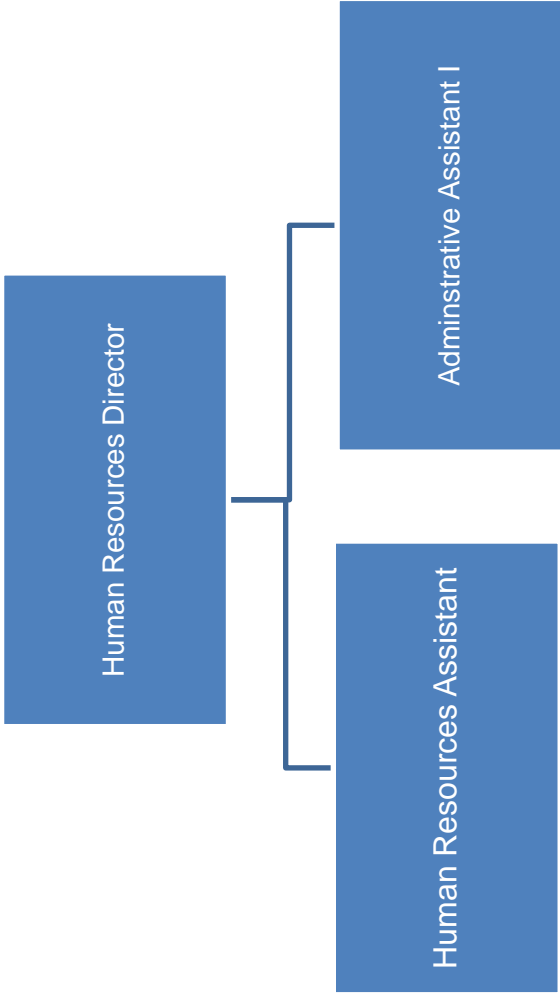
While assisting other departments to develop a workforce providing diverse services to the community, we also must be attentive to ensuring effective and sustainable systems that meet Department responsibilities of change management; organizational development; workforce planning; succession planning; recruiting and staffing; employee communications; labor relations; education and learning; leadership development; personal development; compensation; negotiations; benefits strategy; delivery and administration; performance management; employee engagement; employee assistance program availability; work environment diversity; policy development; legal compliance; drug and alcohol testing; safety programs; security; risk management; community relations; and Department administration. As a small Department, with fewer than three employees, we continually must review our efforts and take advantage of opportunities that secure sustainability of these organizational supports for HR’s customers—more than 375 employees, 249 retirees, and job applicants who may someday be our future employees.

Employees, retirees, and job applicants are our ambassadors. The City’s future workforce, and success, is contingent upon how City services are perceived, received, and delivered; and a workforce that embraces and promotes a positive culture is impacted, in part, by Human Resources.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Alignment with CMP</b>
Provide business leadership regarding the processes and activities used during the strategic planning process to align the human resource management plan with the strategic plan, to ensure compliance with all employment laws and regulations and maximizing use of available technology.	Municipal Governance & Financial Stability
Develop, implement, and evaluate programs to attract, recognize, and retain workers with the knowledge, skills, abilities, and performance to enhance the effectiveness of the organization.	Municipal Governance & Financial Stability
Provide internal management consulting, dispute resolution, and problem solving to maintain relationships and working conditions that balance employer, employee, and community needs.	Municipal Governance & Financial Stability
Develop, implement, and administer compensation, benefit and risk management programs balancing fairness to taxpayers and employees advancing an engaged health workforce.	Municipal Governance & Financial Stability

<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue to review current, and cultivate potential employee talent to meet succession planning needs. Prepare a Talent Management inventory for the workforce.	N/A	Municipal Governance & Financial Stability	V, C
Implement appropriate Primex and other online training suites as professional development for employees as they progress through different phases from new employee, seasoned employee, and employees moving into supervisory roles.	N/A	Municipal Governance & Financial Stability	V, C, E
Review internal Administrative Directives relating to human resources establishing standardized practices and procedures that cross departmental lines.	N/A	Municipal Governance & Financial Stability	V, C, E
Improve organizational efficiency by offering more information through the human resources portal on the internal network and departmental efficiency by optimizing capabilities of human resources database and reporting.	N/A	Municipal Governance & Financial Stability	V, C, E

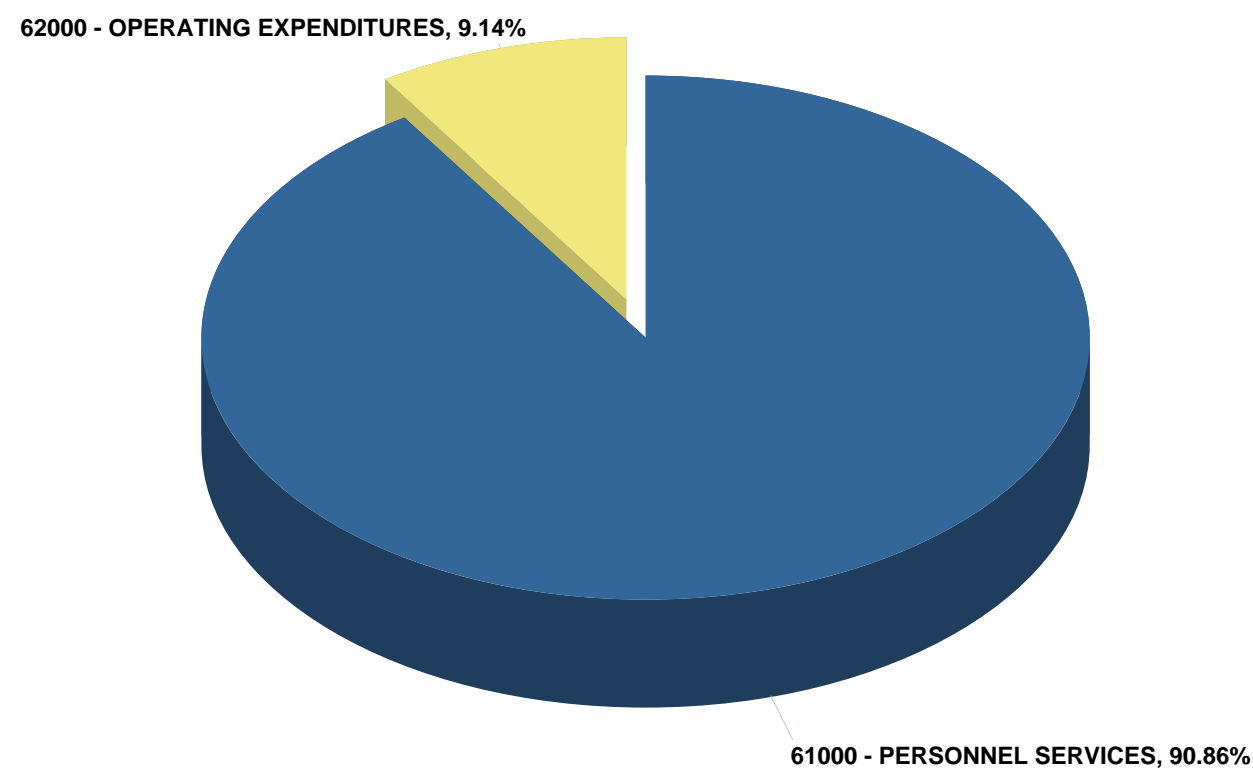
<b>METRICS:</b>	<b>FY15</b>	<b>FY16 (est.)</b>	<b>FY17 (est.)</b>
Recruitment (for centralized recruitment processes): # External applications for full-time / part-time regular vacancies. # Full-time / part-time regular external hires. # Promotions or internal transfers from full-time / part-time from recruitments.	356 / 156 10 / 7 11 / 1	266 / 239 12 / 15 13 / 0	250 / 200 10 / 13 14 / 2
Additional background checks for temporary employees and unpaid volunteers.	38 / 36	38 / 36	38 / 36
Full-time / part-time / temporary employees that vary with season (shows workforce utilization, as well as services required).	234 / 89 / 92	242 / 90 / 115	243 / 89 / 100
Training: # sessions / # participants (hold 10+ sessions; have 150+ attendees; survey needs of departments and participants regularly).	12 / 280	6 / 185	10 / 200
Risk Management: # worker's compensation claims / # claims incurring \$0 / # claims incurring greater than \$5,000.	61 / 45 / 4	53 / 21 / 3	50 / 18 / 3
Employee turnover rate for full-time / part-time regular (maintain turnover for FTEs at under 5% per year).	5.11% / 20.00%	4.50% / 24.00%	4.50% / 24.00%
Full-time employees eligible to retire as of fiscal year-end.	27.93%	31.17%	31.98%
Retirees or spouses eligible for services / continuing insurance.	243 / 128	249 / 131	254 / 135



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**HUMAN RESOURCES**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	259,955	281,318	292,066	285,685	288,019	0	288,019	288,019
62000 - OPERATING EXPENDITURES	33,008	34,679	33,889	32,421	28,972	0	28,972	28,972
<b>Department Total</b>	<b>292,963</b>	<b>315,997</b>	<b>325,955</b>	<b>318,107</b>	<b>316,991</b>	<b>0</b>	<b>316,991</b>	<b>316,991</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>HUMAN RESOURCES</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	101,701	107,623	110,715	109,862	110,285	0	110,285	110,285
61305 - ADMINISTRATIVE PERSONNEL	62,308	63,461	65,285	64,783	65,032	0	65,032	65,032
61307 - PART TIME EMPLOYEES	35,048	35,870	36,726	32,077	33,959	0	33,959	33,959
61701 - HEALTH INSURANCE	25,470	38,129	40,487	39,601	40,233	0	40,233	40,233
61702 - DENTAL INSURANCE	1,786	2,440	2,715	2,715	2,715	0	2,715	2,715
61703 - RETIREMENT CONTRIBUTIONS	17,663	18,444	19,659	19,508	19,583	0	19,583	19,583
61704 - SOCIAL SECURITY	15,286	15,524	16,274	15,814	16,010	0	16,010	16,010
61705 - WORKERS COMPENSATION	13	86	205	199	202	0	202	202
61901 - RECRUITMENT	680	-260	0	1,126	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>259,955</b>	<b>281,318</b>	<b>292,066</b>	<b>285,685</b>	<b>288,019</b>	<b>0</b>	<b>288,019</b>	<b>288,019</b>
62103 - TECHNICAL SERVICES	2,968	11,207	5,000	4,756	5,000	0	5,000	5,000
62161 - LEGAL SERVICES	21,123	11,558	12,000	11,512	12,000	0	12,000	12,000
62205 - PC REPLACEMENT CHARGE	1,368	1,138	1,047	1,047	1,142	0	1,142	1,142
62416 - PRINTING	326	0	5,200	5,200	0	0	0	0
62435 - TRAINING	1,197	2,960	3,695	3,295	3,845	0	3,845	3,845
62436 - MEETINGS & DUES	1,722	2,099	1,645	1,645	1,725	0	1,725	1,725
62441 - LOCAL MEALS & MEETING EXP	131	803	500	300	400	0	400	400
62444 - AWARDS	2,500	2,890	2,800	2,765	2,800	0	2,800	2,800
62445 - PHOTOGRAPHY & PROCESSING	0	0	200	150	0	0	0	0
62510 - TELEPHONE	221	262	252	276	360	0	360	360
62701 - OFFICE SUPPLIES	665	931	600	584	700	0	700	700
62710 - POSTAGE	596	595	800	656	700	0	700	700
62715 - BOOKS AND PERIODICALS	191	236	150	235	300	0	300	300
<b>62000 - OPERATING EXPENDITURES</b>	<b>33,008</b>	<b>34,679</b>	<b>33,889</b>	<b>32,421</b>	<b>28,972</b>	<b>0</b>	<b>28,972</b>	<b>28,972</b>
<b>Department Total</b>	<b>292,963</b>	<b>315,997</b>	<b>325,955</b>	<b>318,107</b>	<b>316,991</b>	<b>0</b>	<b>316,991</b>	<b>316,991</b>

<b>DEPARTMENT:</b>	<b>INFORMATION TECHNOLOGY (IT)</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	<b>00700</b>		
<b>MISSION:</b>	<b>To consistently improve customer service by driving technological innovation and business process advancement in a cost effective manner.</b>		

The purpose of the IT Department is to guide and support the information technology needs of all City departments. Though many think of computer hardware when they hear the term “information technology”, that is only one of the vital components we take responsibility for procuring, maintaining, and supporting. More important than the hardware is how we use one of the organization’s most valuable assets – the information we collect and disburse with the technology tools we use. The IT Department plays a leadership role in guiding departments to information systems that promise to improve customer service. This includes creative planning, change management, business process reengineering, technical training, and prioritizing IT staff development and recruitment.

Managing organizational information systems and long term planning requires a careful balance of getting the most out of established technological resources without building dependence upon obsolete technology as well as embracing newly available technologies but only at a reasonable expense. There are many variables that play a part in this tricky formula: cost, employee time, mandates, strategy, risk, benefit, etc. Each year the technology landscape changes, causing a shift in each of the variables. Ideally, the projects that make the priority list are those that yield the greatest benefit at the least cost.

In FY16 the IT Department worked with staff across the organization to plan and implement social media services with the goal of improving public information and community engagement. The support of the City Manager this fiscal year made it possible to launch these services. They have proven very successful. The Police Facebook activity has been extremely well received by the public, the Parks & Recreation Facebook and Instagram tools have increased program engagement directly, and the NotifyKeene Twitter use has proven to be a very helpful tool for critical public safety information.

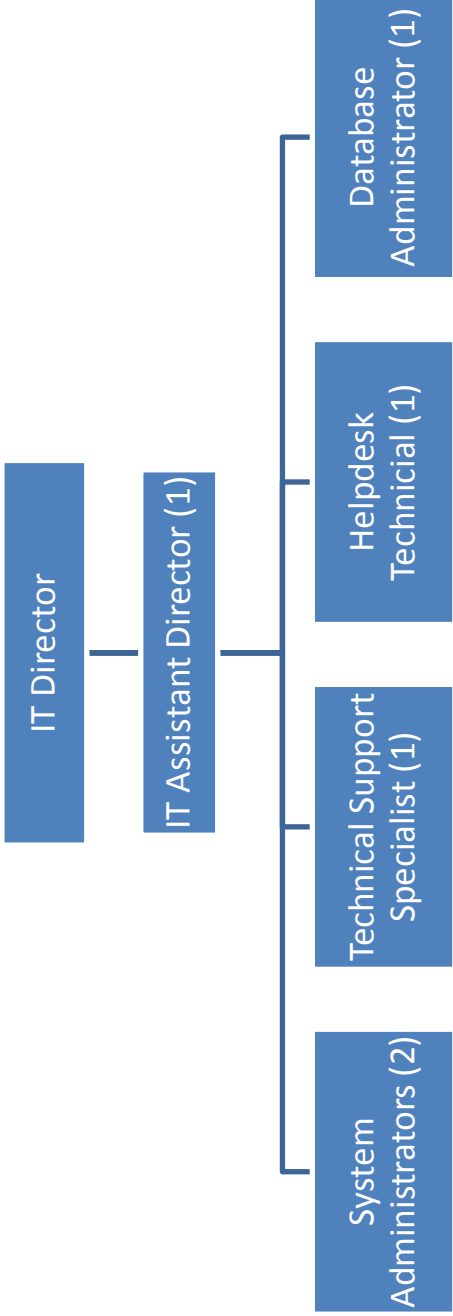
IT also continued the systems integration project planning in collaboration with other departments. This ties in with the Database Upgrade CIP project planned for FY17. The project will upgrade a major database application, Cartegraph, in use at Public Works and make it available for expanded use for operations such as parks, facilities, cemeteries, registration, inventory, enforcement, licensing and other applications. The plan also includes migration from the Oracle platform to SQL Serve in keeping with our mission to balance technological capabilities and expenses.

In FY17 the IT Department will additionally provide the support and leadership required to expand mobile government resources using applications such as YourGov and Sportsman to provide system access to both staff in the field as well as the public. The Pentamation financial system upgrade and migration alongside the Vision property assessment system migration will be a priority as well. Another FY17 project is the website redesign initiative which will involve all City departments. This is one of the projects that requires thinking beyond the old, comfortable way of doing things and will require IT staff to assist departments in embracing a new approach to engaging the public. These large scale projects and additional others drive IT capital planning, computer replacement strategy, and staff resources.

Finally, the Gigabit Keene concept is starting to gain some momentum. Although not an IT Department project per se, it will require staff resources. Gigabit Keene is one example of a technology project that is not just about desktop hardware. It will contribute to the future viability of this community.



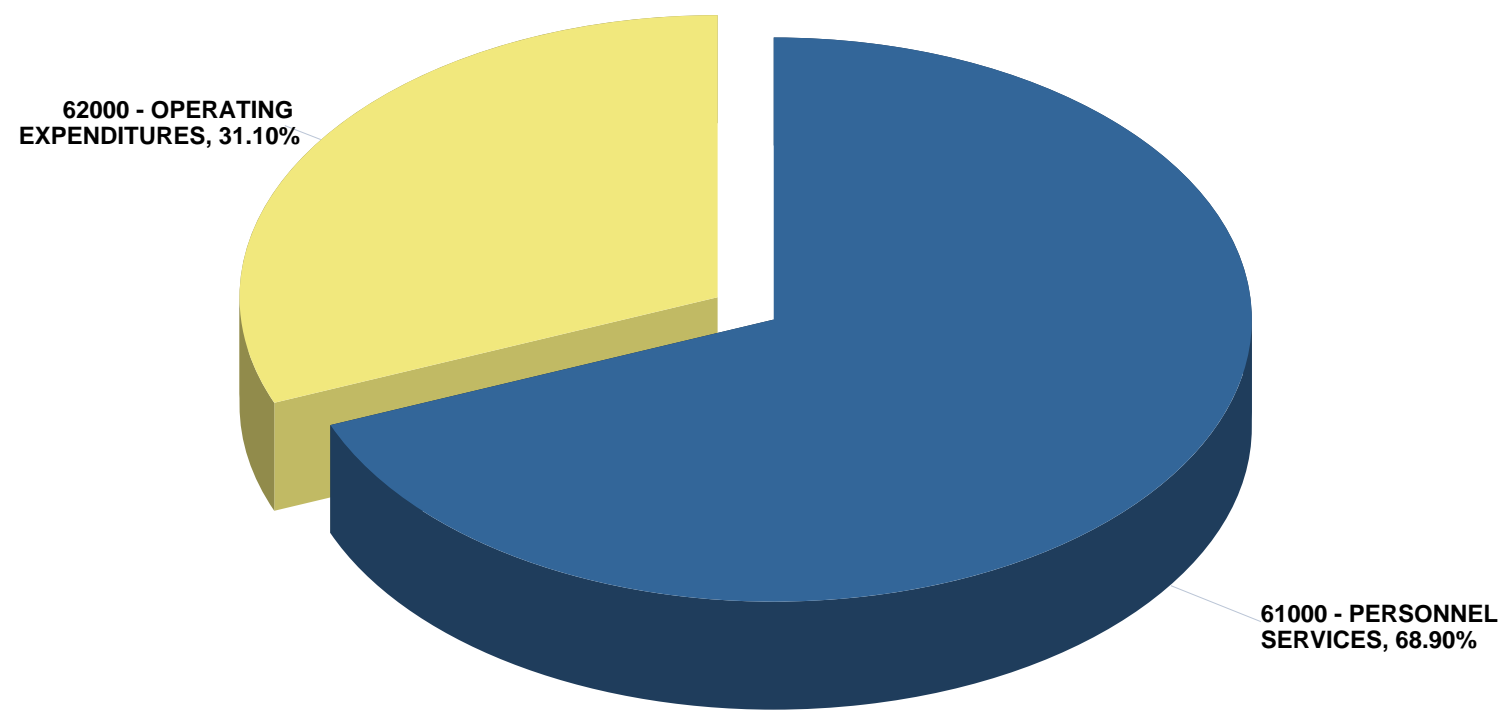
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Implement, maintain, and support information technology hardware and software.		Municipal Governance & Fin Stability		
Secure City information system resources.		Municipal Governance & Fin Stability		
Supply City departments with current effective tools to inform and educate the public.		Municipal Governance & Fin Stability		
Train and empower users to take full advantage of technology solutions.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2015/2016 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Complete upgrade and virtualization of financial system.			Municipal Governance & Fin Stability	<b>V, C, E</b>
Migrate databases to new platform to include Cartegraph, APEX apps, GIS, reports.			Municipal Governance & Fin Stability	<b>V, O, I, C</b>
Redesign website.			Municipal Governance & Fin Stability	<b>V, O, I</b>
Gigabit Keene broadband initiative.			Municipal Governance & Fin Stability	<b>C, E</b>
Social media training and enhancement for improved public engagement.			Municipal Governance & Fin Stability	<b>V, O, I</b>
Mobile technology for Parks programs.			Municipal Governance & Fin Stability	<b>V, E</b>
Transition email archive.			Municipal Governance & Fin Stability	<b>C, E</b>
Complete server replacements.			Municipal Governance & Fin Stability	<b>C, E</b>
Mobile solutions for service delivery.			Municipal Governance & Fin Stability	<b>V, O, I</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
End Users		369	348	345
Desktop and Laptop Computers		300	293	290
Servers: Physical/Virtual		6/31	8/44	8/50
<b>Helpdesk Work Orders Average Days to Completion:</b>				
	Priority 1 (goal: resolution in 4 hours)	0	1	0
	Priority 2 (goal: resolution in 2 days)	1	0	1
	Priority 3 (goal: resolution in 2 weeks)	17	16	14



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**INFORMATION TECHNOLOGY**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	815,879	830,380	848,940	805,033	827,036	0	827,036	827,036
62000 - OPERATING EXPENDITURES	337,542	307,549	447,229	444,677	373,350	0	373,350	373,350
<b>Department Total</b>	<b>1,153,421</b>	<b>1,137,928</b>	<b>1,296,169</b>	<b>1,249,710</b>	<b>1,200,386</b>	<b>0</b>	<b>1,200,386</b>	<b>1,200,386</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

**INFORMATION TECHNOLOGY**

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	110,146	117,159	120,904	120,433	120,433	0	120,433	120,433
61302 - ASST DEPARTMENT HEAD	92,670	94,309	97,019	96,642	96,642	0	96,642	96,642
61304 - GENERAL PERSONNEL	296,429	301,657	380,830	352,028	369,920	0	369,920	369,920
61307 - PART TIME EMPLOYEES	37,776	50,837	0	0	0	0	0	0
61401 - TEMPORARY PERSONNEL	59,980	31,800	0	0	0	0	0	0
61602 - STAND-BY PAY	0	0	0	17,500	0	0	0	0
61609 - STIPEND	14,619	15,526	0	0	0	0	0	0
61701 - HEALTH INSURANCE	96,076	106,174	127,872	110,000	120,884	0	120,884	120,884
61702 - DENTAL INSURANCE	6,117	6,981	9,042	7,900	8,237	0	8,237	8,237
61703 - RETIREMENT CONTRIBUTIONS	55,343	59,178	66,881	59,295	65,567	0	65,567	65,567
61704 - SOCIAL SECURITY	46,496	46,509	45,805	40,489	44,785	0	44,785	44,785
61705 - WORKERS COMPENSATION	41	250	587	512	566	0	566	566
61901 - RECRUITMENT	185	0	0	234	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>815,879</b>	<b>830,380</b>	<b>848,940</b>	<b>805,033</b>	<b>827,036</b>	<b>0</b>	<b>827,036</b>	<b>827,036</b>
62102 - PROFESSIONAL SERVICES	3,373	309	8,319	8,318	6,000	0	6,000	6,000
62103 - TECHNICAL SERVICES	25,370	23,762	61,119	61,118	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	4,224	3,534	3,769	3,769	3,604	0	3,604	3,604
62307 - COMPUTER SYS MAINTENANCE	242,698	222,087	236,862	236,862	230,687	0	230,687	230,687
62308 - NETWORK MAINTENANCE	30,780	26,040	43,523	43,523	44,634	0	44,634	44,634
62311 - EQUIPMENT MAINTENANCE	236	268	5,350	5,350	5,350	0	5,350	5,350
62430 - TRAVEL	821	638	1,000	1,000	1,000	0	1,000	1,000
62435 - TRAINING	15,271	9,323	15,375	15,375	9,400	0	9,400	9,400
62436 - MEETINGS & DUES	60	942	250	100	250	0	250	250
62441 - LOCAL MEALS & MEETING EXP	0	0	250	100	250	0	250	250
62510 - TELEPHONE	3,345	4,975	6,000	4,100	4,050	0	4,050	4,050
62701 - OFFICE SUPPLIES	426	1,105	1,000	1,000	1,000	0	1,000	1,000
62710 - POSTAGE	10	60	150	300	225	0	225	225
62715 - BOOKS AND PERIODICALS	99	0	500	0	0	0	0	0
62734 - MINOR EQUIPMENT	226	0	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	7,382	8,297	7,950	7,950	5,900	0	5,900	5,900
62761 - SOFTWARE	1,207	6,209	15,812	15,812	11,000	0	11,000	11,000
63403 - FURNITURE & FIXTURE ACQ	2,012	0	0	0	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	0	40,000	40,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>337,542</b>	<b>307,549</b>	<b>447,229</b>	<b>444,677</b>	<b>373,350</b>	<b>0</b>	<b>373,350</b>	<b>373,350</b>
<b>Department Total</b>	<b>1,153,421</b>	<b>1,137,928</b>	<b>1,296,169</b>	<b>1,249,710</b>	<b>1,200,386</b>	<b>0</b>	<b>1,200,386</b>	<b>1,200,386</b>

Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>DEBT SERVICE</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
65101 - PRINCIPAL	3,658,215	3,620,144	4,220,982	4,220,982	3,812,817	0	3,812,817	3,812,817
65102 - INTEREST ON BONDED DEBT	989,138	902,825	888,385	888,385	892,517	0	892,517	892,517
65200 - NOTES PAYABLE	0	0	86,170	86,170	86,170	0	86,170	86,170
65202 - INTEREST ON NOTES PAYABLE	50,022	46,316	44,464	44,464	38,906	0	38,906	38,906
<b>62000 - OPERATING EXPENDITURES</b>	<b>4,697,376</b>	<b>4,569,285</b>	<b>5,240,001</b>	<b>5,240,001</b>	<b>4,830,410</b>	<b>0</b>	<b>4,830,410</b>	<b>4,830,410</b>
<b>Department Total</b>	<b>4,697,376</b>	<b>4,569,285</b>	<b>5,240,001</b>	<b>5,240,001</b>	<b>4,830,410</b>	<b>0</b>	<b>4,830,410</b>	<b>4,830,410</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2016/2017 Operating Budget**  
**STATEMENT OF GENERAL FUND LONG-TERM DEBT**

<b>ISSUE</b>	<b>DATED</b>	<b>MATURITY</b>	<b>RATE</b>	<b>ORIGINAL BOND</b>	<b>PRINCIPAL 2016/2017</b>	<b>INTEREST 2016/2017</b>	<b>PRINCIPAL BALANCE 06/30/17</b>
T-Hangar	3/1/2002	3/1/2022	avg 4.57%	\$ 250,000	\$ 12,500	\$ 3,750	\$ 62,500
Bridges	3/1/2002	3/1/2022	avg 4.57%	100,000	5,000	1,500	25,000
Drainage	3/1/2002	3/1/2022	avg 4.57%	655,000	32,750	9,825	163,750
Emergency Services Facility	3/1/2002	3/1/2022	avg 4.57%	890,000	44,500	13,350	222,500
Intersections	3/1/2002	3/1/2022	avg 4.57%	440,098	22,000	6,600	110,000
Emergency Services & PW Facility	3/1/2002	3/1/2023	avg 4.57%	4,715,000	235,750	82,513	1,414,500
Public Improvements 2003 issue	5/15/2003	5/15/2023	avg 3.45%	5,391,161	200,000	55,200	1,200,000
Black Brook Corporate Park - Refunding 1996	12/27/2006	8/15/2017	avg 3.93%	647,844	62,500	3,609	60,938
Library Renovation/Expansion - Refunding 1997	12/27/2006	8/15/2027	avg 3.93%	2,359,800	125,333	53,866	1,208,556
Emergency Services Facility - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	338,001	26,111	3,479	74,734
T-Hangar & Equip. Storage Facility - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	449,293	33,944	4,921	107,046
By-Pass - Refunding 1999	12/27/2006	8/15/2019	avg 3.93%	267,466	20,889	2,663	56,853
Drainage Improvements	7/15/2007	7/15/2027	avg 4.195%	220,000	10,000	4,810	110,000
Drainage Improvements	7/15/2007	7/15/2027	avg 4.195%	250,000	15,000	5,110	115,000
Road Reconstruction	7/15/2007	7/15/2017	avg 4.195%	565,000	55,000	3,300	55,000
West Street Rehabilitation	7/15/2007	7/15/2017	avg 4.195%	420,000	40,000	2,400	40,000
Robin Hood Park Drainage	7/1/2008	7/1/2018	avg 4.0198479%	150,000	15,000	1,800	30,000
Court Street Culvert Drainage	7/1/2008	7/1/2018	avg 4.0198479%	85,000	8,500	1,020	17,000
Road Reconstruction	7/1/2008	7/1/2018	avg 4.0198479%	1,340,000	134,000	16,080	268,000
Sidewalk Repairs	7/1/2008	7/1/2018	avg 4.0198479%	300,000	30,000	3,600	60,000
Victoria Street Extension	7/1/2008	7/1/2018	avg 4.0198479%	160,000	16,000	1,920	32,000
Drainage Program	7/1/2008	7/1/2028	avg 4.0198479%	640,000	32,475	17,278	380,200
Bridge Program	7/1/2008	7/1/2028	avg 4.0198479%	480,000	24,350	12,961	285,200
Municipal Complex - roof repair	11/1/2009	11/1/2019	avg 2.3396173%	510,000	85,000	3,988	75,000
Bike Path - North Bridge	11/1/2009	11/1/2019	avg 2.3396173%	655,000	95,000	5,813	125,000
Drainage Program	11/1/2009	11/1/2019	avg 2.3396173%	700,000	105,000	6,163	130,000
Road Reconstruction	11/1/2009	11/1/2019	avg 2.3396173%	1,815,000	215,000	19,250	465,000
Drainage Program	10/15/2010	10/15/2020	avg 2.505277%	920,000	90,000	13,950	360,000
Road Reconstruction	10/15/2010	10/15/2020	avg 2.505277%	1,020,000	100,000	15,500	400,000
Central Fire Station	10/15/2010	10/15/2030	avg 2.505277%	5,000,000	250,000	114,688	3,500,000
Robin Hood Dam Upgrade	10/15/2010	10/15/2030	avg 2.505277%	630,000	35,000	13,863	420,000
Energy Improvements	12/1/2011	12/1/2021	avg 1.627218%	1,897,900	190,000	26,450	945,000
Consolidated Infrastructure	12/1/2011	12/1/2021	avg 1.627218%	2,013,300	200,000	28,000	1,000,000
Phone System	12/1/2011	12/1/2021	avg 1.627218%	292,400	55,000	550	0
Consolidated Infrastructure - 2012	5/2/2013	1/15/2023	2.00%	1,146,200	115,000	16,024	686,200
Municipal Facilities Complex - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	3,540,300	370,000	67,760	3,018,000
Sidewalk Construction - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	54,600	6,000	1,067	47,400
Drainage Improvements - Advance Refunded 2013	5/2/2013	1/15/2026	2.00%	256,000	29,000	4,860	214,000
Tax Parcel Correction	6/12/2015	6/12/2020	avg 2.17%	305,000	60,000	4,200	180,000
Financial Software Upgrade	6/12/2015	6/12/2020	avg 2.17%	190,000	40,000	2,600	110,000
Digital Base Map	6/12/2015	6/12/2020	avg 2.17%	185,000	35,000	2,650	115,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,325,000	130,000	33,500	1,065,000
Consolidated Infrastructure - 2015	6/12/2015	6/12/2025	avg 2.17%	1,330,000	135,000	32,950	1,060,000
Airport Road Culvert	6/12/2015	6/12/2025	avg 2.17%	135,000	10,000	3,500	115,000
Ice Rink	6/12/2015	6/12/2035	avg 2.17%	1,300,000	65,000	36,726	1,170,000
Authorized, Unissued and Anticipated	<i>est Fall, 2016</i>	<i>various</i>	<i>estimated</i>	1,933,000	196,214	63,576	1,736,786
Total Outstanding and Authorized				\$ 48,267,363	\$ 3,812,817	\$ 829,180	\$ 23,036,162
<b>FY 2016-2017 Proposed Bond Issue</b>	<i>est Fall 2016</i>		<i>estimated</i>	<b>3,638,000</b>		<b>63,335</b>	<b>\$ 3,638,000</b>
<b>Interfund Loan - Roundabout Project</b>	<b>7/1/2006</b>	<b>1/1/2027</b>	<b>4.30%</b>	<b>1,723,400</b>	<b>86,170</b>	<b>38,906</b>	<b>861,700</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**STATEMENT OF GENERAL FUND LONG TERM DEBT (cont.)**

**Authorized, Unissued:**

R-2015-19 Consolidated Infrastructure	\$	1,365,000
R-2015-20 City Hall Boiler Replacement and Oil tank Removal		103,000
R-2015-21 Defibrillator Replacement		68,000
R-2015-22 Flood Management		397,000
<b>Total Authorized, Unissued</b>	<b>\$</b>	<b>1,933,000</b>

**Anticipated, FY16/17:**

Library Campus Development	2,011,000
Consolidated Infrastructure	1,454,000
Goose Pond Dam	107,000
Defibrillator Replacement	66,000
	3,638,000
	\$

**CALCULATION OF GENERAL FUND DEBT LIMIT AND BORROWING CAPACITY**

Debt Limit on 07/01/16 computed at 3% of 2014 equalized assessed value at \$1,777,392,078 per RSA 33:4-a		\$ 53,321,762
LESS: outstanding principal balance @ 07/01/16		(24,915,979)
LESS: solid waste fund principal balance @ 07/01/16 (s.w. does not have separate limit)		(165,741)
EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)		123,438
advanced refunded debt issued 2013		3,684,400
debt issued to fund landfill cleanup (RSA 33:6-d)		N/A
<b>GENERAL FUND BORROWING CAPACITY FOR FY16/17</b>		<b>\$ 32,047,880</b>

## Community Services Portfolio

The Community Services portfolio is a grouping of City Departments that provide direct services to the community in the areas of public safety, recreation, cemeteries and facilities, library and human services.

### Department Heads:

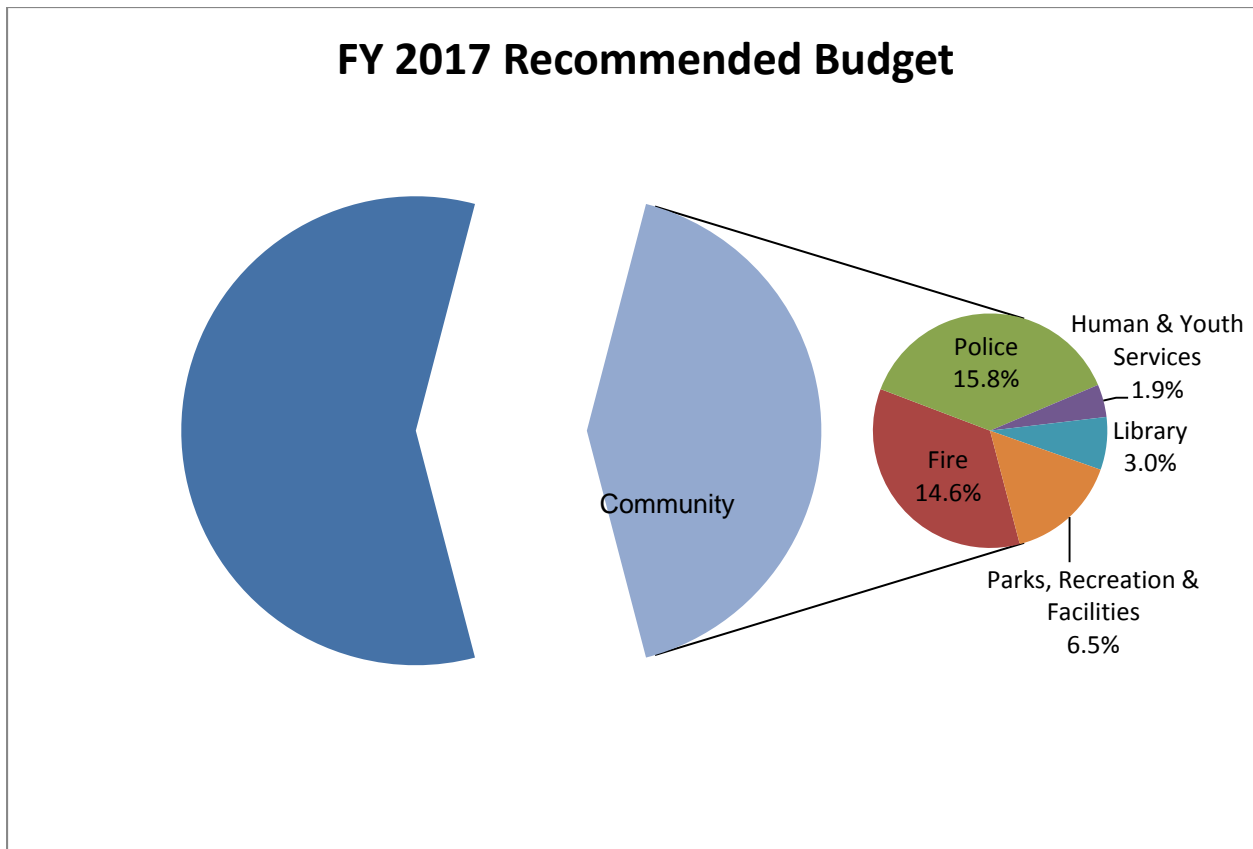
Mark F. Howard, Fire Chief

Elizabeth Fox, Assistant City Manager for Community Services/Human & Youth Services  
Director

Nancy Vincent, Library Director

Andrew Bohannon, Parks, Recreation, Facilities & Cemeteries Director

Brian Costa, Police Chief





<b>DEPARTMENT:</b>	<b>FIRE</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>	<b>ALL</b>		
<b>Cost Center(s):</b>	<b>00800 through 00812</b>		
<b>MISSION:</b>	<b>To achieve excellence in emergency response, prevention, education, and community services minimizing loss of life and property damage due to fire, hazardous materials, medical, and other emergencies in a safe, efficient, professional, and fiscally responsible manner.</b>		

The Fire Department has been active over the past calendar year responding to 4,720 emergency incidents (2014 - 4,286 incidents). Of those responses 1,485 were for fire, rescue, and hazardous materials response. The remaining 3,235 responses were for emergency medical calls including motor vehicle accidents. We have worked over the last year to restore our staffing levels back to allocated personnel with the hiring of three personnel that have replaced three members who retired over the last year. It is critical for the Department to maintain staffing levels to be able to provide current service levels while maintaining the safety of our staff and the community during incident responses. We have also continued to collaborate with other City departments and outside agencies to provide the best service.

All required building system maintenance, testing, certifications, and renewal of licensing has been completed with assistance from Facilities. We secured a two year extension to the Station 2 Lease with the State of New Hampshire in August of 2015. This lease now runs to August of 2017 with one extension remaining in the current contract.

To maintain operational readiness all required certification/ testing of apparatus and equipment was completed in FY16. The following equipment requires annual testing: fire hose, fire pumps, self-contained breathing apparatus (SCBA), aerial ladders, ground ladders, air cascade systems, and hydraulic rescue tools. Through the CIP we have completed the 2<sup>nd</sup> year purchases and installation of seven mobile radios. The third and final year of this project is scheduled in the CIP for FY17. The specifications and purchase of a new Ambulance (A1) and Fire Engine (E1) as part of the FY16 CIP have been completed. The Ambulance delivery is scheduled for June 2016 and the Engine delivery is scheduled for September 2016. The first year of a two year CIP replacement program to replace four defibrillators has been completed by purchasing the first two units.

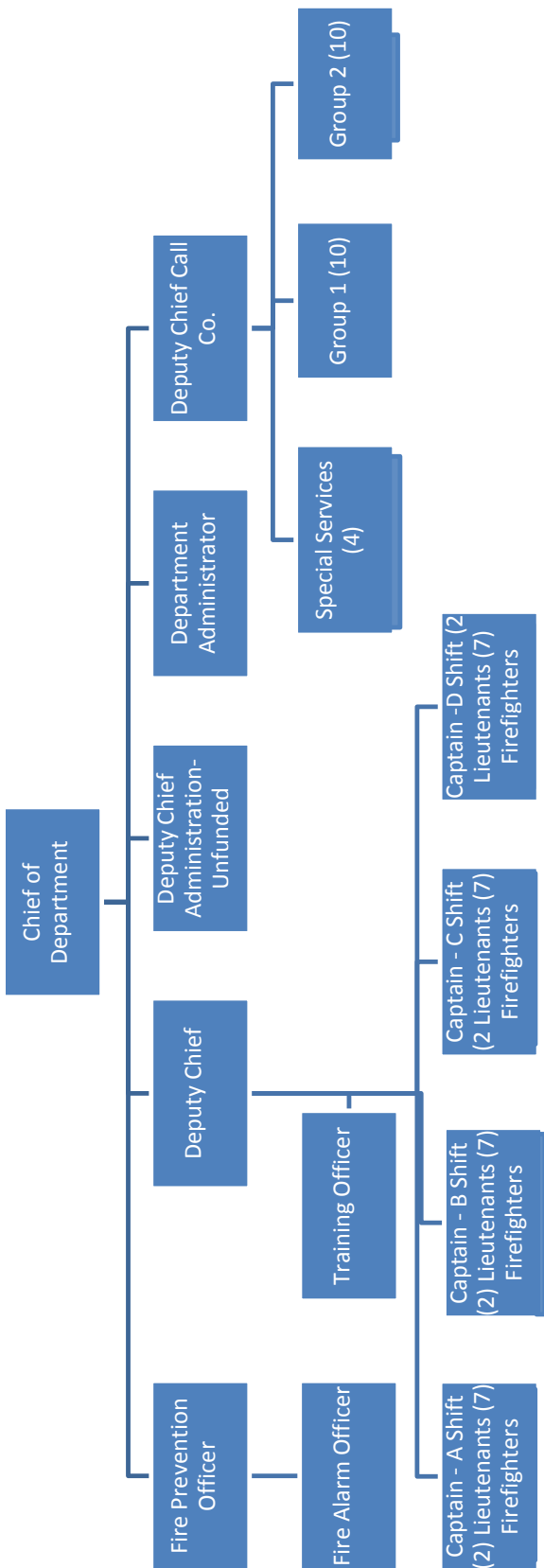
All required training and recertification for personnel in fire, medical, rescue, and hazardous material response was completed. Orientation and training programs established by the Training Officer for new firefighters and fire officers continues during their respective probationary periods. Training was provided to our contract ambulance towns per our agreements. Annually, as part of our health and wellness program, all members received physical evaluations to remain compliant with NFPA 1582. During FY16, the Department continued to apply for grant funding. We were successfully awarded \$67,050 in grant funds. These funds have been used for specialized training in active shooter scenarios with Keene Police, hazardous material response, and equipment purchases to support these scenarios.

The Fire Prevention/Fire Alarm Bureau will continue to provide quality code enforcement focused on fire prevention, fire inspection, and fire alarm systems while also maintaining the City municipal fire alarm system. Occupancy inspections, Assembly and life safety inspections continue on a daily basis along with review and inspection of new construction. During the Fall of FY16, all second grade classes in all public schools and private schools received our focused fire prevention and safety training. In FY17 the department will start a citywide inspections program for all multi-family residential dwellings and commercial occupancies. It is expected that this project will take four years to complete.

The administration continues to monitor revenues by reviewing rate and fee schedules. These areas include fire inspection and fire alarm permitting, fire alarm master box fees, hazardous material storage, hazardous material response, ambulance transport, and services provided to KSC.

For FY17 as we continue to provide emergency response, training, and fire prevention/inspection activities, we will continue to seek efficiencies to maintain our service levels. We will continue to meet the emergency response needs of our residents, businesses, and visitors to our community. The Fire Department's efforts to review and evaluate operations focused toward provision of a cost effective and efficient service while maintaining the safety of responders and this community is our mission.

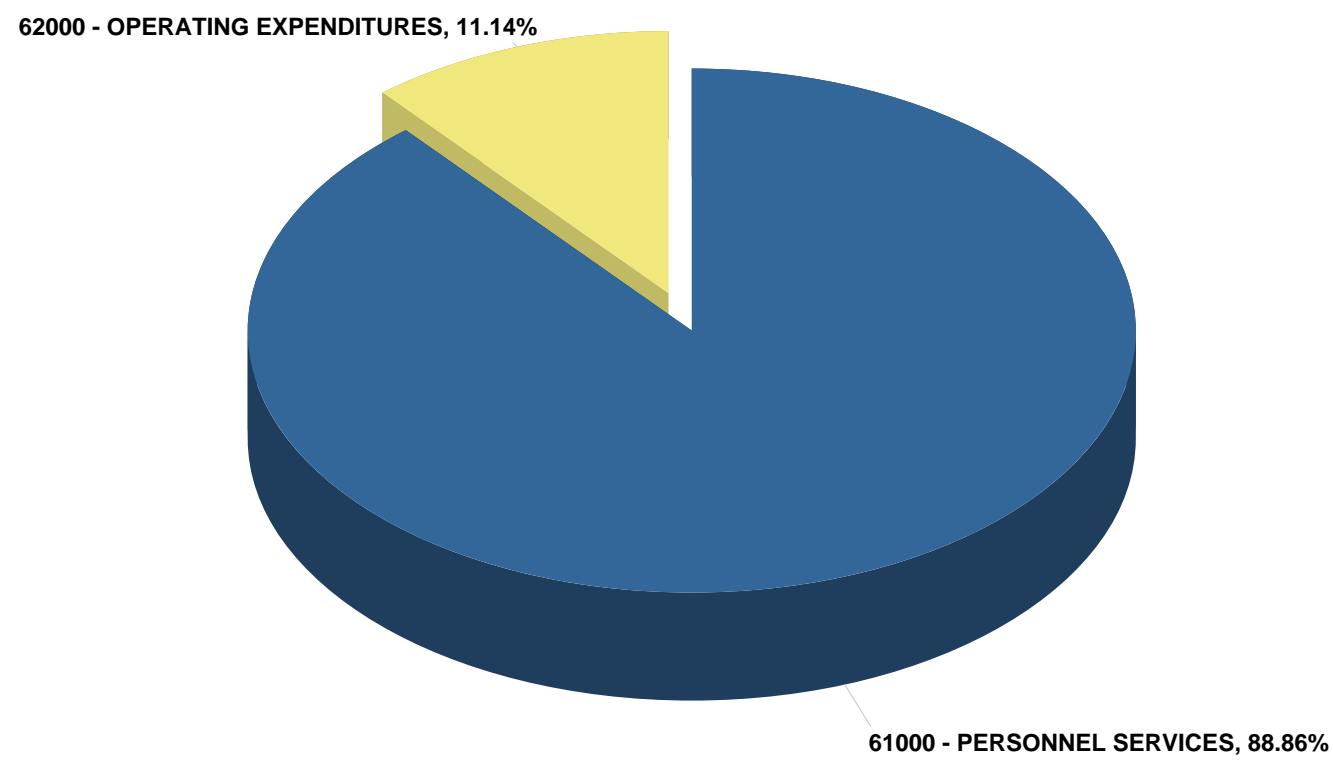
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>	
Provide high levels of emergency response to the community in all disciplines in an efficient and safe manner.		Safe Community	
Provide fire inspections, code violation enforcement, and public education through the Fire Prevention Bureau to create and maintain a safe community.		Safe Community	
Deliver professional training to department personnel and surrounding departments within the mutual aid district to ensure compatibility while working together during incidents.		Safe Community	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Start city-wide fire life safety inspection program for all commercial and multi-family residential		Safe Community	<b>VIE</b>
Provide fire prevention program to all second grade students in Keene		Safe Community	<b>VIE</b>
Pursue State and Federal grant opportunities for training, equipment, and apparatus.		Safe Community	<b>CE</b>
Improve fire response times to incidents with first arriving unit within 4 minutes		Safe Community	<b>VE</b>
Continue to maintain required training and update certification levels of personnel.		Safe Community	<b>VE</b>
Continue to review and update new firefighter and fire officer internal orientation programs.		Safe Community	<b>VE</b>
Provide public education and awareness programs.		Safe Community	<b>VIE</b>
Continue planning and training programs with other City departments relating to response.		Safe Community	<b>VE</b>
Complete all required annual apparatus and equipment testing/certifications.		Safe Community	<b>CE</b>
<b>METRICS:</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Calls for service (calendar year)	4,286	4,720	4,900
Fire Prevention/Fire Alarm Occupancy Inspections (calendar year)	647	698	750
Permits (does not include permits to kindle fire issued daily, calendar year)	1,184	1,160	1,280
Arrival of first Fire/EMS unit under 4 minutes to 90% of Incidents (NFPA 1910)	82.25%	84.35%	90.00%



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**FIRE**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	5,335,791	5,597,046	5,762,020	5,857,754	5,772,713	161,294	5,934,007	5,772,713
62000 - OPERATING EXPENDITURES	680,150	687,294	731,489	734,966	743,786	0	743,786	743,786
<b>Department Total</b>	<b>6,015,941</b>	<b>6,284,340</b>	<b>6,493,509</b>	<b>6,592,719</b>	<b>6,516,499</b>	<b>161,294</b>	<b>6,677,793</b>	<b>6,516,499</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>FIRE</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	96,858	107,473	110,715	108,015	110,285	0	110,285	110,285
61302 - ASST DEPARTMENT HEAD	32,842	82,338	97,019	76,000	84,394	0	84,394	84,394
61303 - SUPERVISORY PERSONNEL	857,276	926,229	919,455	919,455	924,962	0	924,962	924,962
61304 - GENERAL PERSONNEL	1,640,224	1,650,766	1,746,986	1,719,930	1,746,827	0	1,746,827	1,746,827
61305 - ADMINISTRATIVE PERSONNEL	47,840	51,198	54,745	53,410	54,532	0	54,532	54,532
61307 - PART TIME EMPLOYEES	28,327	24,956	34,000	32,000	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	0	3,491	5,966	5,791	5,791	0	5,791	5,791
61501 - REGULAR OVERTIME	10,379	15,234	14,082	28,435	14,082	0	14,082	14,082
61511 - OT-HAZ MAT TRAINING	4,730	0	10,815	10,815	10,815	0	10,815	10,815
61513 - OT-TRAINING	61,627	71,451	92,400	92,400	92,400	0	92,400	92,400
61520 - OT-VACATION REPLACEMENT	267,808	296,743	218,000	313,305	218,000	55,583	273,583	218,000
61521 - OT-SICK REPLACEMENT	91,722	68,797	18,500	37,079	18,500	52,103	70,603	18,500
61522 - OT-PERSONAL DAY REPLACE	42,117	49,413	26,500	43,100	26,500	13,132	39,632	26,500
61525 - OT-FIRST ALARM	60,818	78,230	40,000	46,518	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	3,818	6,001	5,000	5,000	5,000	0	5,000	5,000
61527 - OT-CALL BACK	23,994	27,180	24,000	24,519	24,000	0	24,000	24,000
61531 - HOLIDAY OVERTIME	7,329	0	13,518	13,518	13,518	0	13,518	13,518
61601 - HOLIDAY PAY	105,433	102,227	109,366	105,190	110,104	0	110,104	110,104
61604 - TRAINING INCENTIVE	80,359	79,479	87,495	87,495	80,600	0	80,600	80,600
61610 - FIRE DEPT INCENTIVES	7,750	9,200	13,900	17,900	18,020	0	18,020	18,020
61701 - HEALTH INSURANCE	804,680	794,913	851,024	861,875	846,596	0	846,596	846,596
61702 - DENTAL INSURANCE	54,978	56,324	67,630	67,630	64,633	0	64,633	64,633
61703 - RETIREMENT CONTRIBUTIONS	5,152	5,520	7,167	5,966	6,091	0	6,091	6,091
61704 - SOCIAL SECURITY	50,828	54,184	56,668	57,183	58,885	1,752	60,637	58,885
61705 - WORKERS COMPENSATION	6,129	40,540	103,724	103,718	103,536	3,493	107,029	103,536
61713 - RET - FIRE	941,641	994,725	1,033,345	1,020,991	1,060,642	35,231	1,095,873	1,060,642
61901 - RECRUITMENT	1,134	435	0	516	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>5,335,791</b>	<b>5,597,046</b>	<b>5,762,020</b>	<b>5,857,754</b>	<b>5,772,713</b>	<b>161,294</b>	<b>5,934,007</b>	<b>5,772,713</b>
62101 - ADMINISTRATIVE SERVICES	45,789	55,907	52,890	52,890	54,090	0	54,090	54,090
62102 - PROFESSIONAL SERVICES	773	1,083	600	1,000	600	0	600	600
62116 - DISPATCH	192,300	204,994	204,419	204,419	216,684	0	216,684	216,684
62120 - LABORATORY SERVICES	0	597	1,200	800	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	36,592	36,593	36,400	38,813	36,400	0	36,400	36,400
62205 - PC REPLACEMENT CHARGE	16,428	14,515	15,773	15,773	13,419	0	13,419	13,419
62206 - PW FLEET CHARGE	86,796	91,921	84,957	84,957	85,344	0	85,344	85,344
62301 - OFFICE EQUIPMENT MAINT.	3,874	2,571	3,000	2,500	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	5,989	4,864	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	2,714	1,902	2,750	2,750	2,750	0	2,750	2,750

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62310 - SAFETY PROGRAM MAINT.	3,998	2,801	4,500	3,000	4,500	0	4,500	4,500
62311 - EQUIPMENT MAINTENANCE	6,939	2,248	8,550	4,000	8,550	0	8,550	8,550
62407 - VEHICLE INSURANCE	8,101	10,120	9,735	11,366	10,534	0	10,534	10,534
62430 - TRAVEL	0	0	500	250	500	0	500	500
62435 - TRAINING	18,961	11,950	24,470	23,970	24,470	0	24,470	24,470
62436 - MEETINGS & DUES	1,996	775	1,280	1,340	1,280	0	1,280	1,280
62438 - LICENSES & CERTIFICATIONS	0	621	500	500	500	0	500	500
62439 - PARAMEDIC TUITION	0	4,200	8,500	8,500	8,500	0	8,500	8,500
62446 - CLEANING ALLOWANCE	217	126	500	350	500	0	500	500
62447 - PUBLIC AWARENESS	1,575	734	800	500	800	0	800	800
62498 - USE OF TRUST FUNDS	248	0	250	484	250	0	250	250
62510 - TELEPHONE	15,324	13,933	16,000	14,000	16,000	0	16,000	16,000
62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	3,243	1,881	2,135	2,028	2,135	0	2,135	2,135
62710 - POSTAGE	651	584	600	500	600	0	600	600
62715 - BOOKS AND PERIODICALS	1,574	1,679	1,600	1,301	1,600	0	1,600	1,600
62734 - MINOR EQUIPMENT	538	0	0	0	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	4,380	2,988	6,000	6,989	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	15,380	12,031	18,200	18,200	18,200	0	18,200	18,200
62755 - UNIFORMS	31,587	44,908	36,350	35,850	36,350	0	36,350	36,350
62756 - PROTECTIVE CLOTHING	51,011	20,795	49,500	49,500	49,500	0	49,500	49,500
62760 - OPERATING SUPPLIES	7,230	6,920	7,500	15,510	7,500	0	7,500	7,500
62763 - VEHICLE SUPPLIES	85,039	97,991	90,600	90,600	90,600	0	90,600	90,600
62765 - OXYGEN	6,534	7,233	6,000	7,896	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	23,289	26,749	29,000	28,000	29,000	0	29,000	29,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>680,150</b>	<b>687,294</b>	<b>731,489</b>	<b>734,966</b>	<b>743,786</b>	<b>0</b>	<b>743,786</b>	<b>743,786</b>
<b>Department Total</b>	<b>6,015,941</b>	<b>6,284,340</b>	<b>6,493,509</b>	<b>6,592,719</b>	<b>6,516,499</b>	<b>161,294</b>	<b>6,677,793</b>	<b>6,516,499</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>FIRE 00800 - FIRE ADMIN</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	96,858	107,473	110,715	108,015	110,285	0	110,285	110,285
61302 - ASST DEPARTMENT HEAD	32,842	82,338	97,019	76,000	84,394	0	84,394	84,394
61305 - ADMINISTRATIVE PERSONNEL	47,840	51,198	54,745	53,410	54,532	0	54,532	54,532
61501 - REGULAR OVERTIME	0	0	0	14,353	0	0	0	0
61604 - TRAINING INCENTIVE	28,214	28,547	28,860	28,860	28,080	0	28,080	28,080
61610 - FIRE DEPT INCENTIVES	7,750	9,200	13,900	17,900	18,020	0	18,020	18,020
61701 - HEALTH INSURANCE	41,319	50,069	53,685	53,685	53,435	0	53,435	53,435
61702 - DENTAL INSURANCE	3,270	3,944	4,476	4,476	5,281	0	5,281	5,281
61703 - RETIREMENT CONTRIBUTIONS	5,152	5,520	7,167	5,966	6,091	0	6,091	6,091
61704 - SOCIAL SECURITY	5,362	5,743	7,147	6,657	8,111	0	8,111	8,111
61705 - WORKERS COMPENSATION	399	1,591	7,153	7,147	7,044	0	7,044	7,044
61713 - RET - FIRE	44,247	61,267	71,514	71,514	79,230	0	79,230	79,230
61901 - RECRUITMENT	1,044	386	0	516	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>314,297</b>	<b>407,275</b>	<b>456,380</b>	<b>448,499</b>	<b>454,502</b>	<b>0</b>	<b>454,502</b>	<b>454,502</b>
62102 - PROFESSIONAL SERVICES	773	1,083	600	1,000	600	0	600	600
62116 - DISPATCH	192,300	204,994	204,419	204,419	216,684	0	216,684	216,684
62205 - PC REPLACEMENT CHARGE	9,504	9,315	11,083	11,083	9,799	0	9,799	9,799
62206 - PW FLEET CHARGE	33,468	35,922	37,802	37,802	38,817	0	38,817	38,817
62301 - OFFICE EQUIPMENT MAINT.	3,874	2,571	3,000	2,500	3,000	0	3,000	3,000
62304 - COMMUNICATIONS EQP MAINT.	5,989	4,864	5,350	5,350	5,350	0	5,350	5,350
62309 - VEHICLE CERTIFICATION	2,714	1,902	2,750	2,750	2,750	0	2,750	2,750
62310 - SAFETY PROGRAM MAINT.	3,998	2,801	4,500	3,000	4,500	0	4,500	4,500
62407 - VEHICLE INSURANCE	6,744	8,668	8,104	9,735	8,769	0	8,769	8,769
62435 - TRAINING	10,733	5,101	10,000	10,000	10,000	0	10,000	10,000
62436 - MEETINGS & DUES	1,704	475	950	664	950	0	950	950
62446 - CLEANING ALLOWANCE	217	126	500	350	500	0	500	500
62498 - USE OF TRUST FUNDS	248	0	250	484	250	0	250	250
62510 - TELEPHONE	15,324	13,933	16,000	14,000	16,000	0	16,000	16,000
62701 - OFFICE SUPPLIES	2,712	1,857	1,785	1,500	1,785	0	1,785	1,785
62710 - POSTAGE	651	584	600	500	600	0	600	600
62715 - BOOKS AND PERIODICALS	110	348	100	101	100	0	100	100
62734 - MINOR EQUIPMENT	502	0	0	0	0	0	0	0
62742 - MINOR COMMUNICATION EQUIP	4,380	2,988	6,000	6,989	6,000	0	6,000	6,000
62743 - MINOR SAFETY EQUIPMENT	15,380	12,031	18,200	18,200	18,200	0	18,200	18,200
62755 - UNIFORMS	4,271	615	4,000	4,000	4,000	0	4,000	4,000
62760 - OPERATING SUPPLIES	3,630	3,855	3,500	12,500	3,500	0	3,500	3,500
62763 - VEHICLE SUPPLIES	85,039	97,991	90,600	90,600	90,600	0	90,600	90,600



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>62000 - OPERATING EXPENDITURES</b>	<b>404,265</b>	<b>412,025</b>	<b>430,093</b>	<b>437,527</b>	<b>442,754</b>	<b>0</b>	<b>442,754</b>	<b>442,754</b>
<b>00800 - FIRE ADMIN Total</b>	<b>718,563</b>	<b>819,299</b>	<b>886,473</b>	<b>886,026</b>	<b>897,256</b>	<b>0</b>	<b>897,256</b>	<b>897,256</b>

### FIRE 00802 - FIRE HEALTH & SAFETY

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62120 - LABORATORY SERVICES	0	597	1,200	800	1,200	0	1,200	1,200
62145 - FIRST AID & MEDICAL SVCS	36,592	36,593	36,400	38,813	36,400	0	36,400	36,400
62760 - OPERATING SUPPLIES	925	896	1,000	1,000	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>37,517</b>	<b>38,086</b>	<b>38,600</b>	<b>40,613</b>	<b>38,600</b>	<b>0</b>	<b>38,600</b>	<b>38,600</b>
<b>00802 - FIRE HEALTH &amp; SAFETY Total</b>	<b>37,517</b>	<b>38,086</b>	<b>38,600</b>	<b>40,613</b>	<b>38,600</b>	<b>0</b>	<b>38,600</b>	<b>38,600</b>

### FIRE 00803 - FIRE INSPECT & PREVENT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	74,987	61,082	79,413	66,079	69,325	0	69,325	69,325
61501 - REGULAR OVERTIME	3,298	5,574	3,000	3,000	3,000	0	3,000	3,000
61601 - HOLIDAY PAY	3,154	3,253	3,334	2,796	2,922	0	2,922	2,922
61701 - HEALTH INSURANCE	7,500	5,431	8,036	18,887	23,347	0	23,347	23,347
61702 - DENTAL INSURANCE	1,479	1,144	1,760	1,760	1,760	0	1,760	1,760
61704 - SOCIAL SECURITY	10	155	0	1,005	1,005	0	1,005	1,005
61705 - WORKERS COMPENSATION	150	891	2,479	2,479	2,176	0	2,176	2,176
61713 - RET - FIRE	22,671	19,290	25,004	20,215	21,942	0	21,942	21,942
<b>61000 - PERSONNEL SERVICES</b>	<b>113,249</b>	<b>96,821</b>	<b>123,026</b>	<b>116,221</b>	<b>125,477</b>	<b>0</b>	<b>125,477</b>	<b>125,477</b>
62206 - PW FLEET CHARGE	11,160	10,538	12,208	12,208	12,939	0	12,939	12,939
62435 - TRAINING	825	240	2,000	2,000	2,000	0	2,000	2,000
62436 - MEETINGS & DUES	292	118	125	596	125	0	125	125
62447 - PUBLIC AWARENESS	1,575	734	800	500	800	0	800	800
62715 - BOOKS AND PERIODICALS	1,464	1,331	1,500	1,200	1,500	0	1,500	1,500
62734 - MINOR EQUIPMENT	36	0	0	0	0	0	0	0
62755 - UNIFORMS	548	536	750	750	750	0	750	750
62760 - OPERATING SUPPLIES	208	180	1,000	210	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>16,108</b>	<b>13,675</b>	<b>18,383</b>	<b>17,464</b>	<b>19,114</b>	<b>0</b>	<b>19,114</b>	<b>19,114</b>
<b>00803 - FIRE INSPECT &amp; PREVENT Total</b>	<b>129,358</b>	<b>110,497</b>	<b>141,409</b>	<b>133,685</b>	<b>144,591</b>	<b>0</b>	<b>144,591</b>	<b>144,591</b>

### FIRE 00805 - FIRE ALARMS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	87,005	60,162	63,750	50,026	63,715	0	63,715	63,715
61501 - REGULAR OVERTIME	3,016	2,936	3,000	3,000	3,000	0	3,000	3,000
61601 - HOLIDAY PAY	3,769	2,498	2,559	2,560	2,675	0	2,675	2,675
61701 - HEALTH INSURANCE	22,170	22,299	23,771	23,771	23,347	0	23,347	23,347



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61702 - DENTAL INSURANCE	1,479	1,588	1,760	1,760	1,760	0	1,760	1,760
61704 - SOCIAL SECURITY	1,350	929	1,005	1,005	1,006	0	1,006	1,006
61705 - WORKERS COMPENSATION	266	809	2,004	2,004	2,006	0	2,006	2,006
61713 - RET - FIRE	26,727	18,348	20,210	12,645	20,234	0	20,234	20,234
<b>61000 - PERSONNEL SERVICES</b>	<b>145,782</b>	<b>109,569</b>	<b>118,059</b>	<b>96,772</b>	<b>117,743</b>	<b>0</b>	<b>117,743</b>	<b>117,743</b>
62311 - EQUIPMENT MAINTENANCE	0	4	1,000	1,000	1,000	0	1,000	1,000
62435 - TRAINING	0	570	470	470	470	0	470	470
62436 - MEETINGS & DUES	0	167	80	80	80	0	80	80
62755 - UNIFORMS	490	668	750	750	750	0	750	750
62760 - OPERATING SUPPLIES	1,286	756	1,000	1,000	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,776</b>	<b>2,166</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>	<b>0</b>	<b>3,300</b>	<b>3,300</b>
<b>00805 - FIRE ALARMS Total</b>	<b>147,558</b>	<b>111,735</b>	<b>121,359</b>	<b>100,072</b>	<b>121,043</b>	<b>0</b>	<b>121,043</b>	<b>121,043</b>

### FIRE 00808 - CALL PERSONNEL

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61307 - PART TIME EMPLOYEES	28,327	24,956	34,000	32,000	34,000	0	34,000	34,000
61317 - CALL PERSONNEL	0	3,491	5,966	5,791	5,791	0	5,791	5,791
61704 - SOCIAL SECURITY	2,167	2,176	3,057	3,057	3,044	0	3,044	3,044
61705 - WORKERS COMPENSATION	168	350	1,156	1,156	1,150	0	1,150	1,150
61901 - RECRUITMENT	48	49	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>30,710</b>	<b>31,022</b>	<b>44,179</b>	<b>42,004</b>	<b>43,985</b>	<b>0</b>	<b>43,985</b>	<b>43,985</b>
62435 - TRAINING	111	996	2,000	1,500	2,000	0	2,000	2,000
62755 - UNIFORMS	2,209	1,621	1,500	1,000	1,500	0	1,500	1,500
62756 - PROTECTIVE CLOTHING	9,712	1,066	9,000	9,000	9,000	0	9,000	9,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>12,033</b>	<b>3,684</b>	<b>12,500</b>	<b>11,500</b>	<b>12,500</b>	<b>0</b>	<b>12,500</b>	<b>12,500</b>
<b>00808 - CALL PERSONNEL Total</b>	<b>42,743</b>	<b>34,706</b>	<b>56,679</b>	<b>53,504</b>	<b>56,485</b>	<b>0</b>	<b>56,485</b>	<b>56,485</b>

### FIRE 00809 - HAZARDOUS MATERIALS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62756 - PROTECTIVE CLOTHING	909	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>00809 - HAZARDOUS MATERIALS Total</b>	<b>909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### FIRE 00810 - AMBULANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	58,418	320,300	292,350	292,350	300,021	0	300,021	300,021
61304 - GENERAL PERSONNEL	477,951	423,520	502,034	502,034	512,703	0	512,703	512,703
61501 - REGULAR OVERTIME	38	0	0	0	0	0	0	0
61513 - OT-TRAINING	18,468	24,748	30,000	30,000	30,000	0	30,000	30,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61520 - OT-VACATION REPLACEMENT	89,808	79,386	65,400	85,415	65,400	7,527	72,927	65,400
61521 - OT-SICK REPLACEMENT	77,722	31,974	5,550	7,680	5,550	26,893	32,443	5,550
61522 - OT-PERSONAL DAY REPLACE	22,117	12,784	7,950	14,706	7,950	4,451	12,401	7,950
61525 - OT-FIRST ALARM	20,818	644	0	122	0	0	0	0
61527 - OT-CALL BACK	17,218	19,858	19,000	19,000	19,000	0	19,000	19,000
61601 - HOLIDAY PAY	23,654	26,576	30,219	32,741	33,095	0	33,095	33,095
61604 - TRAINING INCENTIVE	52,145	50,932	58,635	58,635	52,520	0	52,520	52,520
61701 - HEALTH INSURANCE	226,733	204,780	236,838	236,838	249,087	0	249,087	249,087
61702 - DENTAL INSURANCE	13,595	14,473	17,516	17,516	18,844	0	18,844	18,844
61704 - SOCIAL SECURITY	10,124	13,135	14,520	14,520	14,880	564	15,444	14,880
61705 - WORKERS COMPENSATION	1,270	11,008	29,246	29,246	29,671	1,124	30,795	29,671
61713 - RET - FIRE	212,447	275,675	309,779	309,779	308,459	11,335	319,794	308,459
<b>61000 - PERSONNEL SERVICES</b>	<b>1,322,525</b>	<b>1,509,792</b>	<b>1,619,038</b>	<b>1,650,581</b>	<b>1,647,180</b>	<b>51,894</b>	<b>1,699,074</b>	<b>1,647,180</b>
62101 - ADMINISTRATIVE SERVICES	45,789	55,907	52,890	52,890	54,090	0	54,090	54,090
62205 - PC REPLACEMENT CHARGE	6,924	5,200	4,690	4,690	3,620	0	3,620	3,620
62206 - PW FLEET CHARGE	42,168	45,461	34,947	34,947	33,588	0	33,588	33,588
62311 - EQUIPMENT MAINTENANCE	6,939	2,244	7,550	3,000	7,550	0	7,550	7,550
62407 - VEHICLE INSURANCE	1,357	1,452	1,631	1,631	1,765	0	1,765	1,765
62430 - TRAVEL	0	0	500	250	500	0	500	500
62435 - TRAINING	7,292	4,993	10,000	10,000	10,000	0	10,000	10,000
62436 - MEETINGS & DUES	0	15	125	0	125	0	125	125
62438 - LICENSES & CERTIFICATIONS	0	621	500	500	500	0	500	500
62439 - PARAMEDIC TUITION	0	4,200	8,500	8,500	8,500	0	8,500	8,500
62605 - PARKING SPACE RENTAL	1,080	1,080	1,080	1,080	1,080	0	1,080	1,080
62701 - OFFICE SUPPLIES	531	24	350	528	350	0	350	350
62755 - UNIFORMS	4,347	11,126	8,975	8,975	9,675	0	9,675	9,675
62756 - PROTECTIVE CLOTHING	335	1,534	3,000	3,000	3,000	0	3,000	3,000
62760 - OPERATING SUPPLIES	983	542	500	500	500	0	500	500
62765 - OXYGEN	6,534	7,233	6,000	7,896	6,000	0	6,000	6,000
62766 - DISPOSABLE EQUIPMENT	23,289	26,749	29,000	28,000	29,000	0	29,000	29,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>147,569</b>	<b>168,381</b>	<b>170,238</b>	<b>166,387</b>	<b>169,843</b>	<b>0</b>	<b>169,843</b>	<b>169,843</b>
<b>00810 - AMBULANCE Total</b>	<b>1,470,094</b>	<b>1,678,173</b>	<b>1,789,276</b>	<b>1,816,969</b>	<b>1,817,023</b>	<b>51,894</b>	<b>1,868,917</b>	<b>1,817,023</b>

<b>FIRE 00811 - FIRE SUPPRESSION</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	733,273	536,805	557,514	557,514	555,616	0	555,616	555,616
61304 - GENERAL PERSONNEL	831,952	927,729	923,261	923,261	923,171	0	923,171	923,171
61501 - REGULAR OVERTIME	4,027	6,724	8,082	8,082	8,082	0	8,082	8,082
61511 - OT-HAZ MAT TRAINING	4,730	0	10,815	10,815	10,815	0	10,815	10,815

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61513 - OT-TRAINING	43,159	46,704	62,400	62,400	62,400	0	62,400	62,400
61520 - OT-VACATION REPLACEMENT	178,000	217,356	152,600	227,891	152,600	48,056	200,656	152,600
61521 - OT-SICK REPLACEMENT	14,000	36,823	12,950	29,399	12,950	25,210	38,160	12,950
61522 - OT-PERSONAL DAY REPLACE	20,000	36,629	18,550	28,394	18,550	8,681	27,231	18,550
61525 - OT-FIRST ALARM	40,000	77,586	40,000	46,396	40,000	0	40,000	40,000
61526 - OT-SECOND ALARM	3,818	6,001	5,000	5,000	5,000	0	5,000	5,000
61527 - OT-CALL BACK	431	199	0	81	0	0	0	0
61531 - HOLIDAY OVERTIME	7,329	0	13,518	13,518	13,518	0	13,518	13,518
61601 - HOLIDAY PAY	64,998	59,734	62,834	56,673	60,992	0	60,992	60,992
61701 - HEALTH INSURANCE	419,383	422,867	433,611	433,611	403,993	0	403,993	403,993
61702 - DENTAL INSURANCE	29,344	28,800	35,077	35,077	29,947	0	29,947	29,947
61704 - SOCIAL SECURITY	28,162	28,211	27,115	27,115	27,029	1,188	28,217	27,029
61705 - WORKERS COMPENSATION	3,415	22,617	54,066	54,066	53,895	2,369	56,264	53,895
61713 - RET - FIRE	565,226	546,159	529,990	529,990	543,453	23,896	567,349	543,453
61901 - RECRUITMENT	42	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>2,991,288</b>	<b>3,000,943</b>	<b>2,947,384</b>	<b>3,049,284</b>	<b>2,922,012</b>	<b>109,400</b>	<b>3,031,412</b>	<b>2,922,012</b>
62435 - TRAINING	0	50	0	0	0	0	0	0
62755 - UNIFORMS	17,874	27,212	17,525	17,525	16,825	0	16,825	16,825
62756 - PROTECTIVE CLOTHING	40,055	18,194	37,500	37,500	37,500	0	37,500	37,500
62760 - OPERATING SUPPLIES	198	691	500	300	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>58,127</b>	<b>46,147</b>	<b>55,525</b>	<b>55,325</b>	<b>54,825</b>	<b>0</b>	<b>54,825</b>	<b>54,825</b>
<b>00811 - FIRE SUPPRESSION Total</b>	<b>3,049,414</b>	<b>3,047,091</b>	<b>3,002,909</b>	<b>3,104,609</b>	<b>2,976,837</b>	<b>109,400</b>	<b>3,086,237</b>	<b>2,976,837</b>

### FIRE 00812 - FIRE SUPPRESSION W KEENE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	65,585	69,124	69,590	69,590	69,325	0	69,325	69,325
61304 - GENERAL PERSONNEL	168,329	178,273	178,529	178,529	177,913	0	177,913	177,913
61527 - OT-CALL BACK	6,345	7,123	5,000	5,437	5,000	0	5,000	5,000
61601 - HOLIDAY PAY	9,857	10,166	10,420	10,420	10,420	0	10,420	10,420
61701 - HEALTH INSURANCE	87,576	89,468	95,083	95,083	93,388	0	93,388	93,388
61702 - DENTAL INSURANCE	5,812	6,374	7,041	7,041	7,041	0	7,041	7,041
61704 - SOCIAL SECURITY	3,654	3,836	3,824	3,824	3,809	0	3,809	3,809
61705 - WORKERS COMPENSATION	460	3,275	7,620	7,620	7,594	0	7,594	7,594
61713 - RET - FIRE	70,323	73,985	76,848	76,848	87,324	0	87,324	87,324
<b>61000 - PERSONNEL SERVICES</b>	<b>417,940</b>	<b>441,624</b>	<b>453,955</b>	<b>454,393</b>	<b>461,814</b>	<b>0</b>	<b>461,814</b>	<b>461,814</b>
62755 - UNIFORMS	1,846	3,130	2,850	2,850	2,850	0	2,850	2,850
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,846</b>	<b>3,130</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>	<b>0</b>	<b>2,850</b>	<b>2,850</b>
<b>00812 - FIRE SUPPRESSION W KEENE Total</b>	<b>419,786</b>	<b>444,754</b>	<b>456,805</b>	<b>457,243</b>	<b>464,664</b>	<b>0</b>	<b>464,664</b>	<b>464,664</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>FIRE</b>	<b>6,015,941</b>	<b>6,284,340</b>	<b>6,493,509</b>	<b>6,592,719</b>	<b>6,516,499</b>	<b>161,294</b>	<b>6,677,793</b>	<b>6,516,499</b>

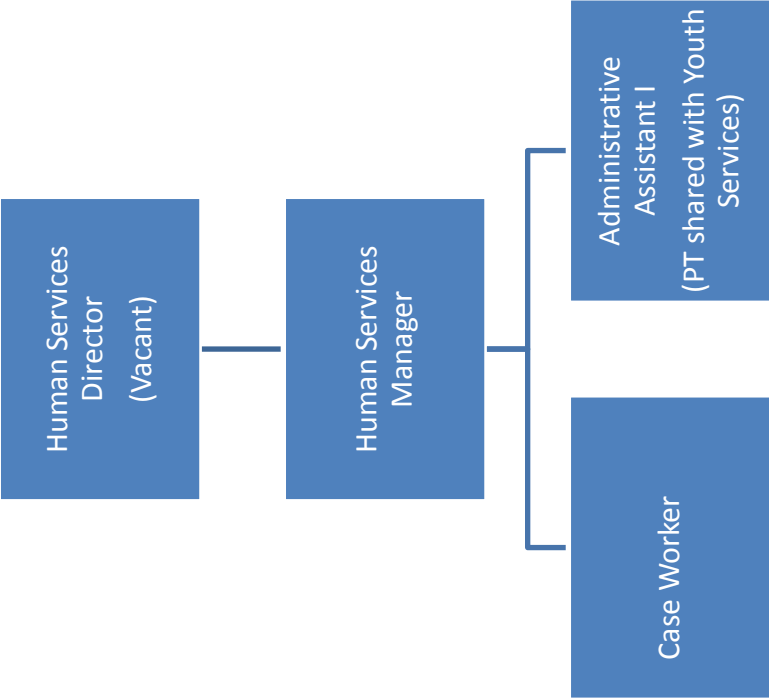
<b>DEPARTMENT:</b>	<b>HUMAN SERVICES</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	<b>01000 &amp; 01001</b>		
<b>MISSION:</b>	To provide short-term, emergency, and timely assistance to eligible persons in the most economical manner while aiding residents with long-term solutions for returning to a state of financial self-sufficiency.		

The City of Keene is required to provide short-term emergency assistance to meet basic needs in accordance with RSA 165: Aid to Assisted Persons. Every municipality must have approved Guidelines that identify how that municipality administers General Assistance in accordance with RSA 165. Human Services is charged with managing the program that fulfills this requirement.

In FY17 Human Services will increase advocacy of area services to meet customer needs and provide more targeted and comprehensive case management to help customers return to a state of financial self-sufficiency. Because this involves spending more time with each customer, in addition to tailoring our case management to assist customers moving forward in achieving financial independence, Human Services is entering into an internship partnership with Antioch University to provide additional support to those who may be struggling and unable to access, or are ineligible for, other area services. This past year Human Services has seen a 25% increase in activity primarily due to funding reductions to area service providers. We anticipate a moderate increase, between 5 – 8% in FY17, which is reasonable given local needs and the underserved. Human Services continues to work toward achieving greater reimbursements for General Assistance through Social Security, property liens, Medicaid if eligible and directly from consumers when doing so does not cause undue financial hardship. RSA 165 provides the opportunity for “Application of Rents” which relates to a property owner’s delinquent property taxes and/or water/sewer bills. Through the applied rent process, Human Services is able to apply approved rental assistance toward a property owner’s outstanding tax and/or water/sewer bills. These payments to the City of Keene average between \$3,000 and \$4,000 a month.

Reductions in funding at the state and federal level have put more of a burden on municipalities to be the only resource available to many customers who “fall into and through the cracks” of eligibility for other assistance programs. During the first six months of FY16, Human Services has seen more clients who are either unemployed or underemployed, living on a fixed disability income, and an increase in the number of persons experiencing substance misuse and mental health challenges. As a result, there is more dependence on Human Services to help with not only General Assistance, but in learning about and accessing other services. This has stretched Human Services staff to the max. In spite of that FY’16 has seen success with the Human Services Workfare Program. (Workfare allows the opportunity for a HS client to repay the City through a work assignment with a City Department doing a task that the department may not have time to complete. The program is not meant to replace a City employee.) Experience working with the City has led to gainful employment for participants and provided longer term work opportunities, thus eliminating the need for General Assistance. Opportunities for advocacy have resulted in very low income and persons with disabilities receiving subsidized housing. Support from City staff, community individuals, service clubs and businesses provided Holiday gifts, services, and food baskets for nearly 400 individuals in 2015. Holiday generosity helps reduce the need for General Assistance and inspires recipients with a desire to “pay it forward” once they have returned to a state of financial self-sufficiency

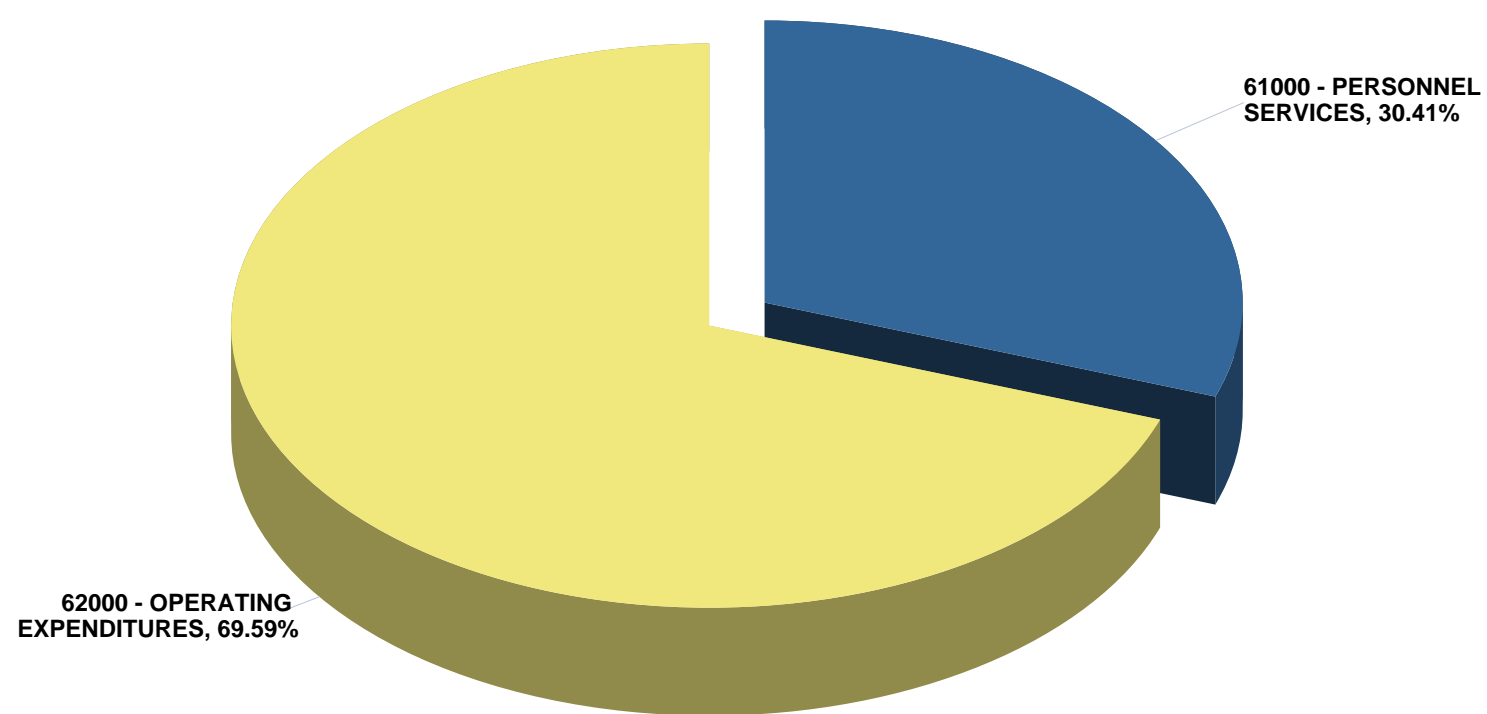
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Administer General Assistance (RSA: 165) "To relieve and maintain the poor" in accordance with General Assistance Guidelines adopted by the City Council.			Community Health & Wellness	
Provide emergency financial assistance and/or service referrals for basic life necessities including but not limited to housing, utilities, and medical needs.			Community Health & Wellness	
Provide case management for HS clients where no other local option is available, screen for other resources to support a return to financial self-sufficiency.			Social Services	
<b>FISCAL YEAR 2017/2016 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Provide short-term emergency financial assistance when no other resource is available.		RSA 165	Social Services	VOICE
Work with GA recipients addressing basic financial literacy, money management and employment readiness, through advocacy and in collaboration with area service providers to reduce the dependence on municipal assistance.		RSA 165	Community Health & Wellness	O,I,E
Implement an internship program with Antioch University to provide additional support to clients; manage other assistance programs that reduce the need for general assistance.		RSA 165	Community Health & Wellness	I,C,E
Continue expansion of the workfare program to include more participants and other City departments.		RSA 165	Social Services	V, C, E
Update GA Guidelines to reflect legislative changes.		RSA 165	Community Health &	O, I, E
Assess limitations of current client database and work toward solutions for an improved database.		RSA165	Community Health & Wellness	C,E
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Total Contacts - Appointments/Walk-ins/Emergency Clients (*data compiled through NH GAP)		5,785	7,386	8,000
Average length of receiving assistance		2.07 mo.	1.8 mo.	2 months
Medicaid Reimbursements (Changes in expanded Medicaid have enabled more residents to have healthcare coverage)		\$1,598	\$885	0*
SSI Interim Assistance Reimbursements		\$5,527	\$8,943	\$8,500
Other Reimbursements including liens, cash reimbursements		\$22,511	\$15,997	\$12,000



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**HUMAN SERVICES**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	194,729	207,747	215,823	217,484	219,642	0	219,642	219,642
62000 - OPERATING EXPENDITURES	439,630	494,948	517,665	475,717	502,681	0	502,681	502,681
<b>Department Total</b>	<b>634,359</b>	<b>702,695</b>	<b>733,487</b>	<b>693,201</b>	<b>722,323</b>	<b>0</b>	<b>722,323</b>	<b>722,323</b>





Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>HUMAN SERVICES</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	68,097	69,325	71,292	73,927	74,211	0	74,211	74,211
61304 - GENERAL PERSONNEL	53,748	55,561	57,072	56,631	56,854	0	56,854	56,854
61307 - PART TIME EMPLOYEES	10,646	21,895	25,283	25,098	25,739	0	25,739	25,739
61609 - STIPEND	1,963	1,943	0	0	0	0	0	0
61701 - HEALTH INSURANCE	31,221	32,547	34,023	33,277	33,802	0	33,802	33,802
61702 - DENTAL INSURANCE	1,605	1,717	1,910	1,910	1,910	0	1,910	1,910
61703 - RETIREMENT CONTRIBUTIONS	13,334	13,679	14,338	14,583	14,640	0	14,640	14,640
61704 - SOCIAL SECURITY	10,061	10,931	11,754	11,908	12,330	0	12,330	12,330
61705 - WORKERS COMPENSATION	10	61	150	150	155	0	155	155
61901 - RECRUITMENT	564	89	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	3,480	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>194,729</b>	<b>207,747</b>	<b>215,823</b>	<b>217,484</b>	<b>219,642</b>	<b>0</b>	<b>219,642</b>	<b>219,642</b>
62145 - FIRST AID & MEDICAL SVCS	42,253	19,332	25,000	7,650	25,000	0	25,000	25,000
62148 - DENTAL WORKS	5,000	5,000	5,000	5,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	50,000	37,500	50,000	50,000	50,000	0	50,000	50,000
62205 - PC REPLACEMENT CHARGE	636	752	752	501	1,006	0	1,006	1,006
62416 - PRINTING	0	200	361	0	200	0	200	200
62435 - TRAINING	450	435	527	505	450	0	450	450
62436 - MEETINGS & DUES	220	80	200	185	200	0	200	200
62451 - PERSONAL & HOUSEHOLD	666	170	1,000	1,000	1,000	0	1,000	1,000
62452 - BURIAL, TRANSPORT & MISC.	7,700	11,200	9,000	9,000	10,000	0	10,000	10,000
62453 - HEATING FUEL & UTILITIES	52,058	39,147	53,000	23,000	33,000	0	33,000	33,000
62454 - RENTS	276,105	376,370	368,000	374,000	370,000	0	370,000	370,000
62498 - USE OF TRUST FUNDS	2,900	3,018	3,000	3,051	3,000	0	3,000	3,000
62510 - TELEPHONE	620	635	675	675	675	0	675	675
62701 - OFFICE SUPPLIES	800	737	800	800	800	0	800	800
62710 - POSTAGE	221	371	250	250	250	0	250	250
62715 - BOOKS AND PERIODICALS	0	0	100	100	100	0	100	100
<b>62000 - OPERATING EXPENDITURES</b>	<b>439,630</b>	<b>494,948</b>	<b>517,665</b>	<b>475,717</b>	<b>502,681</b>	<b>0</b>	<b>502,681</b>	<b>502,681</b>
<b>Department Total</b>	<b>634,359</b>	<b>702,695</b>	<b>733,487</b>	<b>693,201</b>	<b>722,323</b>	<b>0</b>	<b>722,323</b>	<b>722,323</b>

# Expenditure Budget by Cost Center

## Fiscal Year 2016 - 2017

### HUMAN SERVICES 01000 - HUMAN SERVICES

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	68,097	69,325	71,292	73,927	74,211	0	74,211	74,211
61304 - GENERAL PERSONNEL	53,748	55,561	57,072	56,631	56,854	0	56,854	56,854
61307 - PART TIME EMPLOYEES	10,646	21,895	25,283	25,098	25,739	0	25,739	25,739
61609 - STIPEND	1,963	1,943	0	0	0	0	0	0
61701 - HEALTH INSURANCE	31,221	32,547	34,023	33,277	33,802	0	33,802	33,802
61702 - DENTAL INSURANCE	1,605	1,717	1,910	1,910	1,910	0	1,910	1,910
61703 - RETIREMENT CONTRIBUTIONS	13,334	13,679	14,338	14,583	14,640	0	14,640	14,640
61704 - SOCIAL SECURITY	10,061	10,931	11,754	11,908	12,330	0	12,330	12,330
61705 - WORKERS COMPENSATION	10	61	150	150	155	0	155	155
61901 - RECRUITMENT	564	89	0	0	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	3,480	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>194,729</b>	<b>207,747</b>	<b>215,823</b>	<b>217,484</b>	<b>219,642</b>	<b>0</b>	<b>219,642</b>	<b>219,642</b>
62205 - PC REPLACEMENT CHARGE	636	752	752	501	1,006	0	1,006	1,006
62416 - PRINTING	0	200	361	0	200	0	200	200
62435 - TRAINING	450	435	527	505	450	0	450	450
62436 - MEETINGS & DUES	220	80	200	185	200	0	200	200
62498 - USE OF TRUST FUNDS	2,900	3,018	3,000	3,051	3,000	0	3,000	3,000
62510 - TELEPHONE	620	635	675	675	675	0	675	675
62701 - OFFICE SUPPLIES	800	737	800	800	800	0	800	800
62710 - POSTAGE	221	371	250	250	250	0	250	250
62715 - BOOKS AND PERIODICALS	0	0	100	100	100	0	100	100
<b>62000 - OPERATING EXPENDITURES</b>	<b>5,848</b>	<b>6,229</b>	<b>6,665</b>	<b>6,067</b>	<b>6,681</b>	<b>0</b>	<b>6,681</b>	<b>6,681</b>
<b>01000 - HUMAN SERVICES Total</b>	<b>200,577</b>	<b>213,976</b>	<b>222,487</b>	<b>223,551</b>	<b>226,323</b>	<b>0</b>	<b>226,323</b>	<b>226,323</b>

### HUMAN SERVICES 01001 - HS: GENERAL ASSISTANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62145 - FIRST AID & MEDICAL SVCS	42,253	19,332	25,000	7,650	25,000	0	25,000	25,000
62148 - DENTAL WORKS	5,000	5,000	5,000	5,000	7,000	0	7,000	7,000
62152 - SCS SHELTER SERVICES	50,000	37,500	50,000	50,000	50,000	0	50,000	50,000
62451 - PERSONAL & HOUSEHOLD	666	170	1,000	1,000	1,000	0	1,000	1,000
62452 - BURIAL, TRANSPORT & MISC.	7,700	11,200	9,000	9,000	10,000	0	10,000	10,000
62453 - HEATING FUEL & UTILITIES	52,058	39,147	53,000	23,000	33,000	0	33,000	33,000
62454 - RENTS	276,105	376,370	368,000	374,000	370,000	0	370,000	370,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>433,782</b>	<b>488,719</b>	<b>511,000</b>	<b>469,650</b>	<b>496,000</b>	<b>0</b>	<b>496,000</b>	<b>496,000</b>

# Expenditure Budget by Cost Center

## Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>01001 - HS: GENERAL ASSISTANCE Total</b>	<b>433,782</b>	<b>488,719</b>	<b>511,000</b>	<b>469,650</b>	<b>496,000</b>	<b>0</b>	<b>496,000</b>	<b>496,000</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>HUMAN SERVICES</b>	<b>634,359</b>	<b>702,695</b>	<b>733,487</b>	<b>693,201</b>	<b>722,323</b>	<b>0</b>	<b>722,323</b>	<b>722,323</b>

<b>DEPARTMENT:</b>	<b>LIBRARY</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	<b>01100</b>		
<b>MISSION:</b>	<b>To provide free, open, and convenient access for all Keene residents to acquire information for growth in their personal knowledge, for life-long learning and enjoyment, for the fulfillment of informational needs, desires, and curiosities, and for enhancing quality of life in the community</b>		

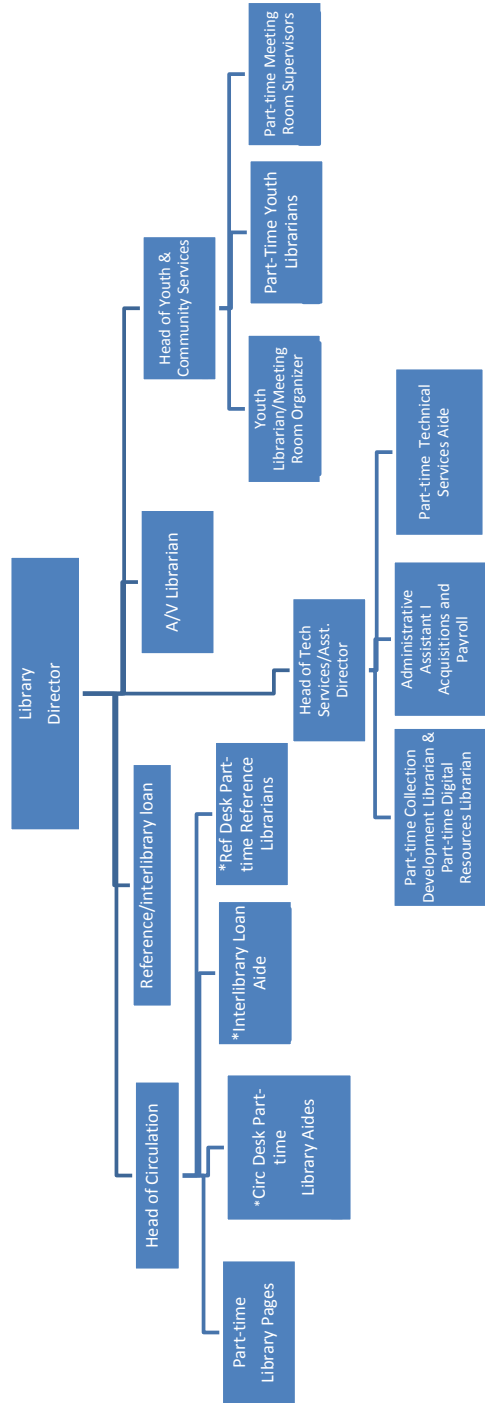
The Keene Public Library is a vital community resource. The Library provides access for all Keene residents who want to read, learn, or connect with the community throughout their lives. The Library is a vibrant institution, bridging the digital divide, making information in electronic and paper form freely available, and providing services and programs to people of all ages and abilities.

**In FY2017:**

- The Library Renovation and Addition project will be the major focus. Library architect, Jeff Hoover of Tappé Architects, will complete construction and bid documents in order to be “shovel-ready” by December, 2016. The project is overseen by the Keene Library Annex Advisory Committee (KLAAC). Its membership includes representation from the Board of Trustees, the Friends of the Library Board and the City.
- The Capital Campaign drive to raise a significant portion of the funds for the Library Renovation and Addition Project will continue in its quiet phase, to be followed by a public campaign. Applications for State and Federal grants, including New Markets Tax Credits, through the City contract with Monadnock Economic Development Corporation (MEDC) will continue through the fall.
- The successful completion of the Library Renovation and Addition Project will ensure that the Library can provide 21st Century library services by expanding its capacity to be a center for learning, creativity, and fostering community. Included in the plans is a makerspace, a designated area where patrons of varying ages can work together, alone, or with librarians on special projects. These spaces give community members access to tools or technology that are not easily accessible in their homes or to purchase. The goal is to allow patrons to learn through experimentation. In 2014 the Library became a Maker Corps library. Librarians and interns have received training and have offered many programs in very limited space. The expansion will substantially increase the Library’s capacity to provide this timely programming.
- During these exciting times, the Library will continue to offer quality services on a daily basis. It will provide materials in a variety of formats for all age groups, a website that provides access to Library and local information remotely, public access computers, and a wide range of programming for all ages, with an emphasis on the very young and teens. The Library will continue to collaborate with schools and community groups, offering programs, visiting schools, and offering tours. As a nationally designated Family Place Library, the Library will receive support from a network of libraries all dedicated to serving as a community hub for healthy child and family development, parent, and community involvement and lifelong learning beginning at birth.
- Digital resources and the ability to help the members of the community utilize the latest technologies are essential components of library service. Knowing that the need for technology in everyday lives will continue to evolve, the Library will plan carefully to incorporate these technologies.
- A major operational component is Keene-Link, the partnership with the Keene State College library, which provides a shared catalog (Keene-Link) and reciprocal borrowing privileges. Keene-Link currently uses an Innovative Interfaces software product called Millennium which is no longer being upgraded and for which support will not continue after two years. A committee made up of public and college library staff is in the process of reviewing what options are available for a next generation library system to replace Millennium.

All Library services coordinate with the Community Master Plan's Educational goals. Arts and Culture, Diversity, and Leadership goals are also supported by the variety of library and community programs.

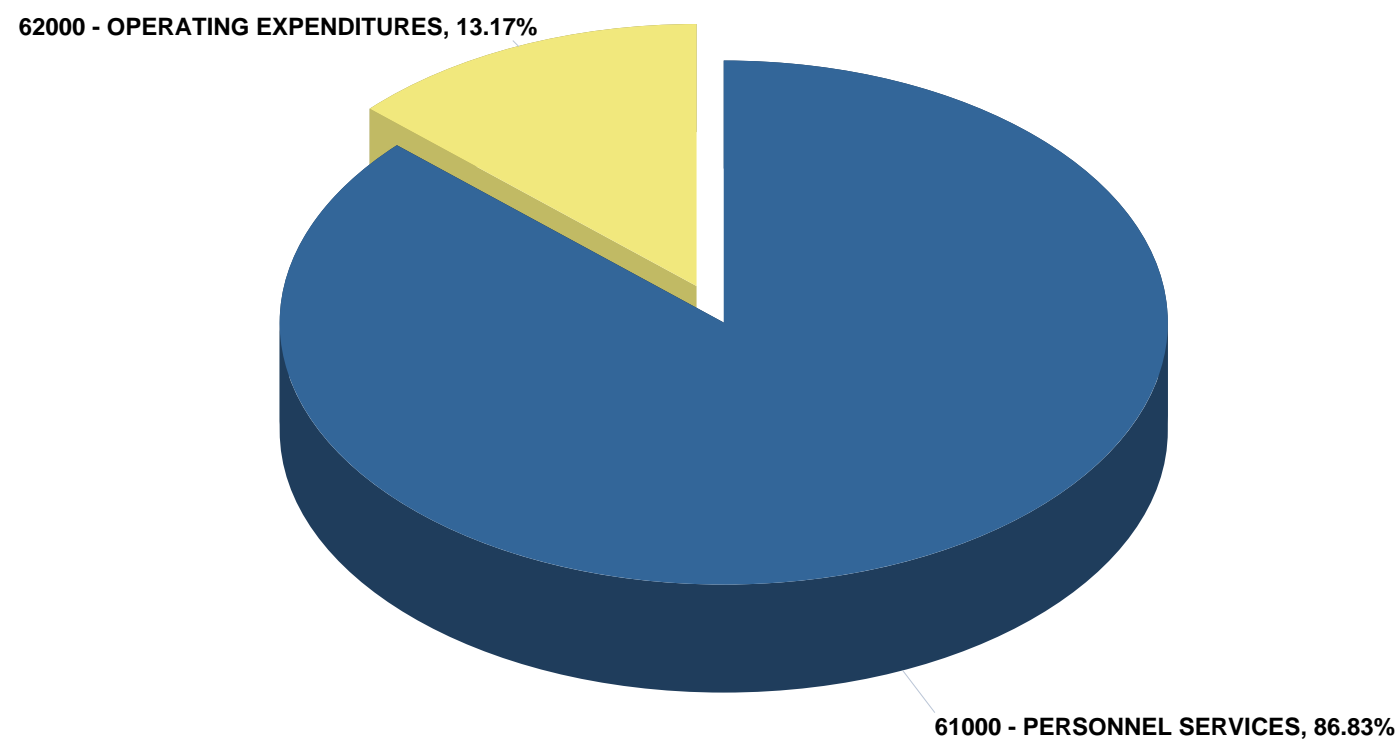
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide an excellent collection including classic and high-demand materials in print, audio, video, and electronic formats for people of all ages and abilities and backgrounds.			Education	
Assist patrons of all ages with information research and reader advisory services both in-house and remotely through the library website, public access computers, and community meeting space.			Education	
Introduce the youngest members of the community to reading and learning activities through library programs, and encourage digital literacy at all levels throughout the community.			Education	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>	
Maintain funding for purchasing library materials based on an ongoing evaluation of new formats and the appropriate collection balance, with the target of replacing 5% of library materials yearly and focusing on increasing the availability of e-books.		Education	I, E	
Provide and promote use of electronic information databases with remote access as appropriate.		Education	I, E	
Maintain and promote a comprehensive series of high-quality library programs that support and empower adults and children to the highest level of community involvement.		Education	I, E,O	
Provide meeting spaces for community use.		Education	I,C	
Develop furnishings and equipment plans for the newly renovated spaces and develop a staffing plan, reassigning staff as needed.		Historic & Cultural	V,O,C,E	
Working with staff from Mason Library at Keene State College, begin planning for replacement of our current shared Integrated Library System software (Millennium).		Education	I, E	
Provide public access to computers and internet.		Education	I	
Offer staff training to support each staff member's training goals as detailed in the Performance Evaluation		Education	V	
Continue the cooperative landscaping project with the Homestead Garden Club and the Keene High School Horticulture Class for beautification of library grounds.		Open Space/Greenway Connect	I, C	
<b>METRICS:</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	
Circulation, including downloadable books	305,000	292,837	305,000	
Usage of online databases and website visits	28,500 / 237,000	46,010 /169,615	46,200 / 175,000	
Library programs for adults and children and number of people attending	900/13,000	952/14,216	950/14,000	
Number of times City/community groups held events in the Library or Library Annex	950	864	900	
Number of people attending City/community programs	10,160	9,743	10,000	
Number of library card holders (does not include KSC community of approx. 6,000)	18,100	17,615	18,000	
Use of library public access computers	28,000	23,374	24,000	
Number of reference questions answered in-house and via library website	12,000/500	15,756/550	15,780/600	



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**LIBRARY**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	1,078,846	1,092,335	1,169,741	1,169,641	1,180,880	0	1,180,880	1,180,880
62000 - OPERATING EXPENDITURES	183,481	180,468	179,238	175,738	179,049	0	179,049	179,049
<b>Department Total</b>	<b>1,262,326</b>	<b>1,272,802</b>	<b>1,348,979</b>	<b>1,345,379</b>	<b>1,359,929</b>	<b>0</b>	<b>1,359,929</b>	<b>1,359,929</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>LIBRARY</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	96,841	98,553	101,385	101,385	100,991	0	100,991	100,991
61303 - SUPERVISORY PERSONNEL	192,816	195,177	201,861	224,482	201,080	0	201,080	201,080
61304 - GENERAL PERSONNEL	206,897	160,930	169,872	180,647	170,921	0	170,921	170,921
61305 - ADMINISTRATIVE PERSONNEL	0	36,365	40,688	40,688	40,425	0	40,425	40,425
61307 - PART TIME EMPLOYEES	327,472	354,305	391,132	357,635	408,271	0	408,271	408,271
61701 - HEALTH INSURANCE	114,507	121,462	129,562	129,562	121,738	0	121,738	121,738
61702 - DENTAL INSURANCE	6,033	6,927	7,151	7,151	8,106	0	8,106	8,106
61703 - RETIREMENT CONTRIBUTIONS	54,283	53,156	57,392	57,392	57,349	0	57,349	57,349
61704 - SOCIAL SECURITY	78,511	63,768	69,228	69,228	70,509	0	70,509	70,509
61705 - WORKERS COMPENSATION	71	383	871	871	888	0	888	888
61901 - RECRUITMENT	1,415	1,308	600	600	600	0	600	600
<b>61000 - PERSONNEL SERVICES</b>	<b>1,078,846</b>	<b>1,092,335</b>	<b>1,169,741</b>	<b>1,169,641</b>	<b>1,180,880</b>	<b>0</b>	<b>1,180,880</b>	<b>1,180,880</b>
62205 - PC REPLACEMENT CHARGE	9,084	7,600	7,920	7,920	8,381	0	8,381	8,381
62301 - OFFICE EQUIPMENT MAINT.	3,782	3,007	3,368	3,368	3,368	0	3,368	3,368
62430 - TRAVEL	23	0	0	0	0	0	0	0
62435 - TRAINING	32	0	350	350	350	0	350	350
62436 - MEETINGS & DUES	30	30	400	400	400	0	400	400
62498 - USE OF TRUST FUNDS	11,364	7,517	3,500	0	3,500	0	3,500	3,500
62510 - TELEPHONE	3,409	3,397	4,000	4,000	4,000	0	4,000	4,000
62701 - OFFICE SUPPLIES	6,348	6,114	6,800	6,800	6,500	0	6,500	6,500
62703 - LOST MATERIAL REPLACEMENT	545	3,179	3,500	3,500	4,000	0	4,000	4,000
62704 - BOOK MENDING SUPPLIES	2,432	1,726	2,900	2,900	2,900	0	2,900	2,900
62710 - POSTAGE	4,114	3,280	3,850	3,850	3,000	0	3,000	3,000
62715 - BOOKS AND PERIODICALS	141,537	141,823	141,550	141,550	141,550	0	141,550	141,550
62734 - MINOR EQUIPMENT	779	2,180	450	450	450	0	450	450
62744 - MINOR COMPUTER EQUIPMENT	0	615	650	650	650	0	650	650
<b>62000 - OPERATING EXPENDITURES</b>	<b>183,481</b>	<b>180,468</b>	<b>179,238</b>	<b>175,738</b>	<b>179,049</b>	<b>0</b>	<b>179,049</b>	<b>179,049</b>
<b>Department Total</b>	<b>1,262,326</b>	<b>1,272,802</b>	<b>1,348,979</b>	<b>1,345,379</b>	<b>1,359,929</b>	<b>0</b>	<b>1,359,929</b>	<b>1,359,929</b>



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### LIBRARY 01100 - LIBRARY

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	96,841	98,553	101,385	101,385	100,991	0	100,991	100,991
61303 - SUPERVISORY PERSONNEL	192,816	195,177	201,861	224,482	201,080	0	201,080	201,080
61304 - GENERAL PERSONNEL	206,897	160,930	169,872	180,647	170,921	0	170,921	170,921
61305 - ADMINISTRATIVE PERSONNEL	0	36,365	40,688	40,688	40,425	0	40,425	40,425
61307 - PART TIME EMPLOYEES	327,472	354,305	391,132	357,635	408,271	0	408,271	408,271
61701 - HEALTH INSURANCE	114,507	121,462	129,562	129,562	121,738	0	121,738	121,738
61702 - DENTAL INSURANCE	6,033	6,927	7,151	7,151	8,106	0	8,106	8,106
61703 - RETIREMENT CONTRIBUTIONS	54,283	53,156	57,392	57,392	57,349	0	57,349	57,349
61704 - SOCIAL SECURITY	78,511	63,768	69,228	69,228	70,509	0	70,509	70,509
61705 - WORKERS COMPENSATION	71	383	871	871	888	0	888	888
61901 - RECRUITMENT	1,415	1,308	600	600	600	0	600	600
<b>61000 - PERSONNEL SERVICES</b>	<b>1,078,846</b>	<b>1,092,335</b>	<b>1,169,741</b>	<b>1,169,641</b>	<b>1,180,880</b>	<b>0</b>	<b>1,180,880</b>	<b>1,180,880</b>
62205 - PC REPLACEMENT CHARGE	9,084	7,600	7,920	7,920	8,381	0	8,381	8,381
62301 - OFFICE EQUIPMENT MAINT.	3,782	3,007	3,368	3,368	3,368	0	3,368	3,368
62430 - TRAVEL	23	0	0	0	0	0	0	0
62435 - TRAINING	32	0	350	350	350	0	350	350
62436 - MEETINGS & DUES	30	30	400	400	400	0	400	400
62510 - TELEPHONE	3,409	3,397	4,000	4,000	4,000	0	4,000	4,000
62701 - OFFICE SUPPLIES	6,348	6,114	6,800	6,800	6,500	0	6,500	6,500
62703 - LOST MATERIAL REPLACEMENT	545	3,179	3,500	3,500	4,000	0	4,000	4,000
62704 - BOOK MENDING SUPPLIES	2,432	1,726	2,900	2,900	2,900	0	2,900	2,900
62710 - POSTAGE	4,114	3,280	3,850	3,850	3,000	0	3,000	3,000
62715 - BOOKS AND PERIODICALS	141,537	141,823	141,550	141,550	141,550	0	141,550	141,550
62734 - MINOR EQUIPMENT	779	2,180	450	450	450	0	450	450
62744 - MINOR COMPUTER EQUIPMENT	0	615	650	650	650	0	650	650
<b>62000 - OPERATING EXPENDITURES</b>	<b>172,116</b>	<b>172,951</b>	<b>175,738</b>	<b>175,738</b>	<b>175,549</b>	<b>0</b>	<b>175,549</b>	<b>175,549</b>
<b>01100 - LIBRARY Total</b>	<b>1,250,962</b>	<b>1,265,285</b>	<b>1,345,479</b>	<b>1,345,379</b>	<b>1,356,429</b>	<b>0</b>	<b>1,356,429</b>	<b>1,356,429</b>

### LIBRARY 01102 - LIBRARY: CITY TRUSTS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62498 - USE OF TRUST FUNDS	11,364	7,517	3,500	0	3,500	0	3,500	3,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>11,364</b>	<b>7,517</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>
<b>01102 - LIBRARY: CITY TRUSTS Total</b>	<b>11,364</b>	<b>7,517</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>LIBRARY</b>	<b>1,262,326</b>	<b>1,272,802</b>	<b>1,348,979</b>	<b>1,345,379</b>	<b>1,359,929</b>	<b>0</b>	<b>1,359,929</b>	<b>1,359,929</b>

<b>DEPARTMENT:</b>	<b>PARKS, RECREATION &amp; FACILITIES</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>	<b>Parks, Recreation &amp; Cemeteries</b>		
<b>Cost Center(s):</b>	<b>01200 through 01314</b>		
<b>MISSION:</b>	To provide community services to the citizens of Keene with a quality park and cemetery system, balanced environmental stewardship and diverse programming to inspire and support active lifestyles for all ages throughout the lifespan.		

The Comprehensive Master Plan introduces the crucial question “why plan?” and then identifies actions that can be used to achieve that vision. The Parks and Recreation Divisions have implemented several key initiatives from this document to guide us towards providing the essential community services for today and where we are going tomorrow. The community services provided by the department create social equity, provide health and wellness opportunities, and ensure our conservation lands are being maintained. The mission for the department closely aligns the actions outlined in the Active and Passive Recreation Management Plan to the Comprehensive Master Plan.

The vision for Parks and Recreation ties all six vision focus areas from the master plan to the everyday responsibilities of the divisions. In 2015, the Capital Improvement Project began in Wheelock Park with a new road and parking lot surface and new fence delineating the parking area. This project began the process for an improved infrastructure. In the upcoming fiscal year, new ADA compliant restrooms, concession stand, and irrigation system will be installed in the park. These projects will improve the quality of services provided in the park, as various groups continue to use Wheelock to host large tournaments providing economic impact towards the city’s vibrant economy.

Creating a unique natural environment within our current park system provides opportunities for all users including active and passive recreation. The trail systems continue to grow in popularity and marketing to an increased demographic beyond the Monadnock region, attracting enthusiasts into our community. With the addition of the South Bridge, rail trail access will be improved into the downtown footprint from geographic points south of Keene. This connection provides an existing infrastructure with a catalyst for a regional marketing effort to showcase the City.

Keene is noted for having quality parks and trails, along with strong programming for all ages. Through various mediums social media marketing efforts have increased awareness and program registrations. New programs were introduced in 2015 including the collaboration with the Police Department for a middle school basketball league. The success of this program will expand the community services provided and create alternative revenue sources. Introducing a policy for sponsorships provides an opportunity to expand the services offered by the department and provides the necessary revenue to achieve new programming to meet the dynamic needs of our community. Additionally, the city-wide Spirit of Place initiative continues to provide an avenue to collaborate with local community and business leaders to further improve our parks, trails, and community at large.

The community vision relied on strong citizenship and proactive leadership. Through the east side community forums, the department received direction to enhance the existing Carpenter Field to meet the community need for a quality multi-use park. The project ensures that all citizens have access to green space and benefit from the health and safety of the surrounding neighborhoods and the downtown footprint. Carpenter Field will transform the east sides recreation allowing access from the trail system, a link to downtown, and providing play opportunities for every age group these priorities were included with the Carpenter Field design efforts completed in the spring of 2015.

The Parks and Cemeteries Divisions will be looking towards the implementation of a work order database system that will allow the divisions to work with GIS features. The data base will enhance existing operations, provide streamlined budgeting, and improve current asset performance and management. In addition, the community will be able to engage and provide information to assist in resolving issues, allowing the divisions to create more efficient operations.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/CMP		
Provide community services to assist organizations that focus on the health and well being of all citizens.		Community Health & Wellness		
Coordinate and maintain the safety and quality of trails, ballfields, parks, forested lands, park buildings, play equipment, pools, and other recreational areas.		Community Health & Wellness		
Maintain and improve cemetery grounds, roads, and buildings; provide professional internment services and accurate burial records.		Community Health & Wellness		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue to follow recommendations in the Master Plan toward increasing our level of service			Leadership	C, E
Continue to collaborate and increase program opportunities focused on health and wellness			Community Health & Wellness	I, C
Continue to grow the after school program by encouraging healthy lifestyles			Community Health & Wellness	C
Enhance community services through expansion of outreach and sponsorship initiatives			Community Health & Wellness	I, C
Continue to maintain and promote the multi-use trail system to increase usage			Open Space/Greenway Connect	C
Create safe recreational playing areas through field enhancements and playground inspections			Community Health & Wellness	C, E
Continue the development of a turf management program in the parks and cemeteries			Open Space/Greenway Connect	C
Develop new and expand existing City inter-department programs			Leadership	C
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Youth program participants: after school and summer programs		275	280	280
Recreation and Park Volunteers		375	375	375
Acres maintained through turf program		90	90	90
Recreation Facility Rentals		159	142	160
Youth and Adult sport league participants - basketball, flag football, indoor soccer, soccer, volleyball, kickball, and middle school PAL		663	800	850
Recreation Trip Participation		350	114	114
Swim Lessons		158	200	200
Cemetery Lots Available - Monadnock View N, M, MC, Hebrew, and Woodland NED		321	246	202
Cemetery Sales		75	44	45
Cemetery Burials		105	116	115

<b>DEPARTMENT:</b>	<b>PARKS, RECREATION &amp; FACILITIES</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>	Facilities		
<b>Cost Center(s):</b>	01325 through 01336		
<b>MISSION:</b>	To provide the community and City employees with clean, safe, and efficiently operated municipal buildings		

The Facilities Division has moved forward operationally through the Building Condition Survey toward the need for the implementation of a Comprehensive Maintenance Management Software system. This will enable the division to forecast replacement costs, maintain and record daily activities, streamline the budgeting process, improve our current assets, and increase operation efficiencies. Through the assistance of multiple departments, including Information Technologies, the decision process will allow for a needs assessment prior to purchasing the software. This assessment will provide guidance on utilizing the system to maximize the software functionality and ensure it meets the needs of the division.

The Building Condition Survey allowed for the creation of a more comprehensive preventative maintenance program that generates opportunities to determine long term initiatives with the Capital Improvement Program. Since the survey was completed in 2013, a concentrated effort for achieving these goals is moving forward.

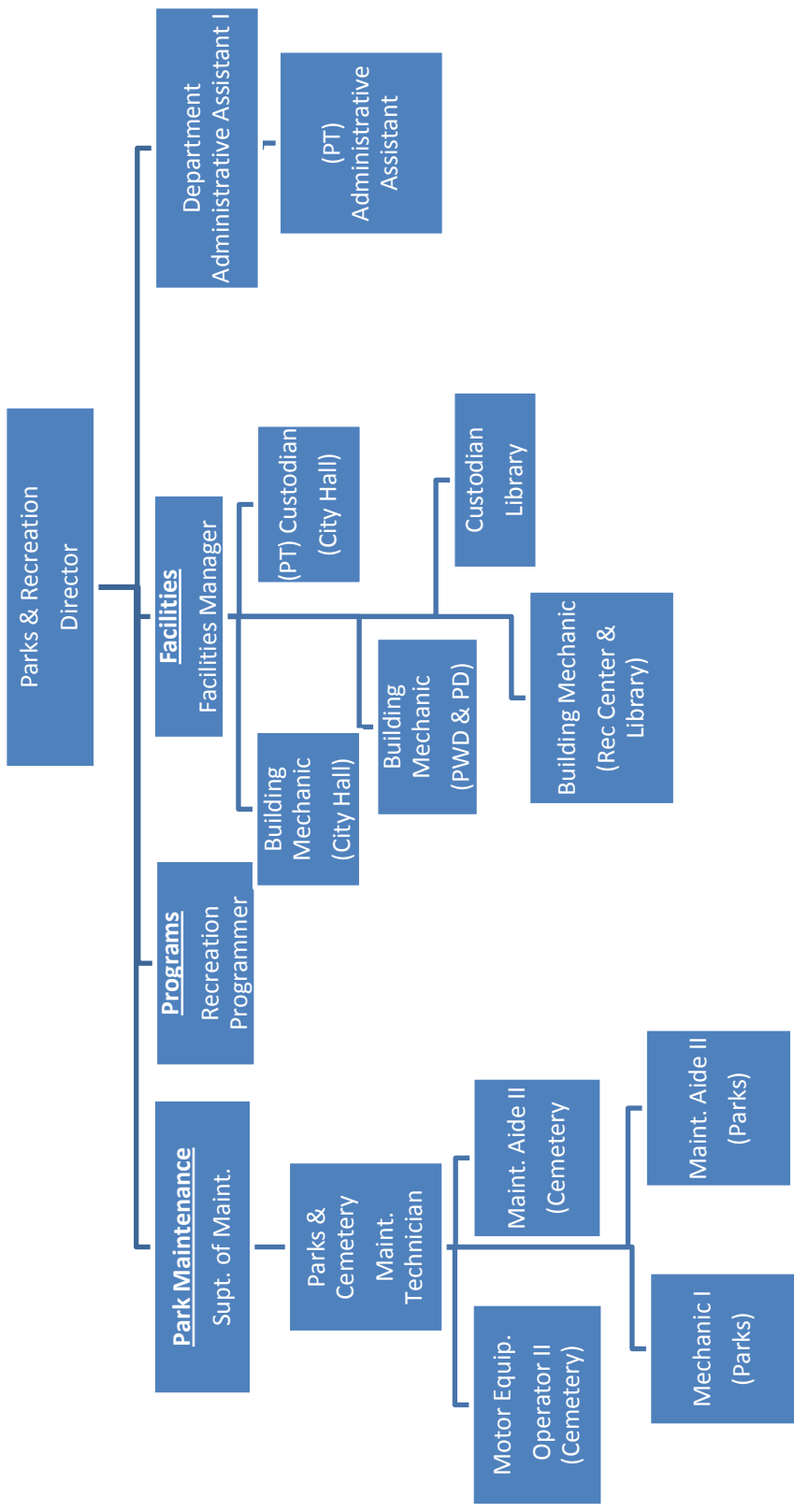
Although driven by the Building Conditions Survey, the Comprehensive Master Plan provides daily direction as a resource towards the division's future. As outlined, projects from the survey come forward, such as the boiler replacements in City Hall and the Police Department, replacement specifications require higher efficiency ratings reducing fuel and energy consumption. As all projects are reviewed, matching these initiatives with the City's internal Environmentally Preferable Purchasing Program will help align the division with a more environmentally sustainable operation.

Working with the Purchasing Division, the Facilities Division continues to reach out and work in conjunction with the Keene SAU for joint procurement purchases. This outreach has been rewarded with several bulk purchasing programs for daily maintenance operations of City facilities. In addition to local outreach, contracts for state and national organizations have occurred to provide stronger purchasing power for the City.

Facilities has continued and expanded the role of contract services in FY 2016. The addition of the Police, Waste Water Treatment Plant, and the Public Works complex to the custodial services contract has proven to be beneficial for City departments. In addition to custodial services, contract services for landscaping have continued to display an appearance of well-maintained building facilities. In FY 2017, the organizational structure of the Division will continue to be evaluated through multiple measures for improving service, an effort that will be assisted by the addition of the new software system.

In FY 2017 the Division will be seeking opportunities for the use and expansion of technology for the Building Automation Systems and Direct Digital Controls. An emphasis will be on standardization throughout the City's facilities to align with remote technologies allowing access from any location. Recently installed at the airport terminal, technology has allowed for better controls and efficiency in heating and cooling operations. As new systems are installed, these same efforts will be made to integrate and streamline the various systems in place.

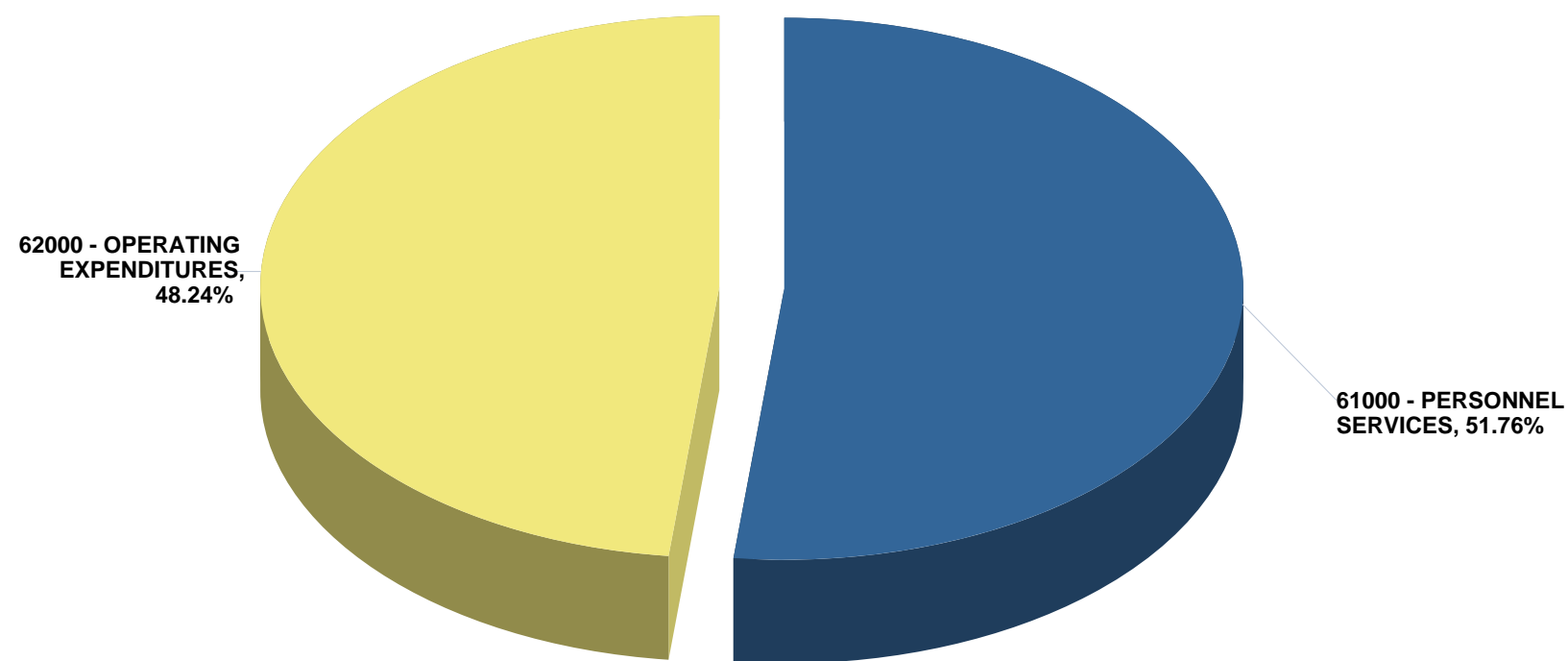
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Implements daily cleaning and maintenance of buildings			Infrastructure	
Monitors and upgrades building systems for both safety and efficiency			Infrastructure	
Assists in identifying and implementing contract repairs, routine cleaning, and maintenance of buildings when appropriate			Infrastructure	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Review and monitor the use of contracted cleaning services			Infrastructure	<b>C, E</b>
Collaborate toward the use of contracted supplies and services with other governmental agencies			Infrastructure	<b>V, C, E</b>
Implement a Comprehensive Maintenance Management System for operations efficiency			Infrastructure	<b>V, C, E</b>
Evaluate opportunities to expand on energy conservation systems			Infrastructure	<b>V, C, E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
City staff conforms to adopted custodial Standard Operating Procedures		85%	95%	95%
Contract cleaning service conforms to basic custodial Standard Operating Procedures		80%	95%	100%
Conforms to adopted preventative maintenance Standard Operating Procedures		95%	95%	95%
Work orders submitted		694	714	775
Completed work orders		673	714	775



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**PARKS, REC AND FACILITIES**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	1,488,283	1,481,049	1,556,606	1,497,756	1,505,415	0	1,505,415	1,505,415
62000 - OPERATING EXPENDITURES	1,356,834	1,277,997	1,457,394	1,426,630	1,402,799	0	1,402,799	1,402,799
<b>Department Total</b>	<b>2,845,117</b>	<b>2,759,046</b>	<b>3,014,001</b>	<b>2,924,386</b>	<b>2,908,214</b>	<b>0</b>	<b>2,908,214</b>	<b>2,908,214</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

**PARKS, REC AND FACILITIES**

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	95,962	98,553	101,385	98,912	100,991	0	100,991	100,991
61303 - SUPERVISORY PERSONNEL	68,413	69,301	72,808	69,552	71,016	0	71,016	71,016
61304 - GENERAL PERSONNEL	532,260	513,934	536,779	534,750	537,980	0	537,980	537,980
61305 - ADMINISTRATIVE PERSONNEL	52,292	53,570	62,437	51,036	41,626	0	41,626	41,626
61307 - PART TIME EMPLOYEES	58,183	49,412	59,076	52,872	58,037	0	58,037	58,037
61308 - SEASONAL HELP	61,090	44,743	75,811	62,961	75,811	0	75,811	75,811
61309 - RECREATION SUPERVISION	50,350	54,955	55,000	55,000	55,000	0	55,000	55,000
61312 - POOL PERSONNEL	39,744	38,989	43,000	42,198	45,000	0	45,000	45,000
61313 - PLAYGROUND PERSONNEL	48,130	47,203	46,000	46,000	46,000	0	46,000	46,000
61314 - CAMP AREA SUPERVISOR	8,160	7,310	7,650	7,650	7,650	0	7,650	7,650
61315 - ASSISTANCE: OTHER DEPTS	0	0	3,000	0	0	0	0	0
61318 - YOUTH TRAILS PROGRAM	5,438	8,569	7,620	7,620	7,620	0	7,620	7,620
61501 - REGULAR OVERTIME	27,943	30,857	33,300	18,738	33,300	0	33,300	33,300
61609 - STIPEND	9,466	9,339	0	0	0	0	0	0
61701 - HEALTH INSURANCE	237,503	224,962	249,965	249,963	228,212	0	228,212	228,212
61702 - DENTAL INSURANCE	11,914	12,044	15,313	15,299	14,000	0	14,000	14,000
61703 - RETIREMENT CONTRIBUTIONS	83,931	81,941	89,037	88,264	86,211	0	86,211	86,211
61704 - SOCIAL SECURITY	79,229	77,162	83,990	82,234	82,127	0	82,127	82,127
61705 - WORKERS COMPENSATION	794	5,077	12,637	12,630	12,634	0	12,634	12,634
61901 - RECRUITMENT	3,087	3,501	1,800	2,075	2,200	0	2,200	2,200
61902 - OUTSIDE AGENCY TEMPS	14,395	49,628	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,488,283</b>	<b>1,481,049</b>	<b>1,556,606</b>	<b>1,497,756</b>	<b>1,505,415</b>	<b>0</b>	<b>1,505,415</b>	<b>1,505,415</b>
62102 - PROFESSIONAL SERVICES	17,705	4,500	16,400	27,888	5,000	0	5,000	5,000
62103 - TECHNICAL SERVICES	15,526	0	0	1,063	0	0	0	0
62115 - ARTISTS & PERFORMERS	6,181	6,843	7,550	7,550	7,550	0	7,550	7,550
62120 - LABORATORY SERVICES	0	486	800	600	800	0	800	800
62142 - TRANSPORTING	650	1,100	2,750	2,375	2,750	0	2,750	2,750
62145 - FIRST AID & MEDICAL SVCS	264	366	500	500	500	0	500	500
62175 - OTHER SERVICES	12,396	13,123	12,000	12,555	14,000	0	14,000	14,000
62201 - JANITORIAL	0	0	68,436	71,104	68,436	0	68,436	68,436
62205 - PC REPLACEMENT CHARGE	1,752	1,475	1,851	1,788	2,396	0	2,396	2,396
62206 - PW FLEET CHARGE	163,116	175,274	185,373	185,373	201,269	0	201,269	201,269
62208 - TAXES	24,921	17,322	17,279	17,824	17,279	0	17,279	17,279
62209 - RUBBISH PICK-UP	19,290	13,809	20,264	17,874	20,264	0	20,264	20,264
62301 - OFFICE EQUIPMENT MAINT.	1,387	1,383	0	1,003	0	0	0	0
62311 - EQUIPMENT MAINTENANCE	23,064	23,852	33,015	36,845	33,015	0	33,015	33,015
62316 - ESCO MAINTENANCE	8,884	9,123	16,044	16,044	16,044	0	16,044	16,044
62317 - EQUIPMENT REPAIR	80,164	44,711	26,912	26,802	26,912	0	26,912	26,912



Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62318 - BUILDING REPAIR	35,527	40,011	65,429	80,732	29,039	0	29,039	29,039
62340 - GROUNDS MAINTENANCE	18,179	14,459	22,564	22,476	22,564	0	22,564	22,564
62341 - PLAYGROUND MAINTENANCE	5,728	2,766	5,000	5,000	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	493	133	1,000	3,251	1,000	0	1,000	1,000
62343 - SIGNAGE	655	1,397	1,000	1,000	1,000	0	1,000	1,000
62344 - TRAIL MAINTENANCE	923	1,949	2,000	6,642	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE	15,806	14,723	32,043	20,261	32,043	0	32,043	32,043
62372 - TREE/FORESTRY MAINTENANCE	4,030	8,450	9,500	9,250	9,500	0	9,500	9,500
62375 - PERMITS	7,113	5,273	4,891	1,797	4,891	0	4,891	4,891
62416 - PRINTING	4,920	3,745	3,000	2,890	3,000	0	3,000	3,000
62425 - ADVERTISING	587	587	1,600	848	1,600	0	1,600	1,600
62430 - TRAVEL	94	301	1,050	189	800	0	800	800
62435 - TRAINING	1,027	2,088	2,750	2,181	3,000	0	3,000	3,000
62436 - MEETINGS & DUES	5,579	2,604	3,300	2,965	3,100	0	3,100	3,100
62445 - PHOTOGRAPHY & PROCESSING	42	47	200	198	200	0	200	200
62498 - USE OF TRUST FUNDS	3,809	3,530	0	328	0	0	0	0
62501 - WATER	21,145	25,669	26,974	29,002	28,168	0	28,168	28,168
62502 - SEWER	27,391	35,000	26,982	27,643	28,290	0	28,290	28,290
62503 - ELECTRICITY	291,472	320,541	355,632	322,380	364,155	0	364,155	364,155
62504 - HEATING FUEL	371,637	303,538	290,435	246,306	283,114	0	283,114	283,114
62506 - FIRELINE / HYDRANTS	9,055	5,491	7,129	7,129	7,129	0	7,129	7,129
62510 - TELEPHONE	6,242	7,826	6,550	6,783	6,550	0	6,550	6,550
62602 - OFFICE SPACE RENTAL	12,000	12,000	12,000	12,000	12,000	0	12,000	12,000
62604 - EQUIPMENT RENTAL	0	33	500	0	500	0	500	500
62607 - RENTAL VEHICLES	7,833	5,030	9,000	8,178	9,000	0	9,000	9,000
62701 - OFFICE SUPPLIES	850	1,069	1,100	1,259	1,100	0	1,100	1,100
62710 - POSTAGE	122	256	350	275	350	0	350	350
62733 - TOOLS	1,290	1,758	1,500	1,289	1,650	0	1,650	1,650
62734 - MINOR EQUIPMENT	3,742	46,456	3,150	40,844	2,400	0	2,400	2,400
62735 - BUILDING MAINT. SUPPLIES	14,684	12,501	19,200	14,697	19,200	0	19,200	19,200
62736 - GROUNDS MAINT SUPPLIES	41,130	33,877	47,423	44,794	44,273	0	44,273	44,273
62737 - JANITORIAL SUPPLIES	23,027	19,085	20,968	18,298	20,968	0	20,968	20,968
62740 - OTHER MAINT. SUPPLIES	4,319	2,756	2,300	2,189	2,300	0	2,300	2,300
62755 - UNIFORMS	3,953	3,338	5,700	5,305	5,700	0	5,700	5,700
62756 - PROTECTIVE CLOTHING	1,639	1,169	1,500	1,364	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,151	3,146	3,500	3,485	3,500	0	3,500	3,500
62764 - CHEMICALS	5,061	4,660	5,600	1,938	5,600	0	5,600	5,600
62775 - PLAYGROUND MATERIAL	4,107	3,809	4,000	3,987	4,000	0	4,000	4,000
62776 - HANDICPD ATHLETE SUPPLIES	543	274	3,500	3,453	3,500	0	3,500	3,500
62778 - ATHLETIC SUPPLIES	423	5,227	2,000	2,000	2,000	0	2,000	2,000
62779 - GAME ROOM SUPPLIES	324	762	1,000	1,000	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	714	697	1,000	886	1,000	0	1,000	1,000

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62783 - YOUTH TRAILS PROGRAM SUP.	180	4	300	300	300	0	300	300
62784 - CATCH PROGRAM	854	1,089	1,000	1,000	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	20,132	5,506	7,600	6,650	7,600	0	7,600	7,600
68011 - CAPITAL PROJECT TRANSFER	0	0	25,000	25,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,356,834</b>	<b>1,277,997</b>	<b>1,457,394</b>	<b>1,426,630</b>	<b>1,402,799</b>	<b>0</b>	<b>1,402,799</b>	<b>1,402,799</b>
<b>Department Total</b>	<b>2,845,117</b>	<b>2,759,046</b>	<b>3,014,001</b>	<b>2,924,386</b>	<b>2,908,214</b>	<b>0</b>	<b>2,908,214</b>	<b>2,908,214</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### PARKS, REC AND FACILITIES 01200 - PARKS & FACILITIES ADMIN

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	95,962	98,553	101,385	98,912	100,991	0	100,991	100,991
61305 - ADMINISTRATIVE PERSONNEL	52,292	53,570	40,525	39,536	41,626	0	41,626	41,626
61307 - PART TIME EMPLOYEES	22,776	23,139	23,373	23,372	23,283	0	23,283	23,283
61701 - HEALTH INSURANCE	37,364	31,127	32,089	32,089	31,885	0	31,885	31,885
61702 - DENTAL INSURANCE	2,281	1,961	2,283	2,283	2,283	0	2,283	2,283
61703 - RETIREMENT CONTRIBUTIONS	15,967	15,860	15,851	15,465	15,930	0	15,930	15,930
61704 - SOCIAL SECURITY	12,556	12,879	12,711	12,379	12,691	0	12,691	12,691
61705 - WORKERS COMPENSATION	86	508	1,195	1,191	1,217	0	1,217	1,217
61901 - RECRUITMENT	2,397	2,888	1,800	1,800	2,200	0	2,200	2,200
<b>61000 - PERSONNEL SERVICES</b>	<b>241,680</b>	<b>240,485</b>	<b>231,212</b>	<b>227,028</b>	<b>232,107</b>	<b>0</b>	<b>232,107</b>	<b>232,107</b>
62205 - PC REPLACEMENT CHARGE	672	631	631	631	610	0	610	610
62206 - PW FLEET CHARGE	12,960	13,337	13,446	13,446	13,722	0	13,722	13,722
62301 - OFFICE EQUIPMENT MAINT.	1,387	1,383	0	1,003	0	0	0	0
62435 - TRAINING	37	200	200	514	200	0	200	200
62436 - MEETINGS & DUES	3,758	853	1,500	1,455	1,500	0	1,500	1,500
62498 - USE OF TRUST FUNDS	3,809	3,530	0	0	0	0	0	0
62510 - TELEPHONE	4,129	4,740	3,950	3,950	3,950	0	3,950	3,950
62701 - OFFICE SUPPLIES	850	937	1,100	1,028	1,100	0	1,100	1,100
62710 - POSTAGE	122	256	350	275	350	0	350	350
<b>62000 - OPERATING EXPENDITURES</b>	<b>27,724</b>	<b>25,867</b>	<b>21,177</b>	<b>22,302</b>	<b>21,432</b>	<b>0</b>	<b>21,432</b>	<b>21,432</b>
<b>01200 - PARKS &amp; FACILITIES ADMIN Total</b>	<b>269,404</b>	<b>266,351</b>	<b>252,389</b>	<b>249,330</b>	<b>253,539</b>	<b>0</b>	<b>253,539</b>	<b>253,539</b>

### PARKS, REC AND FACILITIES 01201 - PARKS MAINT & DEVELOPMENT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	34,207	34,651	35,646	34,776	35,508	0	35,508	35,508
61304 - GENERAL PERSONNEL	133,171	135,415	137,938	137,938	137,411	0	137,411	137,411
61308 - SEASONAL HELP	33,027	19,455	44,017	31,546	44,017	0	44,017	44,017
61501 - REGULAR OVERTIME	9,180	12,850	14,000	4,976	14,000	0	14,000	14,000
61701 - HEALTH INSURANCE	73,455	77,930	82,196	82,196	81,728	0	81,728	81,728
61702 - DENTAL INSURANCE	3,485	3,728	4,148	4,148	4,148	0	4,148	4,148
61703 - RETIREMENT CONTRIBUTIONS	18,956	19,636	20,953	20,856	20,879	0	20,879	20,879
61704 - SOCIAL SECURITY	15,768	15,304	17,651	16,510	17,666	0	17,666	17,666
61705 - WORKERS COMPENSATION	213	1,240	3,194	3,194	3,195	0	3,195	3,195
61901 - RECRUITMENT	40	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>321,501</b>	<b>320,209</b>	<b>359,743</b>	<b>336,140</b>	<b>358,553</b>	<b>0</b>	<b>358,553</b>	<b>358,553</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62175 - OTHER SERVICES	12,396	13,017	11,000	12,555	13,000	0	13,000	13,000
62436 - MEETINGS & DUES	543	360	800	350	600	0	600	600
<b>62000 - OPERATING EXPENDITURES</b>	<b>12,939</b>	<b>13,377</b>	<b>11,800</b>	<b>12,905</b>	<b>13,600</b>	<b>0</b>	<b>13,600</b>	<b>13,600</b>
<b>01201 - PARKS MAINT &amp; DEVELOPMENT Total</b>	<b>334,440</b>	<b>333,585</b>	<b>371,543</b>	<b>349,045</b>	<b>372,153</b>	<b>0</b>	<b>372,153</b>	<b>372,153</b>

### PARKS, REC AND FACILITIES 01202 - PARKS POOLS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62501 - WATER	675	2,398	5,140	3,200	5,140	0	5,140	5,140
62734 - MINOR EQUIPMENT	199	56	200	189	200	0	200	200
62735 - BUILDING MAINT. SUPPLIES	573	949	300	301	300	0	300	300
62740 - OTHER MAINT. SUPPLIES	3,046	698	300	300	300	0	300	300
62764 - CHEMICALS	5,061	4,660	5,600	1,938	5,600	0	5,600	5,600
<b>62000 - OPERATING EXPENDITURES</b>	<b>9,555</b>	<b>8,761</b>	<b>11,540</b>	<b>5,928</b>	<b>11,540</b>	<b>0</b>	<b>11,540</b>	<b>11,540</b>
<b>01202 - PARKS POOLS Total</b>	<b>9,555</b>	<b>8,761</b>	<b>11,540</b>	<b>5,928</b>	<b>11,540</b>	<b>0</b>	<b>11,540</b>	<b>11,540</b>

### PARKS, REC AND FACILITIES 01203 - CAMPING AREAS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62209 - RUBBISH PICK-UP	2,546	1,790	2,200	2,541	2,200	0	2,200	2,200
62425 - ADVERTISING	587	587	600	250	600	0	600	600
62740 - OTHER MAINT. SUPPLIES	1,273	2,058	2,000	1,889	2,000	0	2,000	2,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>4,406</b>	<b>4,435</b>	<b>4,800</b>	<b>4,680</b>	<b>4,800</b>	<b>0</b>	<b>4,800</b>	<b>4,800</b>
<b>01203 - CAMPING AREAS Total</b>	<b>4,406</b>	<b>4,435</b>	<b>4,800</b>	<b>4,680</b>	<b>4,800</b>	<b>0</b>	<b>4,800</b>	<b>4,800</b>

### PARKS, REC AND FACILITIES 01205 - PARKS MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61308 - SEASONAL HELP	17,794	19,628	15,861	15,482	15,861	0	15,861	15,861
61501 - REGULAR OVERTIME	725	413	200	185	200	0	200	200
61703 - RETIREMENT CONTRIBUTIONS	0	0	22	0	22	0	22	22
61704 - SOCIAL SECURITY	1,417	1,533	1,229	1,129	1,229	0	1,229	1,229
61705 - WORKERS COMPENSATION	14	90	184	184	184	0	184	184
<b>61000 - PERSONNEL SERVICES</b>	<b>19,949</b>	<b>21,664</b>	<b>17,496</b>	<b>16,980</b>	<b>17,496</b>	<b>0</b>	<b>17,496</b>	<b>17,496</b>
62120 - LABORATORY SERVICES	0	486	800	600	800	0	800	800
62205 - PC REPLACEMENT CHARGE	144	116	116	116	109	0	109	109
62206 - PW FLEET CHARGE	86,028	92,017	97,359	97,359	104,277	0	104,277	104,277
62340 - GROUNDS MAINTENANCE	5,047	5,387	4,000	3,988	4,000	0	4,000	4,000
62341 - PLAYGROUND MAINTENANCE	5,728	2,766	5,000	5,000	5,000	0	5,000	5,000
62342 - SKATE PARK MAINTENANCE	493	133	1,000	3,251	1,000	0	1,000	1,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62343 - SIGNAGE	655	1,397	1,000	1,000	1,000	0	1,000	1,000
62344 - TRAIL MAINTENANCE	923	1,949	2,000	6,642	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE	3,705	4,187	4,000	4,000	4,000	0	4,000	4,000
62372 - TREE/FORESTRY MAINTENANCE	4,030	2,875	4,500	4,250	4,500	0	4,500	4,500
62501 - WATER	3,809	2,634	3,298	7,292	3,298	0	3,298	3,298
62503 - ELECTRICITY	32,886	36,031	36,800	36,689	36,800	0	36,800	36,800
62504 - HEATING FUEL	3,139	3,517	2,320	1,652	2,320	0	2,320	2,320
62607 - RENTAL VEHICLES	7,833	5,030	9,000	8,178	9,000	0	9,000	9,000
62733 - TOOLS	959	1,380	400	389	800	0	800	800
62734 - MINOR EQUIPMENT	137	0	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	3,077	2,657	2,800	2,680	2,800	0	2,800	2,800
62736 - GROUNDS MAINT SUPPLIES	30,391	25,901	31,644	30,862	31,644	0	31,644	31,644
62755 - UNIFORMS	1,640	879	1,500	1,587	1,500	0	1,500	1,500
62756 - PROTECTIVE CLOTHING	1,639	1,169	1,500	1,364	1,500	0	1,500	1,500
62760 - OPERATING SUPPLIES	3,151	3,146	3,500	3,485	3,500	0	3,500	3,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>195,414</b>	<b>193,658</b>	<b>212,537</b>	<b>220,383</b>	<b>219,848</b>	<b>0</b>	<b>219,848</b>	<b>219,848</b>
<b>01205 - PARKS MAINTENANCE Total</b>	<b>215,363</b>	<b>215,322</b>	<b>230,033</b>	<b>237,363</b>	<b>237,344</b>	<b>0</b>	<b>237,344</b>	<b>237,344</b>

### PARKS, REC AND FACILITIES 01207 - PARKS PROGRAMS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	0	0	1,516	0	0	0	0	0
61304 - GENERAL PERSONNEL	55,001	58,122	60,949	60,949	64,496	0	64,496	64,496
61307 - PART TIME EMPLOYEES	1,654	0	0	0	0	0	0	0
61309 - RECREATION SUPERVISION	50,350	54,955	55,000	55,000	55,000	0	55,000	55,000
61312 - POOL PERSONNEL	39,744	38,989	43,000	42,198	45,000	0	45,000	45,000
61313 - PLAYGROUND PERSONNEL	48,130	47,203	46,000	46,000	46,000	0	46,000	46,000
61314 - CAMP AREA SUPERVISOR	8,160	7,310	7,650	7,650	7,650	0	7,650	7,650
61318 - YOUTH TRAILS PROGRAM	5,438	8,569	7,620	7,620	7,620	0	7,620	7,620
61501 - REGULAR OVERTIME	5,769	4,238	6,600	6,600	6,600	0	6,600	6,600
61701 - HEALTH INSURANCE	7,421	7,701	8,036	8,036	7,972	0	7,972	7,972
61702 - DENTAL INSURANCE	0	202	523	523	523	0	523	523
61703 - RETIREMENT CONTRIBUTIONS	5,924	6,266	6,977	6,808	7,204	0	7,204	7,204
61704 - SOCIAL SECURITY	16,353	16,734	17,470	17,354	17,778	0	17,778	17,778
61705 - WORKERS COMPENSATION	59	1,059	2,593	2,592	2,656	0	2,656	2,656
61901 - RECRUITMENT	650	435	0	80	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>244,652</b>	<b>251,785</b>	<b>263,935</b>	<b>261,410</b>	<b>268,498</b>	<b>0</b>	<b>268,498</b>	<b>268,498</b>
62102 - PROFESSIONAL SERVICES	17,000	0	3,500	3,500	0	0	0	0
62115 - ARTISTS & PERFORMERS	6,181	6,843	7,550	7,550	7,550	0	7,550	7,550



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62142 - TRANSPORTING	650	1,100	2,750	2,375	2,750	0	2,750	2,750
62145 - FIRST AID & MEDICAL SVCS	264	366	500	500	500	0	500	500
62205 - PC REPLACEMENT CHARGE	144	116	141	141	134	0	134	134
62206 - PW FLEET CHARGE	12,960	13,337	13,446	13,446	13,722	0	13,722	13,722
62311 - EQUIPMENT MAINTENANCE	0	0	200	7	200	0	200	200
62416 - PRINTING	4,920	3,745	3,000	2,890	3,000	0	3,000	3,000
62425 - ADVERTISING	0	0	1,000	598	1,000	0	1,000	1,000
62430 - TRAVEL	94	270	300	189	300	0	300	300
62435 - TRAINING	990	1,093	1,000	927	1,000	0	1,000	1,000
62436 - MEETINGS & DUES	1,048	1,171	700	920	700	0	700	700
62445 - PHOTOGRAPHY & PROCESSING	42	47	200	198	200	0	200	200
62755 - UNIFORMS	1,049	1,149	1,500	1,500	1,500	0	1,500	1,500
62775 - PLAYGROUND MATERIAL	4,107	3,809	4,000	3,987	4,000	0	4,000	4,000
62776 - HANDICPD ATHLETE SUPPLIES	543	274	3,500	3,453	3,500	0	3,500	3,500
62778 - ATHLETIC SUPPLIES	423	5,227	2,000	2,000	2,000	0	2,000	2,000
62779 - GAME ROOM SUPPLIES	324	762	1,000	1,000	1,000	0	1,000	1,000
62780 - ARTS & CRAFTS	714	697	1,000	886	1,000	0	1,000	1,000
62783 - YOUTH TRAILS PROGRAM SUP.	180	4	300	300	300	0	300	300
62784 - CATCH PROGRAM	854	1,089	1,000	1,000	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>52,487</b>	<b>41,100</b>	<b>48,587</b>	<b>47,367</b>	<b>45,356</b>	<b>0</b>	<b>45,356</b>	<b>45,356</b>
<b>01207 - PARKS PROGRAMS Total</b>	<b>297,139</b>	<b>292,884</b>	<b>312,522</b>	<b>308,777</b>	<b>313,854</b>	<b>0</b>	<b>313,854</b>	<b>313,854</b>

### PARKS, REC AND FACILITIES 01310 - CEMETERY MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	34,206	34,650	35,646	34,776	35,508	0	35,508	35,508
61304 - GENERAL PERSONNEL	86,264	87,850	89,756	87,756	89,596	0	89,596	89,596
61308 - SEASONAL HELP	10,269	5,660	15,933	15,933	15,933	0	15,933	15,933
61315 - ASSISTANCE: OTHER DEPTS	0	0	3,000	0	0	0	0	0
61501 - REGULAR OVERTIME	4,423	5,282	3,000	2,785	3,000	0	3,000	3,000
61701 - HEALTH INSURANCE	29,421	29,324	32,169	32,169	24,814	0	24,814	24,814
61702 - DENTAL INSURANCE	1,280	1,369	1,524	1,523	1,524	0	1,524	1,524
61703 - RETIREMENT CONTRIBUTIONS	13,451	13,776	14,678	14,581	14,644	0	14,644	14,644
61704 - SOCIAL SECURITY	10,014	9,886	11,272	11,205	11,248	0	11,248	11,248
61705 - WORKERS COMPENSATION	116	753	1,891	1,890	1,895	0	1,895	1,895
<b>61000 - PERSONNEL SERVICES</b>	<b>189,444</b>	<b>188,550</b>	<b>208,869</b>	<b>202,618</b>	<b>198,162</b>	<b>0</b>	<b>198,162</b>	<b>198,162</b>
62205 - PC REPLACEMENT CHARGE	228	189	189	126	182	0	182	182
62206 - PW FLEET CHARGE	45,060	49,249	52,486	52,486	56,624	0	56,624	56,624
62311 - EQUIPMENT MAINTENANCE	2,498	2,772	3,000	2,888	3,000	0	3,000	3,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62340 - GROUNDS MAINTENANCE	12,151	8,142	17,564	17,500	17,564	0	17,564	17,564
62372 - TREE/FORESTRY MAINTENANCE	0	5,575	5,000	5,000	5,000	0	5,000	5,000
62435 - TRAINING	0	0	50	0	50	0	50	50
62436 - MEETINGS & DUES	230	220	300	240	300	0	300	300
62498 - USE OF TRUST FUNDS	0	0	0	328	0	0	0	0
62501 - WATER	297	272	700	568	700	0	700	700
62734 - MINOR EQUIPMENT	435	315	500	485	500	0	500	500
62755 - UNIFORMS	819	586	600	600	600	0	600	600
<b>62000 - OPERATING EXPENDITURES</b>	<b>61,719</b>	<b>67,320</b>	<b>80,389</b>	<b>80,221</b>	<b>84,520</b>	<b>0</b>	<b>84,520</b>	<b>84,520</b>
<b>01310 - CEMETERY MAINTENANCE Total</b>	<b>251,163</b>	<b>255,870</b>	<b>289,258</b>	<b>282,839</b>	<b>282,682</b>	<b>0</b>	<b>282,682</b>	<b>282,682</b>

### PARKS, REC AND FACILITIES 01311 - BURIAL

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62340 - GROUNDS MAINTENANCE	981	930	1,000	988	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>981</b>	<b>930</b>	<b>1,000</b>	<b>988</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>01311 - BURIAL Total</b>	<b>981</b>	<b>930</b>	<b>1,000</b>	<b>988</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>

### PARKS, REC AND FACILITIES 01312 - CEMETERIES OPS MAINT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62350 - BUILDING MAINTENANCE	63	0	200	189	200	0	200	200
62503 - ELECTRICITY	2,366	2,558	1,813	1,885	1,813	0	1,813	1,813
62504 - HEATING FUEL	5,703	6,002	2,829	3,244	2,829	0	2,829	2,829
<b>62000 - OPERATING EXPENDITURES</b>	<b>8,131</b>	<b>8,559</b>	<b>4,842</b>	<b>5,318</b>	<b>4,842</b>	<b>0</b>	<b>4,842</b>	<b>4,842</b>
<b>01312 - CEMETERIES OPS MAINT Total</b>	<b>8,131</b>	<b>8,559</b>	<b>4,842</b>	<b>5,318</b>	<b>4,842</b>	<b>0</b>	<b>4,842</b>	<b>4,842</b>

### PARKS, REC AND FACILITIES 01314 - SUMMER KNIGHT CHAPEL

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62503 - ELECTRICITY	253	200	267	125	0	0	0	0
62504 - HEATING FUEL	6,209	4,944	3,479	3,251	3,000	0	3,000	3,000
62735 - BUILDING MAINT. SUPPLIES	194	74	500	250	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>6,655</b>	<b>5,218</b>	<b>4,246</b>	<b>3,626</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>
<b>01314 - SUMMER KNIGHT CHAPEL Total</b>	<b>6,655</b>	<b>5,218</b>	<b>4,246</b>	<b>3,626</b>	<b>3,500</b>	<b>0</b>	<b>3,500</b>	<b>3,500</b>

### PARKS, REC AND FACILITIES 01325 - CITY HALL MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	107,599	78,958	114,411	114,411	115,413	0	115,413	115,413
61305 - ADMINISTRATIVE PERSONNEL	0	0	21,912	11,500	0	0	0	0

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61307 - PART TIME EMPLOYEES	0	0	35,703	29,500	34,753	0	34,753	34,753
61501 - REGULAR OVERTIME	947	307	3,000	903	3,000	0	3,000	3,000
61609 - STIPEND	9,466	9,339	0	0	0	0	0	0
61701 - HEALTH INSURANCE	37,069	24,448	45,237	45,237	40,826	0	40,826	40,826
61702 - DENTAL INSURANCE	1,789	1,398	3,596	3,596	2,715	0	2,715	2,715
61703 - RETIREMENT CONTRIBUTIONS	12,710	9,006	15,227	15,227	12,892	0	12,892	12,892
61704 - SOCIAL SECURITY	8,647	6,520	13,160	13,160	11,488	0	11,488	11,488
61705 - WORKERS COMPENSATION	87	387	1,794	1,794	1,772	0	1,772	1,772
61901 - RECRUITMENT	0	178	0	154	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	11,192	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>178,314</b>	<b>141,733</b>	<b>254,038</b>	<b>235,479</b>	<b>222,859</b>	<b>0</b>	<b>222,859</b>	<b>222,859</b>
62102 - PROFESSIONAL SERVICES	56	3,600	7,900	7,900	0	0	0	0
62103 - TECHNICAL SERVICES	15,526	0	0	0	0	0	0	0
62201 - JANITORIAL	0	0	0	1,500	0	0	0	0
62205 - PC REPLACEMENT CHARGE	396	282	633	633	1,227	0	1,227	1,227
62206 - PW FLEET CHARGE	6,108	7,334	8,636	8,636	12,924	0	12,924	12,924
62208 - TAXES	12,738	8,854	8,832	9,110	8,832	0	8,832	8,832
62209 - RUBBISH PICK-UP	6,624	3,835	6,110	4,990	6,110	0	6,110	6,110
62311 - EQUIPMENT MAINTENANCE	5,030	3,868	8,840	8,840	8,840	0	8,840	8,840
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	5,332	6,362	3,000	2,889	3,000	0	3,000	3,000
62318 - BUILDING REPAIR	5,656	7,791	23,000	29,144	5,000	0	5,000	5,000
62350 - BUILDING MAINTENANCE	4,726	5,492	5,000	4,896	5,000	0	5,000	5,000
62375 - PERMITS	1,116	733	2,000	675	2,000	0	2,000	2,000
62430 - TRAVEL	0	31	750	0	500	0	500	500
62435 - TRAINING	0	0	1,500	740	1,750	0	1,750	1,750
62501 - WATER	4,434	4,539	4,100	3,987	4,100	0	4,100	4,100
62502 - SEWER	7,283	7,820	7,042	7,296	7,042	0	7,042	7,042
62503 - ELECTRICITY	35,999	41,405	50,000	40,439	55,821	0	55,821	55,821
62504 - HEATING FUEL	44,374	35,213	43,168	36,849	27,481	0	27,481	27,481
62510 - TELEPHONE	535	1,291	1,100	1,390	1,100	0	1,100	1,100
62701 - OFFICE SUPPLIES	0	133	0	231	0	0	0	0
62733 - TOOLS	228	95	600	489	600	0	600	600
62734 - MINOR EQUIPMENT	1,472	39,898	1,200	1,200	1,200	0	1,200	1,200
62735 - BUILDING MAINT. SUPPLIES	280	932	3,200	3,125	3,200	0	3,200	3,200
62736 - GROUNDS MAINT SUPPLIES	2,182	1,049	3,043	3,000	2,543	0	2,543	2,543
62737 - JANITORIAL SUPPLIES	2,751	1,565	2,400	2,324	2,400	0	2,400	2,400



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62755 - UNIFORMS	160	245	600	400	600	0	600	600
64206 - MINOR IMPROVEMENTS	20,132	1,957	5,000	5,000	5,000	0	5,000	5,000
68011 - CAPITAL PROJECT TRANSFER	0	0	25,000	25,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>184,616</b>	<b>185,847</b>	<b>225,328</b>	<b>213,358</b>	<b>168,944</b>	<b>0</b>	<b>168,944</b>	<b>168,944</b>
<b>01325 - CITY HALL MAINTENANCE Total</b>	<b>362,930</b>	<b>327,580</b>	<b>479,366</b>	<b>448,837</b>	<b>391,803</b>	<b>0</b>	<b>391,803</b>	<b>391,803</b>

### PARKS, REC AND FACILITIES 01326 - TRANSPORT CTR MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62208 - TAXES	12,183	8,468	8,447	8,714	8,447	0	8,447	8,447
62311 - EQUIPMENT MAINTENANCE	0	265	200	474	200	0	200	200
62317 - EQUIPMENT REPAIR	623	608	1,200	348	1,200	0	1,200	1,200
62318 - BUILDING REPAIR	373	399	2,000	520	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE	0	350	800	0	800	0	800	800
62375 - PERMITS	75	75	0	0	0	0	0	0
62501 - WATER	2,336	2,188	2,675	2,373	2,675	0	2,675	2,675
62502 - SEWER	3,788	3,770	4,512	3,866	4,512	0	4,512	4,512
62503 - ELECTRICITY	8,745	12,573	12,045	10,690	13,367	0	13,367	13,367
62504 - HEATING FUEL	10,528	8,511	10,309	6,455	10,309	0	10,309	10,309
62735 - BUILDING MAINT. SUPPLIES	197	50	400	158	400	0	400	400
62737 - JANITORIAL SUPPLIES	160	80	200	134	200	0	200	200
64206 - MINOR IMPROVEMENTS	0	0	1,100	0	1,100	0	1,100	1,100
<b>62000 - OPERATING EXPENDITURES</b>	<b>39,008</b>	<b>37,336</b>	<b>43,888</b>	<b>33,732</b>	<b>45,210</b>	<b>0</b>	<b>45,210</b>	<b>45,210</b>
<b>01326 - TRANSPORT CTR MAINTENANCE Total</b>	<b>39,008</b>	<b>37,336</b>	<b>43,888</b>	<b>33,732</b>	<b>45,210</b>	<b>0</b>	<b>45,210</b>	<b>45,210</b>

### PARKS, REC AND FACILITIES 01328 - LIBRARY MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	62,306	60,021	64,934	64,934	63,611	0	63,611	63,611
61501 - REGULAR OVERTIME	62	0	1,000	289	1,000	0	1,000	1,000
61701 - HEALTH INSURANCE	14,541	14,733	16,972	16,971	12,384	0	12,384	12,384
61702 - DENTAL INSURANCE	798	946	1,001	989	785	0	785	785
61703 - RETIREMENT CONTRIBUTIONS	6,717	6,472	7,253	7,253	7,105	0	7,105	7,105
61704 - SOCIAL SECURITY	4,666	4,569	4,967	4,967	4,866	0	4,866	4,866
61705 - WORKERS COMPENSATION	107	369	954	954	938	0	938	938
61902 - OUTSIDE AGENCY TEMPS	7,815	18,696	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>97,013</b>	<b>105,806</b>	<b>97,081</b>	<b>96,357</b>	<b>90,690</b>	<b>0</b>	<b>90,690</b>	<b>90,690</b>
62102 - PROFESSIONAL SERVICES	491	0	0	16,488	0	0	0	0
62103 - TECHNICAL SERVICES	0	0	0	1,063	0	0	0	0

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62175 - OTHER SERVICES	0	0	1,000	0	1,000	0	1,000	1,000
62201 - JANITORIAL	0	0	18,696	19,864	18,696	0	18,696	18,696
62209 - RUBBISH PICK-UP	2,467	530	2,500	1,747	2,500	0	2,500	2,500
62311 - EQUIPMENT MAINTENANCE	4,935	2,279	5,000	4,488	5,000	0	5,000	5,000
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	48,720	16,927	5,000	0	5,000	0	5,000	5,000
62318 - BUILDING REPAIR	14,167	4,858	4,350	3,989	4,350	0	4,350	4,350
62350 - BUILDING MAINTENANCE	3,545	2,354	4,100	1,542	4,100	0	4,100	4,100
62375 - PERMITS	1,191	1,063	650	150	650	0	650	650
62501 - WATER	1,149	1,127	1,180	1,155	1,180	0	1,180	1,180
62502 - SEWER	1,807	1,862	1,993	1,843	1,993	0	1,993	1,993
62503 - ELECTRICITY	41,899	45,919	55,000	46,929	56,392	0	56,392	56,392
62504 - HEATING FUEL	52,656	41,263	36,035	29,886	34,790	0	34,790	34,790
62733 - TOOLS	0	64	0	14	0	0	0	0
62734 - MINOR EQUIPMENT	435	792	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	476	2,663	2,500	2,345	2,500	0	2,500	2,500
62736 - GROUNDS MAINT SUPPLIES	4,550	2,511	6,086	5,982	5,086	0	5,086	5,086
62737 - JANITORIAL SUPPLIES	5,076	3,470	4,500	4,213	4,500	0	4,500	4,500
62755 - UNIFORMS	0	0	600	483	600	0	600	600
64206 - MINOR IMPROVEMENTS	0	887	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>185,043</b>	<b>130,092</b>	<b>151,864</b>	<b>144,855</b>	<b>151,011</b>	<b>0</b>	<b>151,011</b>	<b>151,011</b>
<b>01328 - LIBRARY MAINTENANCE Total</b>	<b>282,056</b>	<b>235,898</b>	<b>248,945</b>	<b>241,212</b>	<b>241,701</b>	<b>0</b>	<b>241,701</b>	<b>241,701</b>

### PARKS, REC AND FACILITIES 01329 - RECREATION CTR MAINT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	43,957	46,680	22,930	22,903	21,768	0	21,768	21,768
61501 - REGULAR OVERTIME	2,615	1,781	2,000	586	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	15,787	16,392	8,653	8,653	4,128	0	4,128	4,128
61702 - DENTAL INSURANCE	802	858	478	477	262	0	262	262
61703 - RETIREMENT CONTRIBUTIONS	5,016	5,224	2,561	2,561	2,431	0	2,431	2,431
61704 - SOCIAL SECURITY	3,553	3,697	1,754	1,754	1,665	0	1,665	1,665
61705 - WORKERS COMPENSATION	35	236	264	264	251	0	251	251
61901 - RECRUITMENT	0	0	0	41	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	6,580	19,740	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>78,345</b>	<b>94,608</b>	<b>38,641</b>	<b>37,239</b>	<b>32,505</b>	<b>0</b>	<b>32,505</b>	<b>32,505</b>
62102 - PROFESSIONAL SERVICES	159	0	0	0	0	0	0	0
62201 - JANITORIAL	0	0	19,740	19,740	19,740	0	19,740	19,740
62209 - RUBBISH PICK-UP	2,339	2,290	2,000	1,988	2,000	0	2,000	2,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62311 - EQUIPMENT MAINTENANCE	2,146	1,929	2,650	2,365	2,650	0	2,650	2,650
62316 - ESCO MAINTENANCE	1,481	1,504	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	4,758	6,607	5,500	4,442	5,500	0	5,500	5,500
62318 - BUILDING REPAIR	2,205	1,281	6,864	6,822	6,864	0	6,864	6,864
62350 - BUILDING MAINTENANCE	1,776	2,254	3,800	3,788	3,800	0	3,800	3,800
62375 - PERMITS	1,091	758	500	464	500	0	500	500
62501 - WATER	1,379	704	1,105	1,031	1,105	0	1,105	1,105
62502 - SEWER	2,774	1,769	2,653	2,273	2,653	0	2,653	2,653
62503 - ELECTRICITY	16,202	18,413	22,227	17,554	22,128	0	22,128	22,128
62504 - HEATING FUEL	32,835	30,621	33,725	23,707	34,787	0	34,787	34,787
62510 - TELEPHONE	750	768	750	709	750	0	750	750
62604 - EQUIPMENT RENTAL	0	0	500	0	500	0	500	500
62733 - TOOLS	56	209	250	248	250	0	250	250
62734 - MINOR EQUIPMENT	874	525	500	0	500	0	500	500
62735 - BUILDING MAINT. SUPPLIES	625	1,710	2,000	1,458	2,000	0	2,000	2,000
62736 - GROUNDS MAINT SUPPLIES	1,595	1,861	1,850	1,850	1,200	0	1,200	1,200
62737 - JANITORIAL SUPPLIES	3,967	5,156	3,718	3,675	3,718	0	3,718	3,718
62755 - UNIFORMS	115	310	300	275	300	0	300	300
64206 - MINOR IMPROVEMENTS	0	2,277	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>77,126</b>	<b>80,946</b>	<b>113,306</b>	<b>95,063</b>	<b>113,619</b>	<b>0</b>	<b>113,619</b>	<b>113,619</b>
<b>01329 - RECREATION CTR MAINT Total</b>	<b>155,471</b>	<b>175,554</b>	<b>151,947</b>	<b>132,302</b>	<b>146,124</b>	<b>0</b>	<b>146,124</b>	<b>146,124</b>

### PARKS, REC AND FACILITIES 01330 - CENTRAL FIRE STATION MAIN

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62209 - RUBBISH PICK-UP	1,757	1,210	2,040	1,220	2,040	0	2,040	2,040
62311 - EQUIPMENT MAINTENANCE	1,087	1,894	500	8,741	500	0	500	500
62317 - EQUIPMENT REPAIR	113	1,759	500	836	500	0	500	500
62318 - BUILDING REPAIR	1,692	1,706	500	2,806	500	0	500	500
62350 - BUILDING MAINTENANCE	0	0	482	799	482	0	482	482
62375 - PERMITS	250	350	250	458	250	0	250	250
62501 - WATER	1,101	1,569	1,415	1,288	1,288	0	1,288	1,288
62502 - SEWER	2,837	3,532	2,746	2,726	2,746	0	2,746	2,746
62503 - ELECTRICITY	23,877	27,187	22,000	26,168	27,748	0	27,748	27,748
62504 - HEATING FUEL	39,030	32,600	33,500	33,500	34,516	0	34,516	34,516
62506 - FIRELINE / HYDRANTS	979	578	578	578	578	0	578	578
62735 - BUILDING MAINT. SUPPLIES	569	858	2,000	1,328	2,000	0	2,000	2,000
62736 - GROUNDS MAINT SUPPLIES	0	553	1,200	0	1,200	0	1,200	1,200
62737 - JANITORIAL SUPPLIES	3,659	2,090	3,000	1,881	3,000	0	3,000	3,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>62000 - OPERATING EXPENDITURES</b>	<b>76,951</b>	<b>75,885</b>	<b>70,711</b>	<b>82,329</b>	<b>77,348</b>	<b>0</b>	<b>77,348</b>	<b>77,348</b>
<b>01330 - CENTRAL FIRE STATION MAIN Total</b>	<b>76,951</b>	<b>75,885</b>	<b>70,711</b>	<b>82,329</b>	<b>77,348</b>	<b>0</b>	<b>77,348</b>	<b>77,348</b>

### PARKS, REC AND FACILITIES 01331 - AP FIRE STATION MAINT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62503 - ELECTRICITY	7	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>01331 - AP FIRE STATION MAINT Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### PARKS, REC AND FACILITIES 01332 - W KEENE FIRE MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62209 - RUBBISH PICK-UP	600	600	600	600	600	0	600	600
62311 - EQUIPMENT MAINTENANCE	0	0	0	248	0	0	0	0
62317 - EQUIPMENT REPAIR	150	0	0	0	0	0	0	0
62350 - BUILDING MAINTENANCE	0	0	686	0	686	0	686	686
62375 - PERMITS	50	270	0	0	0	0	0	0
62501 - WATER	666	584	792	681	792	0	792	792
62502 - SEWER	1,665	1,846	1,340	1,685	1,340	0	1,340	1,340
62503 - ELECTRICITY	5,850	5,402	8,119	6,199	8,119	0	8,119	8,119
62504 - HEATING FUEL	22,494	13,039	20,618	9,130	20,618	0	20,618	20,618
62602 - OFFICE SPACE RENTAL	12,000	12,000	12,000	12,000	12,000	0	12,000	12,000
62735 - BUILDING MAINT. SUPPLIES	17	186	1,000	0	1,000	0	1,000	1,000
64206 - MINOR IMPROVEMENTS	0	0	1,500	0	1,500	0	1,500	1,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>43,493</b>	<b>33,927</b>	<b>46,655</b>	<b>30,543</b>	<b>46,655</b>	<b>0</b>	<b>46,655</b>	<b>46,655</b>
<b>01332 - W KEENE FIRE MAINTENANCE Total</b>	<b>43,493</b>	<b>33,927</b>	<b>46,655</b>	<b>30,543</b>	<b>46,655</b>	<b>0</b>	<b>46,655</b>	<b>46,655</b>

### PARKS, REC AND FACILITIES 01333 - AIRPORT MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62175 - OTHER SERVICES	0	100	0	0	0	0	0	0
62311 - EQUIPMENT MAINTENANCE	1,208	436	1,000	550	1,000	0	1,000	1,000
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	4,041	1,495	1,000	2,635	1,000	0	1,000	1,000
62318 - BUILDING REPAIR	158	0	2,000	15,601	2,000	0	2,000	2,000
62350 - BUILDING MAINTENANCE	888	0	2,000	1,622	2,000	0	2,000	2,000
62375 - PERMITS	458	408	0	0	0	0	0	0
62501 - WATER	1,677	1,698	1,340	2,184	2,249	0	2,249	2,249
62503 - ELECTRICITY	28,947	27,610	29,160	27,842	29,160	0	29,160	29,160

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62504 - HEATING FUEL	33,502	26,542	17,285	17,285	16,939	0	16,939	16,939
62604 - EQUIPMENT RENTAL	0	33	0	0	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	6,229	482	1,000	575	1,000	0	1,000	1,000
62736 - GROUNDS MAINT SUPPLIES	224	0	300	300	300	0	300	300
62737 - JANITORIAL SUPPLIES	957	472	650	571	650	0	650	650
<b>62000 - OPERATING EXPENDITURES</b>	<b>79,770</b>	<b>60,800</b>	<b>58,409</b>	<b>71,839</b>	<b>58,972</b>	<b>0</b>	<b>58,972</b>	<b>58,972</b>
<b>01333 - AIRPORT MAINTENANCE Total</b>	<b>79,770</b>	<b>60,800</b>	<b>58,409</b>	<b>71,839</b>	<b>58,972</b>	<b>0</b>	<b>58,972</b>	<b>58,972</b>

### PARKS, REC AND FACILITIES 01335 - 350 MARLBORO STREET

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	43,961	46,887	45,860	45,860	45,685	0	45,685	45,685
61307 - PART TIME EMPLOYEES	33,753	26,273	0	0	0	0	0	0
61501 - REGULAR OVERTIME	4,223	5,985	3,500	2,414	3,500	0	3,500	3,500
61701 - HEALTH INSURANCE	22,444	23,307	24,613	24,612	24,475	0	24,475	24,475
61702 - DENTAL INSURANCE	1,479	1,582	1,760	1,760	1,760	0	1,760	1,760
61703 - RETIREMENT CONTRIBUTIONS	5,189	5,701	5,514	5,514	5,103	0	5,103	5,103
61704 - SOCIAL SECURITY	6,255	6,040	3,776	3,776	3,495	0	3,495	3,495
61705 - WORKERS COMPENSATION	79	435	568	568	526	0	526	526
<b>61000 - PERSONNEL SERVICES</b>	<b>117,385</b>	<b>116,210</b>	<b>85,591</b>	<b>84,504</b>	<b>84,545</b>	<b>0</b>	<b>84,545</b>	<b>84,545</b>
62102 - PROFESSIONAL SERVICES	0	900	5,000	0	5,000	0	5,000	5,000
62175 - OTHER SERVICES	0	6	0	0	0	0	0	0
62201 - JANITORIAL	0	0	30,000	30,000	30,000	0	30,000	30,000
62205 - PC REPLACEMENT CHARGE	168	141	141	141	134	0	134	134
62209 - RUBBISH PICK-UP	1,157	2,754	3,036	3,010	3,036	0	3,036	3,036
62311 - EQUIPMENT MAINTENANCE	5,206	9,518	10,125	7,403	10,125	0	10,125	10,125
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	16,218	10,953	10,602	15,388	10,602	0	10,602	10,602
62318 - BUILDING REPAIR	11,231	23,801	25,440	21,222	7,050	0	7,050	7,050
62350 - BUILDING MAINTENANCE	1,009	85	10,000	3,425	10,000	0	10,000	10,000
62375 - PERMITS	1,916	1,058	1,033	0	1,033	0	1,033	1,033
62435 - TRAINING	0	795	0	0	0	0	0	0
62501 - WATER	3,357	7,750	5,000	4,621	5,000	0	5,000	5,000
62502 - SEWER	6,797	13,996	6,277	6,277	6,277	0	6,277	6,277
62503 - ELECTRICITY	92,354	100,927	114,986	104,978	110,938	0	110,938	110,938
62504 - HEATING FUEL	106,117	88,508	76,720	75,000	86,056	0	86,056	86,056
62506 - FIRELINE / HYDRANTS	8,076	4,913	6,551	6,551	6,551	0	6,551	6,551
62510 - TELEPHONE	829	1,027	750	734	750	0	750	750



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62733 - TOOLS	48	10	250	149	0	0	0	0
62734 - MINOR EQUIPMENT	189	4,870	750	38,970	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	2,412	1,932	3,000	2,474	3,000	0	3,000	3,000
62736 - GROUNDS MAINT SUPPLIES	2,110	2,002	2,800	2,800	1,800	0	1,800	1,800
62737 - JANITORIAL SUPPLIES	6,329	6,253	6,000	5,231	6,000	0	6,000	6,000
62755 - UNIFORMS	170	170	600	460	600	0	600	600
64206 - MINOR IMPROVEMENTS	0	385	0	1,650	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>267,171</b>	<b>284,277</b>	<b>321,735</b>	<b>333,158</b>	<b>306,626</b>	<b>0</b>	<b>306,626</b>	<b>306,626</b>
<b>01335 - 350 MARLBORO STREET Total</b>	<b>384,556</b>	<b>400,486</b>	<b>407,326</b>	<b>417,662</b>	<b>391,171</b>	<b>0</b>	<b>391,171</b>	<b>391,171</b>

### PARKS, REC AND FACILITIES 01336 - PUBLIC LIBRARY ANNEX

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62209 - RUBBISH PICK-UP	1,800	800	1,778	1,778	1,778	0	1,778	1,778
62311 - EQUIPMENT MAINTENANCE	955	892	1,500	841	1,500	0	1,500	1,500
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,674	0	2,674	2,674
62317 - EQUIPMENT REPAIR	210	0	110	265	110	0	110	110
62318 - BUILDING REPAIR	45	176	1,275	628	1,275	0	1,275	1,275
62350 - BUILDING MAINTENANCE	95	0	975	0	975	0	975	975
62375 - PERMITS	966	558	458	50	458	0	458	458
62501 - WATER	265	207	229	622	641	0	641	641
62502 - SEWER	439	404	419	1,677	1,727	0	1,727	1,727
62503 - ELECTRICITY	2,088	2,316	3,215	2,882	1,869	0	1,869	1,869
62504 - HEATING FUEL	15,053	12,778	10,447	6,347	9,469	0	9,469	9,469
62735 - BUILDING MAINT. SUPPLIES	34	8	500	3	500	0	500	500
62736 - GROUNDS MAINT SUPPLIES	78	0	500	0	500	0	500	500
62737 - JANITORIAL SUPPLIES	128	0	500	269	500	0	500	500
<b>62000 - OPERATING EXPENDITURES</b>	<b>23,638</b>	<b>19,662</b>	<b>24,580</b>	<b>18,036</b>	<b>23,976</b>	<b>0</b>	<b>23,976</b>	<b>23,976</b>
<b>01336 - PUBLIC LIBRARY ANNEX Total</b>	<b>23,638</b>	<b>19,662</b>	<b>24,580</b>	<b>18,036</b>	<b>23,976</b>	<b>0</b>	<b>23,976</b>	<b>23,976</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>PARKS, REC AND FACILITIES</b>	<b>2,845,117</b>	<b>2,759,046</b>	<b>3,014,001</b>	<b>2,924,386</b>	<b>2,908,214</b>	<b>0</b>	<b>2,908,214</b>	<b>2,908,214</b>

<b>DEPARTMENT:</b>	<b>POLICE</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>	ALL		
<b>Cost Center(s):</b>	01400, 01401, 01402, 01403, 01405, 01407, 01408		
<b>MISSION:</b>	The Mission of the Keene Police Department is to protect life and property and to maintain order within the City while assuring fair and respectful treatment of everyone.		

The services provided by the Keene Police Department are undertaken to contribute to the safety and security of the community. Protecting life, property, and maintaining order within the City are our top priorities as we work to make Keene safe for its residents, and inviting to those who visit. It is also our mission to treat everyone with respect and fairness.

To help us continue to meet the aforementioned priorities, the Department will seek to use as a framework, to the extent possible, the six pillars of law enforcement as recommended by the President’s Task Force on 21<sup>st</sup> Century Policing, issued May of 2015. These pillars consist of: 1) Building Trust and Legitimacy, 2) Policy and Oversight, 3) Technology and Social Media, 4) Community Policing and Crime Reduction, 5) Training and Education, and 6) Officer Wellness and Safety.

In 2015, the Department responded to 29,855 calls for service; making 1,618 arrests, completing 505 reportable accident reports, responding to many more that did not require a State accident report, and completing 2,935 offense reports. A total of 5,060 training hours was conducted for personnel; training that is required by statute, policy, and to maintain the level of skill required in carrying out our duties effectively and professionally.

An Accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA), the Keene Police Department continues the practice of self-assessment and improvement based upon best practices in the field of law enforcement. In November of 2015 we completed a successful on-site assessment by CALEA officials.

Recognizing the magnitude of the heroin epidemic both locally and nationally the Department has taken affirmative steps to play a key role in helping the community deal with this very serious problem. Through partnerships with federal, state, county, and local law enforcement agencies we have increased enforcement efforts on the supply side. Additionally, we have partnered and participated in community initiatives that seek to reduce the demand through education and treatment, an example of this being the newly formed Community Access Point Program. Additionally, our medication drop box continues to be utilized to a great degree and provides a needed resource for our community. We collected and safely disposed of 1,793 pounds of unused, expired, or unwanted medication in 2015

Recruitment continues to be a challenge and a focus area for our department. While we did reach full staff for the first time in many years during FY15/16, we anticipate 3 retirements and other openings during the latter portion of the year.

Through collaboration with Keene State College and other City departments such as fire and code we were able to implement initiatives aimed at helping to reduce problematic behavior in off-campus housing areas that negatively impacts the quality of life for residents of those neighborhoods. To that end we have achieved positive results with substantial reductions in noise complaints and alcohol violations during the fall of 2015 semester.

We continue to look forward to serving this community with the same commitment and dedication this coming year.

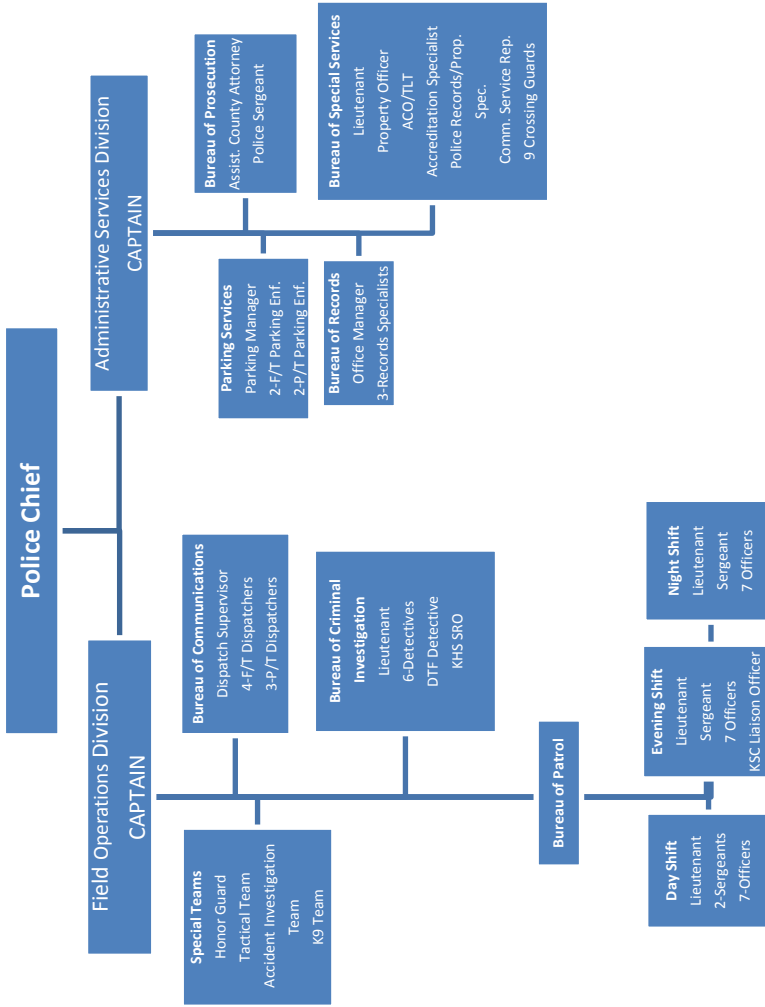
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>	<b>Align w/CMP</b>
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<u>Public Safety:</u> Achieved through patrols that are preventative in nature, enforcement of motor vehicle laws, traffic control, management and stabilization of critical incidents and emergency calls, and community event planning and security; all of which contribute to the maintenance of public order in fulfillment of the goals outlined in the Keene Comprehensive Master Plan.	Safe Community
<u>Law Enforcement:</u> Achieved through enforcement of criminal laws, City Ordinances, and through criminal investigations consistent with the standards of the NH Police Standards and Training Council and CALEA best practices.	Safe Community
<u>Prosecution:</u> Achieved through the preparation, participation, and prosecution of criminal cases in the 8th Circuit-District Division-Keene and Cheshire County Superior Courts commensurate with our law enforcement responsibilities.	Safe Community

<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>	STATUTE	CMP	VOICE
Self-assessment and evaluation consistent with maintaining our CALEA Accrediation standards		Leadership	<b>O,I,C,E</b>
Identify efforts through which we can collaborate with the public and other partners to problem-solve issues within the City		Leadership	<b>O,I,E</b>
Improve recruiting, hiring, and training standards to maintain, train, and replace personnel.		Leadership	<b>V,E</b>
Identify safety and quality of life issues and develop initiatives to combat them.		Safe Community	<b>O,I,E</b>

<b>METRICS:</b>	FY15	FY16	FY17
Calls for Service	30,502	29,855	30,179
Arrests	1,798	1,618	1,708
Offense Reports	3,175	2,935	3,055
Reportable Motor Vehicle Accidents	521	505	513
Training Hours	1,884	5,060	3,472

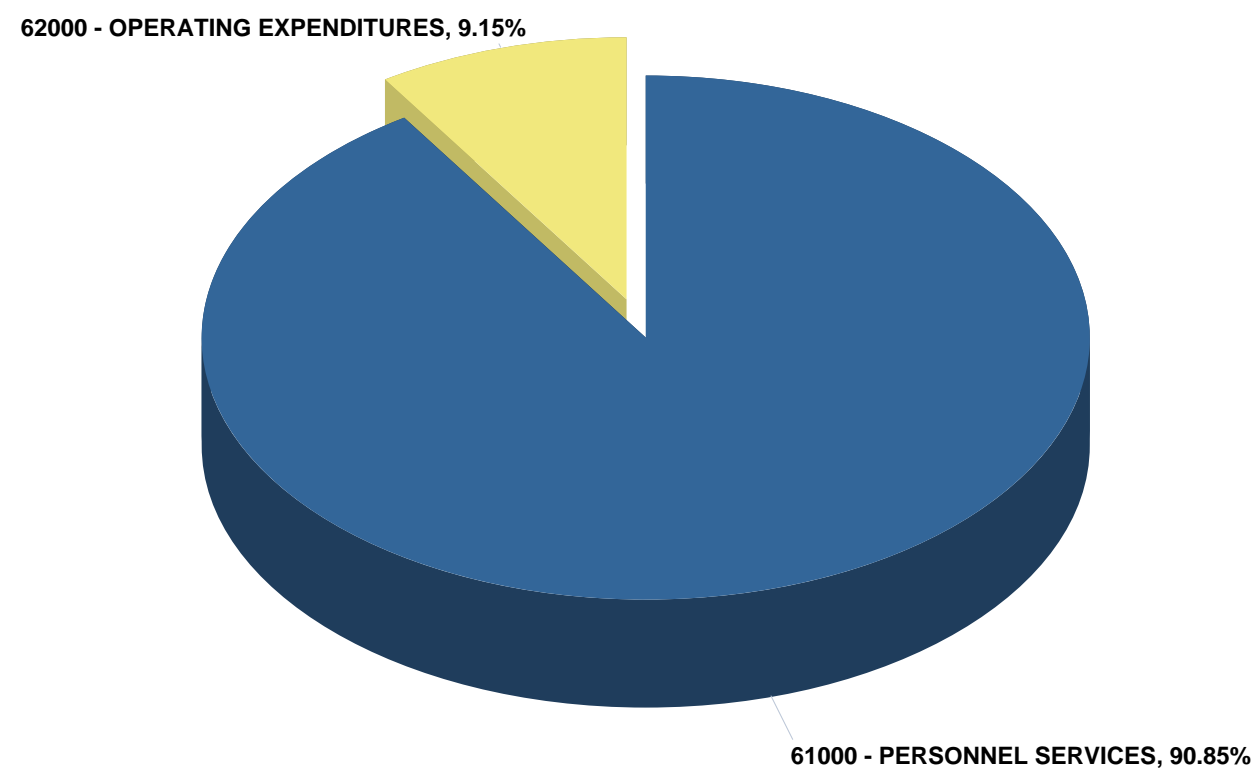




Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**POLICE**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	5,659,106	6,110,023	6,366,871	6,057,048	6,412,594	70,443	6,483,037	6,419,731
62000 - OPERATING EXPENDITURES	634,993	639,446	685,788	614,435	653,317	0	653,317	653,317
<b>Department Total</b>	<b>6,294,099</b>	<b>6,749,469</b>	<b>7,052,658</b>	<b>6,671,482</b>	<b>7,065,910</b>	<b>70,443</b>	<b>7,136,353</b>	<b>7,073,047</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

**POLICE**

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	111,765	145,861	110,715	105,262	110,285	0	110,285	110,285
61303 - SUPERVISORY PERSONNEL	843,766	941,616	984,583	922,571	1,049,679	0	1,049,679	1,049,679
61304 - GENERAL PERSONNEL	1,902,148	2,014,461	2,176,180	1,984,555	2,245,874	0	2,245,874	2,245,874
61305 - ADMINISTRATIVE PERSONNEL	262,759	268,815	236,221	217,299	235,316	0	235,316	235,316
61306 - HOURLY PERSONNEL	70,233	71,134	71,410	63,713	74,410	6,550	80,960	80,960
61307 - PART TIME EMPLOYEES	45,988	54,067	93,061	101,111	94,688	0	94,688	94,688
61501 - REGULAR OVERTIME	118,799	86,625	90,500	96,960	89,000	0	89,000	89,000
61502 - DOUBLE OVERTIME	3,755	4,085	5,300	5,523	5,300	0	5,300	5,300
61506 - REIMBURSABLE DETAIL	31,693	82,792	20,000	41,791	46,649	0	46,649	46,649
61507 - COURT OVERTIME	52,862	46,763	44,000	56,309	44,000	0	44,000	44,000
61509 - OT-WEAPONS TRAINING	14,045	26,871	25,000	26,890	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	18,170	20,899	20,000	15,000	20,000	0	20,000	20,000
61513 - OT-TRAINING	38,105	42,363	37,000	38,304	37,000	0	37,000	37,000
61520 - OT-VACATION REPLACEMENT	71,135	90,837	67,100	81,251	63,100	18,650	81,750	63,100
61521 - OT-SICK REPLACEMENT	39,483	29,194	24,600	32,986	28,600	9,890	38,490	28,600
61522 - OT-PERSONAL DAY REPLACE	10,377	10,881	12,300	18,450	12,300	0	12,300	12,300
61529 - OT-SHIFT VACANCIES	6,219	29,423	8,000	35,883	8,000	14,371	22,371	8,000
61530 - OT:STRAIGHT TIME	12	0	0	0	0	0	0	0
61531 - HOLIDAY OVERTIME	26,174	24,638	17,930	30,000	18,724	6,111	24,835	18,724
61601 - HOLIDAY PAY	128,733	139,861	146,960	151,710	153,029	0	153,029	153,029
61608 - POLICE INCENTIVES	35,850	31,700	48,350	41,650	50,042	0	50,042	50,042
61609 - STIPEND	0	0	3,167	0	0	0	0	0
61701 - HEALTH INSURANCE	814,951	817,728	908,670	797,443	896,034	0	896,034	896,034
61702 - DENTAL INSURANCE	51,995	56,718	67,432	58,744	68,032	0	68,032	68,031
61703 - RETIREMENT CONTRIBUTIONS	52,127	52,914	62,926	55,107	60,010	0	60,010	60,010
61704 - SOCIAL SECURITY	93,294	100,380	103,805	96,861	89,618	1,212	90,830	90,120
61705 - WORKERS COMPENSATION	3,123	21,421	52,472	48,620	47,201	727	47,928	47,288
61714 - RET - POLICE	807,401	895,884	928,849	926,915	840,363	12,932	853,295	840,363
61901 - RECRUITMENT	1,588	2,090	340	6,140	340	0	340	340
61902 - OUTSIDE AGENCY TEMPS	2,557	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>5,659,106</b>	<b>6,110,023</b>	<b>6,366,871</b>	<b>6,057,048</b>	<b>6,412,594</b>	<b>70,443</b>	<b>6,483,037</b>	<b>6,419,731</b>
62100 - PROFESSIONAL/TECH SVCS	6,535	6,855	7,000	7,000	7,100	0	7,100	7,100
62102 - PROFESSIONAL SERVICES	93,055	94,514	95,579	95,579	97,491	0	97,491	97,491
62103 - TECHNICAL SERVICES	8,913	8,499	9,110	9,200	9,110	0	9,110	9,110
62120 - LABORATORY SERVICES	177	660	400	400	400	0	400	400
62145 - FIRST AID & MEDICAL SVCS	0	80	50	0	50	0	50	50
62175 - OTHER SERVICES	1,135	0	750	700	750	0	750	750
62177 - JUSTICE OF THE PEACE	232	393	375	375	375	0	375	375

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62205 - PC REPLACEMENT CHARGE	23,076	21,428	21,383	18,328	18,504	0	18,504	18,504
62206 - PW FLEET CHARGE	349,392	362,840	365,245	313,067	358,474	0	358,474	358,474
62301 - OFFICE EQUIPMENT MAINT.	4,582	4,133	4,800	4,625	4,800	0	4,800	4,800
62304 - COMMUNICATIONS EQP MAINT.	6,658	4,176	5,150	5,000	4,400	0	4,400	4,400
62310 - SAFETY PROGRAM MAINT.	4,427	3,712	5,900	5,000	5,900	0	5,900	5,900
62311 - EQUIPMENT MAINTENANCE	876	1,018	1,113	1,301	1,113	0	1,113	1,113
62312 - K-9 UNIT SUPPORT	4,861	4,664	4,500	4,000	4,500	0	4,500	4,500
62319 - BEARCAT MAINTENANCE	0	0	400	0	400	0	400	400
62435 - TRAINING	18,821	12,286	24,000	21,182	24,000	0	24,000	24,000
62436 - MEETINGS & DUES	335	185	200	585	600	0	600	600
62445 - PHOTOGRAPHY & PROCESSING	658	420	750	500	750	0	750	750
62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	1,750	2,100	0	2,100	2,100
62447 - PUBLIC AWARENESS	0	10	0	0	0	0	0	0
62503 - ELECTRICITY	6,468	6,480	6,600	4,643	6,600	0	6,600	6,600
62510 - TELEPHONE	14,310	13,771	14,200	11,746	14,200	0	14,200	14,200
62700 - SUPPLIES AND MATERIALS	4,737	5,261	5,165	6,145	5,165	0	5,165	5,165
62701 - OFFICE SUPPLIES	5,730	5,400	5,750	5,287	5,750	0	5,750	5,750
62710 - POSTAGE	3,337	3,277	2,010	1,248	2,010	0	2,010	2,010
62715 - BOOKS AND PERIODICALS	1,157	998	1,400	889	1,000	0	1,000	1,000
62741 - EVIDENCE SECURITY	777	875	800	608	800	0	800	800
62744 - MINOR COMPUTER EQUIPMENT	0	343	500	350	500	0	500	500
62745 - TACTICAL SUPPLIES	10,756	9,059	9,500	9,000	9,500	0	9,500	9,500
62755 - UNIFORMS	24,370	29,185	27,500	25,079	30,000	0	30,000	30,000
62760 - OPERATING SUPPLIES	0	0	0	326	0	0	0	0
62767 - PRISONER CARE	0	0	25	25	25	0	25	25
62773 - WEAPONS TRAINING SUPPLIES	35,625	33,595	49,583	46,546	33,000	0	33,000	33,000
63401 - VEHICLE ACQUISITION	0	0	10,000	10,000	0	0	0	0
68008 - GRANT MATCH	1,893	3,231	3,950	3,950	3,950	0	3,950	3,950
<b>62000 - OPERATING EXPENDITURES</b>	<b>634,993</b>	<b>639,446</b>	<b>685,788</b>	<b>614,435</b>	<b>653,317</b>	<b>0</b>	<b>653,317</b>	<b>653,317</b>
<b>Department Total</b>	<b>6,294,099</b>	<b>6,749,469</b>	<b>7,052,658</b>	<b>6,671,482</b>	<b>7,065,910</b>	<b>70,443</b>	<b>7,136,353</b>	<b>7,073,047</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### POLICE 01400 - POLICE ADMIN

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	111,765	145,861	110,715	105,262	110,285	0	110,285	110,285
61303 - SUPERVISORY PERSONNEL	93,031	94,318	97,019	95,175	96,642	0	96,642	96,642
61305 - ADMINISTRATIVE PERSONNEL	178,937	181,341	186,216	168,444	185,501	0	185,501	185,501
61506 - REIMBURSABLE DETAIL	31,693	82,792	20,000	41,791	46,649	0	46,649	46,649
61608 - POLICE INCENTIVES	12,000	6,000	9,000	11,000	12,000	0	12,000	12,000
61701 - HEALTH INSURANCE	93,087	87,132	91,147	83,988	90,547	0	90,547	90,547
61702 - DENTAL INSURANCE	4,787	5,099	5,672	5,279	5,672	0	5,672	5,672
61703 - RETIREMENT CONTRIBUTIONS	19,271	19,553	22,137	19,212	20,720	0	20,720	20,720
61704 - SOCIAL SECURITY	17,148	18,974	17,993	16,563	17,235	0	17,235	17,235
61705 - WORKERS COMPENSATION	194	1,593	3,214	2,660	2,925	0	2,925	2,925
61714 - RET - POLICE	62,868	90,272	61,114	63,501	55,379	0	55,379	55,379
61901 - RECRUITMENT	290	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>625,070</b>	<b>732,936</b>	<b>624,226</b>	<b>612,876</b>	<b>643,554</b>	<b>0</b>	<b>643,554</b>	<b>643,554</b>
62145 - FIRST AID & MEDICAL SVCS	0	80	50	0	50	0	50	50
62177 - JUSTICE OF THE PEACE	232	393	375	375	375	0	375	375
62205 - PC REPLACEMENT CHARGE	2,568	2,313	2,228	1,910	2,085	0	2,085	2,085
62206 - PW FLEET CHARGE	16,920	16,679	16,918	14,501	18,142	0	18,142	18,142
62301 - OFFICE EQUIPMENT MAINT.	4,582	4,133	4,800	4,625	4,800	0	4,800	4,800
62436 - MEETINGS & DUES	335	185	200	585	600	0	600	600
62446 - CLEANING ALLOWANCE	2,100	2,100	2,100	1,750	2,100	0	2,100	2,100
62447 - PUBLIC AWARENESS	0	10	0	0	0	0	0	0
62701 - OFFICE SUPPLIES	5,660	5,377	5,650	5,237	5,650	0	5,650	5,650
62710 - POSTAGE	3,337	3,277	2,010	1,248	2,010	0	2,010	2,010
62715 - BOOKS AND PERIODICALS	538	425	600	389	200	0	200	200
62755 - UNIFORMS	17,617	21,552	19,700	17,473	22,200	0	22,200	22,200
62760 - OPERATING SUPPLIES	0	0	0	326	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>53,888</b>	<b>56,524</b>	<b>54,631</b>	<b>48,419</b>	<b>58,212</b>	<b>0</b>	<b>58,212</b>	<b>58,212</b>
<b>01400 - POLICE ADMIN Total</b>	<b>678,958</b>	<b>789,461</b>	<b>678,857</b>	<b>661,294</b>	<b>701,766</b>	<b>0</b>	<b>701,766</b>	<b>701,766</b>

### POLICE 01401 - POLICE DISPATCH

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	0	0	0	0	48,138	0	48,138	48,138
61304 - GENERAL PERSONNEL	175,712	179,298	200,607	181,481	195,756	0	195,756	195,756
61307 - PART TIME EMPLOYEES	7,463	12,723	8,500	22,188	10,000	0	10,000	10,000
61501 - REGULAR OVERTIME	43,266	17,565	13,500	13,268	12,000	0	12,000	12,000
61502 - DOUBLE OVERTIME	3,755	4,085	5,300	5,523	5,300	0	5,300	5,300
61520 - OT-VACATION REPLACEMENT	11,767	9,012	17,000	8,240	13,000	0	13,000	13,000
61521 - OT-SICK REPLACEMENT	8,541	598	6,000	11,901	10,000	0	10,000	10,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61522 - OT-PERSONAL DAY REPLACE	1,946	1,384	2,500	2,925	2,500	0	2,500	2,500
61601 - HOLIDAY PAY	6,929	6,967	10,482	10,482	10,482	0	10,482	10,482
61701 - HEALTH INSURANCE	47,600	40,157	61,416	49,764	65,754	0	65,754	65,754
61702 - DENTAL INSURANCE	2,848	3,244	3,927	3,008	3,480	0	3,480	3,480
61703 - RETIREMENT CONTRIBUTIONS	22,202	22,389	28,479	24,579	27,243	0	27,243	27,243
61704 - SOCIAL SECURITY	16,776	16,888	20,154	18,632	15,760	0	15,760	15,760
61705 - WORKERS COMPENSATION	264	1,243	3,446	3,149	2,601	0	2,601	2,601
61714 - RET - POLICE	10,718	2,730	0	3,806	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>359,787</b>	<b>318,285</b>	<b>381,311</b>	<b>358,945</b>	<b>422,014</b>	<b>0</b>	<b>422,014</b>	<b>422,014</b>
62103 - TECHNICAL SERVICES	4,500	4,500	4,800	4,800	4,800	0	4,800	4,800
62205 - PC REPLACEMENT CHARGE	360	307	307	263	402	0	402	402
62304 - COMMUNICATIONS EQP MAINT.	6,658	4,176	5,150	5,000	4,400	0	4,400	4,400
62510 - TELEPHONE	14,310	13,771	14,200	11,746	14,200	0	14,200	14,200
62700 - SUPPLIES AND MATERIALS	234	38	280	280	280	0	280	280
62755 - UNIFORMS	2,354	2,033	2,200	2,006	2,200	0	2,200	2,200
62767 - PRISONER CARE	0	0	25	25	25	0	25	25
<b>62000 - OPERATING EXPENDITURES</b>	<b>28,416</b>	<b>24,824</b>	<b>26,962</b>	<b>24,120</b>	<b>26,307</b>	<b>0</b>	<b>26,307</b>	<b>26,307</b>
<b>01401 - POLICE DISPATCH Total</b>	<b>388,203</b>	<b>343,109</b>	<b>408,273</b>	<b>383,064</b>	<b>448,321</b>	<b>0</b>	<b>448,321</b>	<b>448,321</b>

### POLICE 01402 - POLICE TRAINING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61509 - OT-WEAPONS TRAINING	14,045	26,871	25,000	26,890	25,000	0	25,000	25,000
61512 - OT-TACTICAL TEAM TRAINING	18,170	20,899	20,000	15,000	20,000	0	20,000	20,000
61513 - OT-TRAINING	38,105	42,363	37,000	38,304	37,000	0	37,000	37,000
61703 - RETIREMENT CONTRIBUTIONS	44	4	0	30	0	0	0	0
61704 - SOCIAL SECURITY	1,023	1,301	1,189	1,078	1,189	0	1,189	1,189
61705 - WORKERS COMPENSATION	47	331	1,073	653	1,073	0	1,073	1,073
61714 - RET - POLICE	17,625	22,697	21,632	19,728	21,632	0	21,632	21,632
<b>61000 - PERSONNEL SERVICES</b>	<b>89,059</b>	<b>114,466</b>	<b>105,894</b>	<b>101,682</b>	<b>105,894</b>	<b>0</b>	<b>105,894</b>	<b>105,894</b>
62319 - BEARCAT MAINTENANCE	0	0	400	0	400	0	400	400
62435 - TRAINING	18,821	12,286	24,000	21,182	24,000	0	24,000	24,000
62700 - SUPPLIES AND MATERIALS	877	412	1,000	1,000	1,000	0	1,000	1,000
62745 - TACTICAL SUPPLIES	10,756	9,059	9,500	9,000	9,500	0	9,500	9,500
62773 - WEAPONS TRAINING SUPPLIES	35,625	33,595	49,583	46,546	33,000	0	33,000	33,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>66,079</b>	<b>55,352</b>	<b>84,483</b>	<b>77,728</b>	<b>67,900</b>	<b>0</b>	<b>67,900</b>	<b>67,900</b>
<b>01402 - POLICE TRAINING Total</b>	<b>155,138</b>	<b>169,818</b>	<b>190,377</b>	<b>179,410</b>	<b>173,794</b>	<b>0</b>	<b>173,794</b>	<b>173,794</b>

### POLICE 01403 - POLICE PATROL

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	599,446	611,393	644,888	586,591	657,025	0	657,025	657,025



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	1,106,809	1,250,838	1,343,415	1,271,278	1,466,630	0	1,466,630	1,466,630
61501 - REGULAR OVERTIME	51,054	52,233	54,000	62,975	54,000	0	54,000	54,000
61507 - COURT OVERTIME	52,859	46,763	44,000	56,309	44,000	0	44,000	44,000
61520 - OT-VACATION REPLACEMENT	59,367	81,825	50,100	73,011	50,100	18,650	68,750	50,100
61521 - OT-SICK REPLACEMENT	30,942	28,596	18,600	21,085	18,600	9,890	28,490	18,600
61522 - OT-PERSONAL DAY REPLACE	8,431	9,497	9,800	15,525	9,800	0	9,800	9,800
61529 - OT-SHIFT VACANCIES	6,219	29,423	8,000	35,883	8,000	14,371	22,371	8,000
61531 - HOLIDAY OVERTIME	26,174	24,638	17,930	30,000	18,724	6,111	24,835	18,724
61601 - HOLIDAY PAY	84,053	98,144	94,000	98,713	98,160	0	98,160	98,160
61608 - POLICE INCENTIVES	14,350	17,350	24,000	24,000	24,000	0	24,000	24,000
61701 - HEALTH INSURANCE	475,623	470,432	506,853	454,008	510,657	0	510,657	510,657
61702 - DENTAL INSURANCE	31,290	33,158	39,599	34,309	41,600	0	41,600	41,600
61703 - RETIREMENT CONTRIBUTIONS	0	-37	624	14	0	0	0	0
61704 - SOCIAL SECURITY	29,788	33,212	33,788	32,299	30,793	711	31,504	30,793
61705 - WORKERS COMPENSATION	1,685	12,089	30,172	29,508	27,777	641	28,418	27,777
61714 - RET - POLICE	515,600	569,695	608,419	633,371	560,220	12,932	573,152	560,220
61901 - RECRUITMENT	1,298	2,090	340	6,140	340	0	340	340
61902 - OUTSIDE AGENCY TEMPS	2,557	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>3,097,545</b>	<b>3,371,339</b>	<b>3,528,528</b>	<b>3,465,021</b>	<b>3,620,426</b>	<b>63,306</b>	<b>3,683,732</b>	<b>3,620,426</b>
62120 - LABORATORY SERVICES	177	660	400	400	400	0	400	400
62205 - PC REPLACEMENT CHARGE	14,760	14,469	14,469	12,402	12,033	0	12,033	12,033
62206 - PW FLEET CHARGE	225,180	234,159	235,382	201,756	224,433	0	224,433	224,433
62312 - K-9 UNIT SUPPORT	4,861	4,664	4,500	4,000	4,500	0	4,500	4,500
62700 - SUPPLIES AND MATERIALS	3,031	3,635	3,085	4,016	3,085	0	3,085	3,085
62701 - OFFICE SUPPLIES	61	0	0	0	0	0	0	0
68008 - GRANT MATCH	1,893	3,231	3,950	3,950	3,950	0	3,950	3,950
<b>62000 - OPERATING EXPENDITURES</b>	<b>249,962</b>	<b>260,818</b>	<b>261,786</b>	<b>226,524</b>	<b>248,401</b>	<b>0</b>	<b>248,401</b>	<b>248,401</b>
<b>01403 - POLICE PATROL Total</b>	<b>3,347,506</b>	<b>3,632,157</b>	<b>3,790,314</b>	<b>3,691,544</b>	<b>3,868,827</b>	<b>63,306</b>	<b>3,932,133</b>	<b>3,868,827</b>

### POLICE 01405 - POLICE SPECIAL SERVICES

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	0	82,773	84,567	87,716	86,380	0	86,380	86,380
61304 - GENERAL PERSONNEL	197,057	180,665	182,503	174,858	188,656	0	188,656	188,656
61305 - ADMINISTRATIVE PERSONNEL	37,822	38,727	0	758	0	0	0	0
61306 - HOURLY PERSONNEL	70,233	71,134	71,410	63,713	74,410	6,550	80,960	80,960
61307 - PART TIME EMPLOYEES	38,525	41,344	84,561	78,923	84,688	0	84,688	84,688
61601 - HOLIDAY PAY	7,592	7,589	11,101	11,129	11,621	0	11,621	11,621
61608 - POLICE INCENTIVES	4,000	2,550	3,600	1,900	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	51,803	75,432	79,631	73,782	78,190	0	78,190	78,190
61702 - DENTAL INSURANCE	3,359	6,088	6,759	6,551	6,759	0	6,759	6,759

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61703 - RETIREMENT CONTRIBUTIONS	5,655	5,742	6,100	5,899	6,482	0	6,482	6,482
61704 - SOCIAL SECURITY	17,322	18,845	19,239	18,117	14,065	501	14,566	14,566
61705 - WORKERS COMPENSATION	375	2,338	4,999	4,796	4,840	86	4,926	4,926
61714 - RET - POLICE	39,504	54,846	59,924	59,643	57,246	0	57,246	57,246
<b>61000 - PERSONNEL SERVICES</b>	<b>473,246</b>	<b>588,074</b>	<b>614,394</b>	<b>587,786</b>	<b>616,937</b>	<b>7,137</b>	<b>624,074</b>	<b>624,074</b>
62100 - PROFESSIONAL/TECH SVCS	6,535	6,855	7,000	7,000	7,100	0	7,100	7,100
62103 - TECHNICAL SERVICES	310	340	310	400	310	0	310	310
62205 - PC REPLACEMENT CHARGE	1,884	1,566	1,636	1,402	1,479	0	1,479	1,479
62206 - PW FLEET CHARGE	64,980	70,305	70,649	60,556	70,543	0	70,543	70,543
62310 - SAFETY PROGRAM MAINT.	4,427	3,712	5,900	5,000	5,900	0	5,900	5,900
62311 - EQUIPMENT MAINTENANCE	876	1,018	1,113	1,301	1,113	0	1,113	1,113
62503 - ELECTRICITY	6,468	6,480	6,600	4,643	6,600	0	6,600	6,600
62741 - EVIDENCE SECURITY	777	875	800	608	800	0	800	800
<b>62000 - OPERATING EXPENDITURES</b>	<b>86,257</b>	<b>91,151</b>	<b>94,008</b>	<b>80,911</b>	<b>93,845</b>	<b>0</b>	<b>93,845</b>	<b>93,845</b>
<b>01405 - POLICE SPECIAL SERVICES Total</b>	<b>559,502</b>	<b>679,225</b>	<b>708,402</b>	<b>668,697</b>	<b>710,782</b>	<b>7,137</b>	<b>717,919</b>	<b>717,919</b>

### POLICE 01407 - POLICE INVESTIGATION

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	80,906	81,649	84,567	81,232	86,380	0	86,380	86,380
61304 - GENERAL PERSONNEL	422,571	403,660	449,655	356,938	394,831	0	394,831	394,831
61305 - ADMINISTRATIVE PERSONNEL	46,000	48,747	50,006	48,097	49,815	0	49,815	49,815
61501 - REGULAR OVERTIME	24,479	16,827	23,000	20,717	23,000	0	23,000	23,000
61507 - COURT OVERTIME	3	0	0	0	0	0	0	0
61530 - OT:STRAIGHT TIME	12	0	0	0	0	0	0	0
61601 - HOLIDAY PAY	26,465	23,401	27,534	27,534	28,753	0	28,753	28,753
61608 - POLICE INCENTIVES	4,750	4,100	8,850	4,750	9,242	0	9,242	9,242
61609 - STIPEND	0	0	3,167	0	0	0	0	0
61701 - HEALTH INSURANCE	132,150	122,159	145,852	115,470	127,539	0	127,539	127,539
61702 - DENTAL INSURANCE	8,832	7,555	9,715	8,087	8,760	0	8,760	8,760
61703 - RETIREMENT CONTRIBUTIONS	4,955	5,263	5,586	5,373	5,564	0	5,564	5,564
61704 - SOCIAL SECURITY	10,148	10,045	10,278	9,137	9,488	0	9,488	9,488
61705 - WORKERS COMPENSATION	499	3,403	8,518	6,847	7,003	0	7,003	7,003
61714 - RET - POLICE	142,156	136,155	156,581	126,566	126,071	0	126,071	126,071
<b>61000 - PERSONNEL SERVICES</b>	<b>903,925</b>	<b>862,964</b>	<b>983,308</b>	<b>810,748</b>	<b>876,446</b>	<b>0</b>	<b>876,446</b>	<b>876,446</b>
62103 - TECHNICAL SERVICES	4,103	3,659	4,000	4,000	4,000	0	4,000	4,000
62175 - OTHER SERVICES	1,135	0	750	700	750	0	750	750
62205 - PC REPLACEMENT CHARGE	2,772	2,110	2,080	1,783	2,011	0	2,011	2,011
62206 - PW FLEET CHARGE	42,312	41,697	42,296	36,254	45,356	0	45,356	45,356
62445 - PHOTOGRAPHY & PROCESSING	658	420	750	500	750	0	750	750



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62700 - SUPPLIES AND MATERIALS	595	1,176	800	850	800	0	800	800
62744 - MINOR COMPUTER EQUIPMENT	0	343	500	350	500	0	500	500
62755 - UNIFORMS	3,700	4,900	4,900	4,900	4,900	0	4,900	4,900
63401 - VEHICLE ACQUISITION	0	0	10,000	10,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>55,275</b>	<b>54,305</b>	<b>66,076</b>	<b>59,336</b>	<b>59,067</b>	<b>0</b>	<b>59,067</b>	<b>59,067</b>
<b>01407 - POLICE INVESTIGATION Total</b>	<b>959,200</b>	<b>917,269</b>	<b>1,049,384</b>	<b>870,084</b>	<b>935,513</b>	<b>0</b>	<b>935,513</b>	<b>935,513</b>

### POLICE 01408 - POLICE PROSECUTION

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	70,384	71,482	73,542	71,856	75,115	0	75,115	75,115
61601 - HOLIDAY PAY	3,694	3,759	3,843	3,852	4,013	0	4,013	4,013
61608 - POLICE INCENTIVES	750	1,700	2,900	0	1,200	0	1,200	1,200
61701 - HEALTH INSURANCE	14,689	22,416	23,771	20,431	23,347	0	23,347	23,347
61702 - DENTAL INSURANCE	879	1,573	1,760	1,510	1,760	0	1,760	1,760
61704 - SOCIAL SECURITY	1,089	1,114	1,164	1,036	1,089	0	1,089	1,089
61705 - WORKERS COMPENSATION	60	425	1,050	1,007	983	0	983	983
61714 - RET - POLICE	18,931	19,490	21,179	20,301	19,815	0	19,815	19,815
<b>61000 - PERSONNEL SERVICES</b>	<b>110,475</b>	<b>121,959</b>	<b>129,209</b>	<b>119,992</b>	<b>127,322</b>	<b>0</b>	<b>127,322</b>	<b>127,322</b>
62102 - PROFESSIONAL SERVICES	93,055	94,514	95,579	95,579	97,491	0	97,491	97,491
62205 - PC REPLACEMENT CHARGE	732	663	663	568	494	0	494	494
62701 - OFFICE SUPPLIES	10	23	100	50	100	0	100	100
62715 - BOOKS AND PERIODICALS	620	573	800	500	800	0	800	800
62755 - UNIFORMS	700	700	700	700	700	0	700	700
<b>62000 - OPERATING EXPENDITURES</b>	<b>95,117</b>	<b>96,472</b>	<b>97,842</b>	<b>97,397</b>	<b>99,585</b>	<b>0</b>	<b>99,585</b>	<b>99,585</b>
<b>01408 - POLICE PROSECUTION Total</b>	<b>205,592</b>	<b>218,431</b>	<b>227,051</b>	<b>217,389</b>	<b>226,906</b>	<b>0</b>	<b>226,906</b>	<b>226,906</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>POLICE</b>	<b>6,294,099</b>	<b>6,749,469</b>	<b>7,052,658</b>	<b>6,671,482</b>	<b>7,065,910</b>	<b>70,443</b>	<b>7,136,353</b>	<b>7,073,047</b>

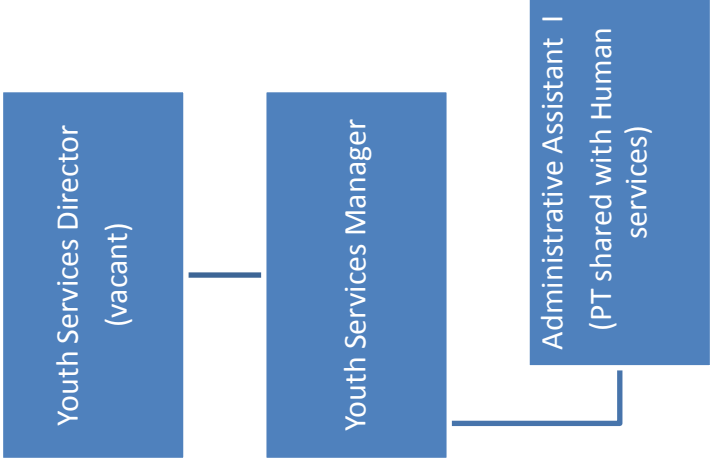
<b>DEPARTMENT:</b>	<b>YOUTH SERVICES</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b> <b>Cost Center(s):</b>	01600		
<b>MISSION:</b>	Reduce the impact of adolescent problem behaviors on the community and empower youth to make responsible decisions while holding youth accountable for their actions. Create positive opportunities for youth while strengthening community participation in youth and family concerns.		

Youth Services includes a full-time Manager supported by part-time administrative support. The Department manages the Juvenile Court Diversion Program (JCC), Earn-It Program, Youth Intervention Program (YIP), Summer Youth Program, and Monadnock Teen & Parent Websites. JCC and YIP are partially supported by Cheshire County and the websites are maintained through donations from the Monadnock Alcohol & Drug Abuse Coalition (MADAC). Youth Services continues to provide critical services and programs for youth and families. Staff leverages additional resources by working with college interns, our local agency volunteers, and collaborating with our community coalitions. Our main objective is to continue to be able to meet the demand and assist our youth and families in this community. In order to be more effective with these increasing needs, Youth Services is pro-actively seeking support for a part-time caseworker applying for County and State funding.

Our focus continues to be preventing the impact of adolescent problem behaviors, such as crime, delinquency, and substance abuse in our community by educating youth, parents, and the community about adolescent issues. Our families are struggling with severe multiple stressors: mental health, substance abuse issues, jail/prison/long-term treatment, separation/divorce/death, and unstable housing. The current caseload has increased with intensity and severity of issues for our intervention programs. Youth Services needs to be able to stay up-to-date with the ever-changing substance abuse crisis in our community and be engaged in collaboration at responsive level with our important local agencies/coalitions. This year, 212 youth and families were served in our intervention programs. An average of 98% of youth successfully completed our intervention programs. Youth going through diversion or court programs demonstrated 10% or less in recidivism over the last several years. These high rates of success illustrate the effectiveness of intervention with youth/families and sustain a safe, healthy community.

In the future, Youth Services will continue to intervene with youth and family before they enter the systems of juvenile justice, DCYF, or long-term placement, which is a very cost effective system. Youth Services will continue to work collaboratively to enhance prevention/intervention issues with our local coalitions (Cheshire Coalition for Tobacco Free Communities, Monadnock Alcohol & Drug Coalition (MADAC), Monadnock Voices of Prevention, Futures of Prevention, Monadnock Initiative for Restorative Justice (MIRJ), Monadnock Regional System of Care, New Hampshire Juvenile Court Diversion Network) to support community involvement and provide resources. The Youth Services Manager will collaborate and coordinate with our local coalitions/agencies to create a more efficient way to communicate and support the efforts that are in place so the community will have better access to substance abuse resources and treatment options.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>	
Youth Services early intervention programs:		Safe Community	
<u>Juvenile Court Diversion Program (JCC)</u> - a pre-adjudicated intervention for juvenile first-time offenders age 11 through 18 that provides an alternative to formal juvenile court proceedings.		Safe Community	
<u>Youth Intervention Program (YIP)</u> - an early, brief intervention program serving youth age 7 through 18 years and their families to provide short casemanagement and resources/referrals.		Safe Community	
<u>Earn-It</u> - a victim restitution program for young offenders (12-18) enabling youth to complete community service and pay for damages they have caused with the community.		Safe Community	
<u>Summer Youth Employment (SYE)</u> - a six week summer employment opportunity for approximately 25 Keene youth (age 14-15) who gain first-time work experience through part-time jobs in City of Keene.		Safe Community	
<u>Monadnock Teen &amp; Parent Websites</u> - provide local information, critical resources and healthy activities for youth and families in the Monadnock area.		Safe Community	
Engage community in prevention and early intervention of problematic adolescent behaviors such as drug and alcohol use and abuse, violence, delinquency, and school failure in collaboration with local, regional, and state agencies.		Safe Community	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>			
	<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue early intervention programs that divert youth from the Court system.		Safe Community	I, O, V
Maintain program completion rates, as well as, recidivism rates: youth who do not reoffend for one year from program completion: JCC-90%, Earn-It -80%, Intervention youth -70% or better.		Safe Community	C, E, V
Maintain prevention efforts, teen activities, and Summer Youth Employment that focus on positive youth development, education, and quality services to families.		Safe Community	E, V
Enhance parent education through the city website and the youth/parent websites with a focus on prevention, education, and community feedback.		Safe Community	C,I,O,E
Continue being a liasion with the ad hoc committee for drug addiction solutions and strongly collaborate around prevention/intervention regarding the heroin epidemic in our community by offering services and resources for the community.		Safe Community	C,I,O,E
Continue collaborating with the local coalitions around prevention/intervention issues in order to create a more effective effort to offer services and resources for the community.		Safe Community	C, I, O, E
<b>METRICS:</b>			
	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
JCC Court Diversion & Earn It served	38	35	35
Youth complete JCC Diversion	95%	90%	90%
JCC youth - Percent <b>not</b> committing a second offense *estimate	90%	90%	90%
Youth complete monetary victim restitution and service work	98%	95%	95%
Youth Intervention Program ( YIP): information and referral, brief intervention	174	185	190
Summer Youth Employment: youth employed	31	28	28
Summer Youth Employment: hours estimated	3246	3000	3000
Community Collaborations and Coalition Membership Hours estimated	520	600	600

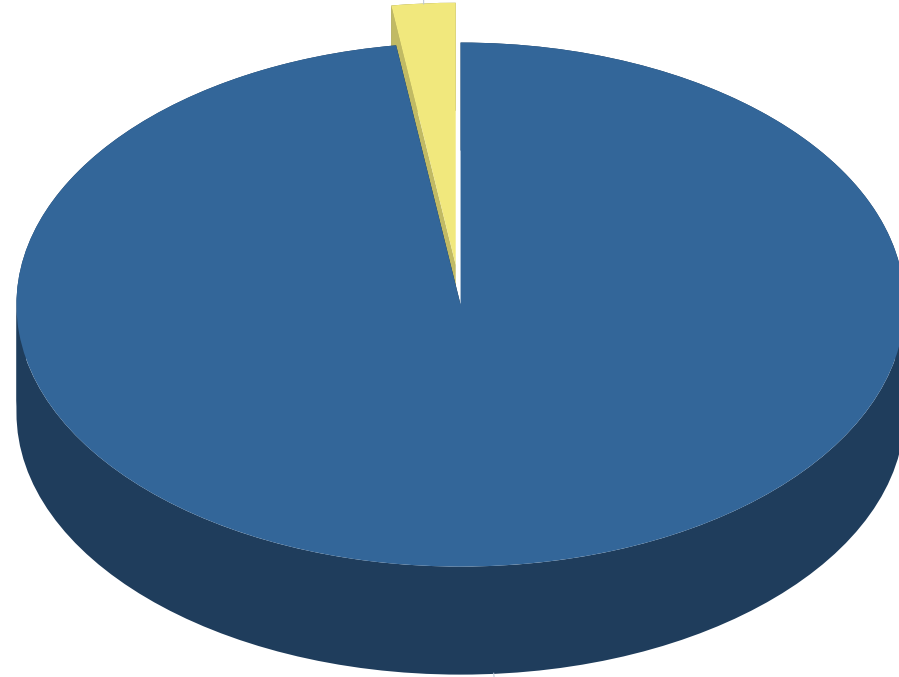


Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**YOUTH SERVICES**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	101,926	124,427	127,151	117,036	118,414	0	118,414	118,414
62000 - OPERATING EXPENDITURES	3,729	2,824	3,132	2,915	2,809	0	2,809	2,809
<b>Department Total</b>	<b>105,655</b>	<b>127,251</b>	<b>130,283</b>	<b>119,951</b>	<b>121,223</b>	<b>0</b>	<b>121,223</b>	<b>121,223</b>

62000 - OPERATING EXPENDITURES, 2.32%



61000 - PERSONNEL SERVICES, 97.68%

Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>YOUTH SERVICES</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61304 - GENERAL PERSONNEL	46,818	63,461	65,285	64,783	65,032	0	65,032	65,032
61307 - PART TIME EMPLOYEES	8,019	10,316	10,571	10,756	11,031	0	11,031	11,031
61401 - TEMPORARY PERSONNEL	16,342	17,615	18,800	18,582	18,800	0	18,800	18,800
61609 - STIPEND	1,883	1,943	0	0	0	0	0	0
61701 - HEALTH INSURANCE	14,915	15,916	16,716	7,440	7,972	0	7,972	7,972
61702 - DENTAL INSURANCE	802	858	955	523	523	0	523	523
61703 - RETIREMENT CONTRIBUTIONS	6,853	7,051	7,292	7,236	7,264	0	7,264	7,264
61704 - SOCIAL SECURITY	6,065	6,938	7,242	7,200	7,257	0	7,257	7,257
61705 - WORKERS COMPENSATION	4	39	289	284	285	0	285	285
61901 - RECRUITMENT	225	290	0	232	250	0	250	250
<b>61000 - PERSONNEL SERVICES</b>	<b>101,926</b>	<b>124,427</b>	<b>127,151</b>	<b>117,036</b>	<b>118,414</b>	<b>0</b>	<b>118,414</b>	<b>118,414</b>
62102 - PROFESSIONAL SERVICES	156	224	350	324	350	0	350	350
62205 - PC REPLACEMENT CHARGE	990	550	232	232	134	0	134	134
62401 - GENERAL LIABILITY INS	600	592	600	600	600	0	600	600
62416 - PRINTING	100	150	350	325	100	0	100	100
62430 - TRAVEL	333	351	250	175	250	0	250	250
62435 - TRAINING	350	0	300	285	500	0	500	500
62436 - MEETINGS & DUES	232	258	250	50	150	0	150	150
62510 - TELEPHONE	254	350	350	650	415	0	415	415
62701 - OFFICE SUPPLIES	455	264	300	263	250	0	250	250
62710 - POSTAGE	51	86	150	11	60	0	60	60
62715 - BOOKS AND PERIODICALS	208	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>3,729</b>	<b>2,824</b>	<b>3,132</b>	<b>2,915</b>	<b>2,809</b>	<b>0</b>	<b>2,809</b>	<b>2,809</b>
<b>Department Total</b>	<b>105,655</b>	<b>127,251</b>	<b>130,283</b>	<b>119,951</b>	<b>121,223</b>	<b>0</b>	<b>121,223</b>	<b>121,223</b>

# Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

## YOUTH SERVICES 01600 - YOUTH SERVICES

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	0	63,461	65,285	64,783	65,032	0	65,032	65,032
61307 - PART TIME EMPLOYEES	8,019	10,316	10,571	10,756	11,031	0	11,031	11,031
61401 - TEMPORARY PERSONNEL	16,342	17,615	18,800	18,582	18,800	0	18,800	18,800
61609 - STIPEND	1,883	1,943	0	0	0	0	0	0
61701 - HEALTH INSURANCE	171	15,916	16,716	7,440	7,972	0	7,972	7,972
61702 - DENTAL INSURANCE	0	858	955	523	523	0	523	523
61703 - RETIREMENT CONTRIBUTIONS	203	7,051	7,292	7,236	7,264	0	7,264	7,264
61704 - SOCIAL SECURITY	1,989	6,938	7,242	7,200	7,257	0	7,257	7,257
61705 - WORKERS COMPENSATION	0	39	289	284	285	0	285	285
61901 - RECRUITMENT	225	290	0	232	250	0	250	250
<b>61000 - PERSONNEL SERVICES</b>	<b>28,831</b>	<b>124,427</b>	<b>127,151</b>	<b>117,036</b>	<b>118,414</b>	<b>0</b>	<b>118,414</b>	<b>118,414</b>
62102 - PROFESSIONAL SERVICES	156	224	350	324	350	0	350	350
62205 - PC REPLACEMENT CHARGE	528	550	232	232	134	0	134	134
62401 - GENERAL LIABILITY INS	0	592	600	600	600	0	600	600
62416 - PRINTING	100	150	350	325	100	0	100	100
62430 - TRAVEL	166	351	250	175	250	0	250	250
62435 - TRAINING	350	0	300	285	500	0	500	500
62436 - MEETINGS & DUES	222	258	250	50	150	0	150	150
62510 - TELEPHONE	70	350	350	650	415	0	415	415
62701 - OFFICE SUPPLIES	314	264	300	263	250	0	250	250
62710 - POSTAGE	38	86	150	11	60	0	60	60
62715 - BOOKS AND PERIODICALS	208	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,153</b>	<b>2,824</b>	<b>3,132</b>	<b>2,915</b>	<b>2,809</b>	<b>0</b>	<b>2,809</b>	<b>2,809</b>
<b>01600 - YOUTH SERVICES Total</b>	<b>30,984</b>	<b>127,251</b>	<b>130,283</b>	<b>119,951</b>	<b>121,223</b>	<b>0</b>	<b>121,223</b>	<b>121,223</b>

## YOUTH SERVICES 01601 - EARN IT

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	46,818	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	14,744	0	0	0	0	0	0	0
61702 - DENTAL INSURANCE	802	0	0	0	0	0	0	0
61703 - RETIREMENT CONTRIBUTIONS	6,650	0	0	0	0	0	0	0
61704 - SOCIAL SECURITY	4,076	0	0	0	0	0	0	0
61705 - WORKERS COMPENSATION	4	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>73,095</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
62205 - PC REPLACEMENT CHARGE	462	0	0	0	0	0	0	0

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62401 - GENERAL LIABILITY INS	600	0	0	0	0	0	0	0
62430 - TRAVEL	166	0	0	0	0	0	0	0
62436 - MEETINGS & DUES	10	0	0	0	0	0	0	0
62510 - TELEPHONE	184	0	0	0	0	0	0	0
62701 - OFFICE SUPPLIES	141	0	0	0	0	0	0	0
62710 - POSTAGE	12	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>01601 - EARN IT Total</b>	<b>74,671</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>YOUTH SERVICES</b>	<b>105,655</b>	<b>127,251</b>	<b>130,283</b>	<b>119,951</b>	<b>121,223</b>	<b>0</b>	<b>121,223</b>	<b>121,223</b>



## **Municipal Development Portfolio**

The Municipal Development Services portfolio is a grouping of City Departments that provides direct services to the community in the areas of health, code enforcement, planning and all phases of public works.

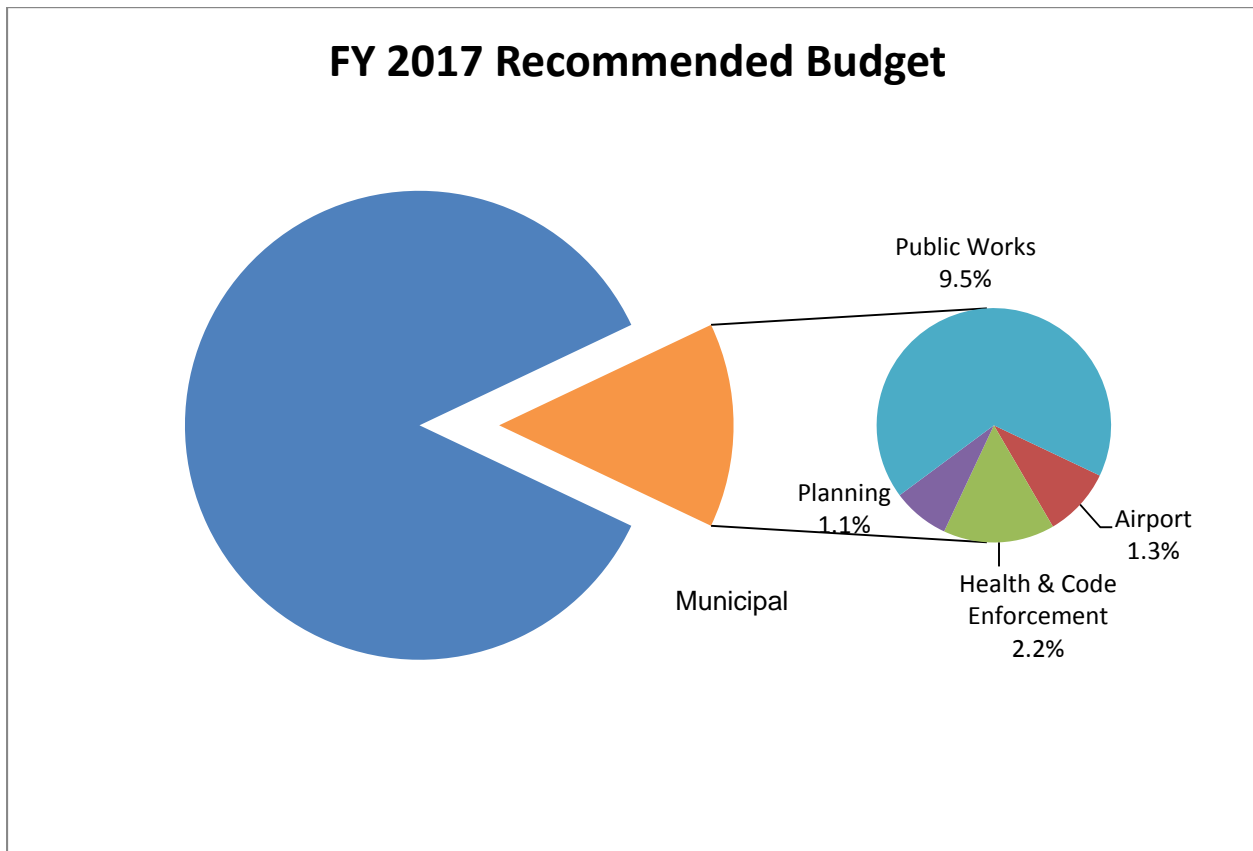
### **Department Heads:**

Airport Director

John Rogers, Health & Building Safety Director

W. Rhett Lamb, Assistant City Manager for Municipal Development Services/Planning Director

Kürt Blomquist, Public Works Director & Emergency Management Director,



<b>DEPARTMENT:</b>	<b>AIRPORT</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	<b>01700</b>		
<b>MISSION:</b>	<b>To provide a modern, efficient, safe, and secure air transportation facility capable of accommodating a wide range of uses and aircraft that will facilitate the economic, recreational, and social development of the Monadnock Region.</b>		

The Keene Dillant-Hopkins Airport is a thriving General Aviation airport. Though in transition after the retirement of the Airport Director and City Manager in late 2015, there are an increasing number of positive developments presently underway. After years of vacancy in the terminal restaurant, a prospective restaurateur is prepared to lease the space. This will provide a much desired service at the airport and will come with some property improvements – some of which will be made by the tenant and some by the City. This will include improvements to the insulation and layout of the space as well as an outdoor seating area.

The t-hangar lease agreements have been updated and are being renewed regularly. Calls from prospective tenants are received weekly, which is a good indication of the Keene Airport’s popularity with aircraft owners. It is common to have a few t-hangar vacancies as tenants come and go, but occupancy remains high. In the coming year staff is prepared to offer temporary hangar leases in addition to the more traditional annual lease if demand continues to indicate this need and the space is available.

The large City hangar has undergone some basic improvements including door repairs, window replacements, and some painting. The roof will require significant repair.

In the coming year the Airport Advisory Commission will continue to play a key role in the success of the airport. There will be more emphasis placed on marketing efforts to build public engagement and attract development opportunities.

### **Background**

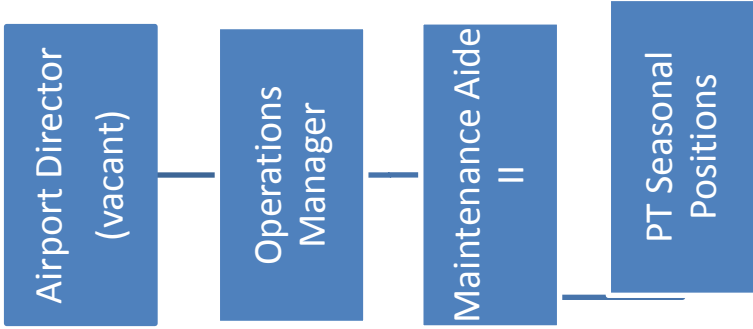
The Keene Dillant-Hopkins Airport serves general aviation, corporate, and commercial needs not only to the City of Keene, but the entire region. It provides an infrastructure component necessary for economic development for the entire region and provides a myriad of other services to the general public. The Airport plays a major role in maintaining economic relationships with organizations located elsewhere which can significantly improve the ability to attract and retain industry.

The Airport facilities are used for both the shipment of goods and the transport of corporate personnel. This capability significantly enhances the ability of local business to conduct operations. The existence of the Airport has been credited as a major factor in the decision to locate C & S Wholesale Grocers, Inc. headquarters in Keene.

The Airport also serves as a training ground for future commercial pilots and allows for recreational flying activities. Fire watch surveillance flights are conducted from the Airport, as well as Medical Mercy Flights, and air ambulance services. The Civil Air Patrol has also been very active in providing community service to the Monadnock Region. Law enforcement agencies as well as the military frequently use the Keene Airport to carry out their missions. These functions ultimately benefit, directly or indirectly, all citizens.

Several years ago, the Airport lost one full time maintenance position due to budgetary constraints. With the creative use of staff and resources, the City is able to operate the Airport safely and in compliance with federal regulations. It is important that the Airport remains open and safe to all who depend on its availability. This is possible through the use of full-time, part-time and seasonal employees as well as assistance from the Public Works Department as necessary.

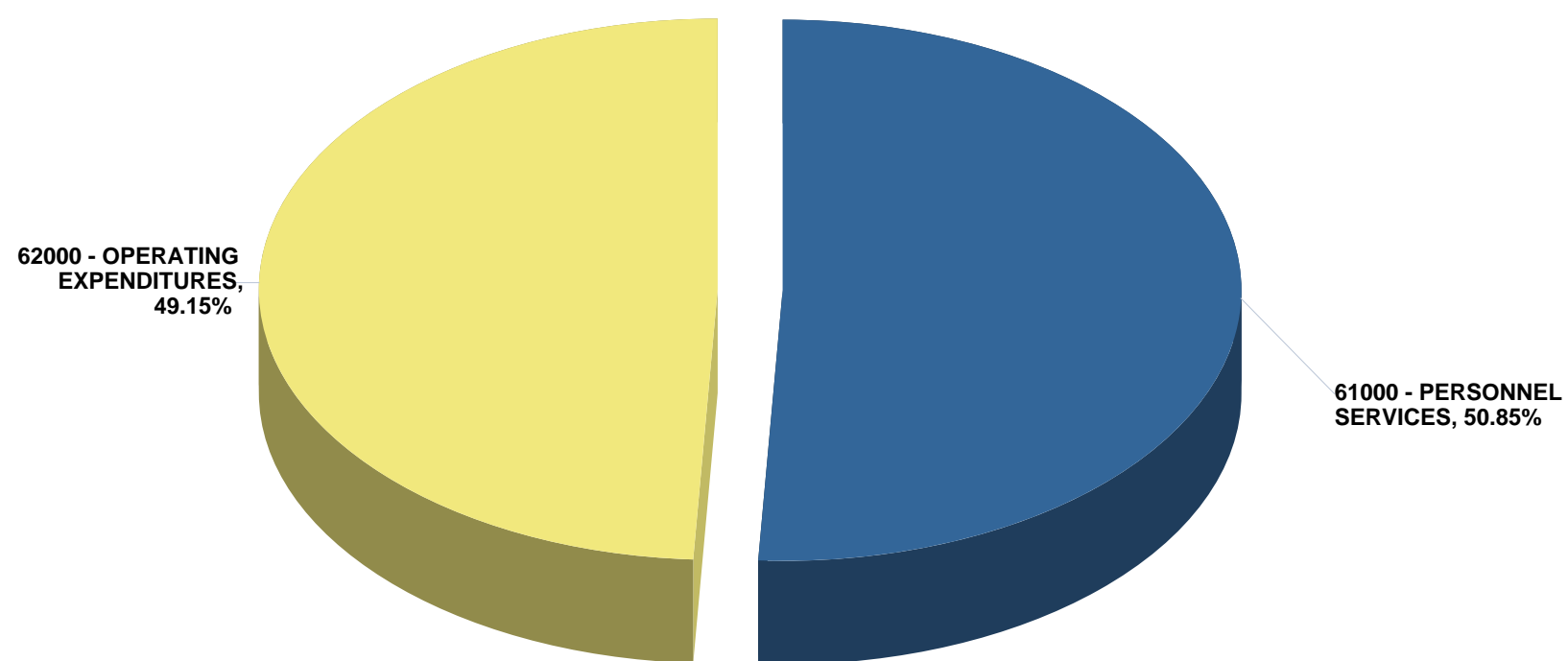
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide a safe and efficient air transportation facility.		Transportation		
Economic development including the use of corporate air transportation.		Economic Development		
Engage the broader community in airport operations and development.		Leadership		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Complete the design phase for Runway 14/32 reconstruction project		FAR's	Transportation	O, C
Complete Environmental Assessment project related to Runway 20 Obstruction		FAR 77	Transportation	O, C
Promote the number of based aircraft		FAR's	Economic Development	O, C
Continue refinements to airfield maintenance programs		FAR's	Infrastructure	O, C, E
Promote facility usage and enhance revenues		FAR's	Economic Development	E
Engage the Airport Advisory Commission on meeting the airport objectives identified in the Comprehensive Master Plan		FAR's	Transportation	C, E
Cultivate an improved working relationship with airport users and neighbors		RSA 423	Economic Development	C
Seek opportunities for new development and redevelopment			Transportation	O, I
Achieve full occupancy in the City's 32 T-hangars		FAR's	Transportation	O
Build community awareness to increase airport activity		FAR's	Economic Development	O, C
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Number of based aircraft		79	70	80
Number of denied landings due to airfield conditions (weather related)		0	0	0
Fuel flowage (gallons)		321,536	371,000	415,000
Total revenue (Budgeted FY 16 and 17)		\$420,405	\$443,900	\$459,949
Revenue/Expense ratio (FY 15 and 16 actual)		76.00%	74.00%	80.00%
T-Hangar occupancy		94.00%	95.00%	98.00%



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**AIRPORT**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	278,275	290,399	299,423	270,374	276,898	28,697	305,595	305,595
62000 - OPERATING EXPENDITURES	273,387	259,047	293,066	295,280	295,385	0	295,385	295,385
<b>Department Total</b>	<b>551,662</b>	<b>549,447</b>	<b>592,488</b>	<b>565,654</b>	<b>572,283</b>	<b>28,697</b>	<b>600,980</b>	<b>600,980</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>AIRPORT</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	92,670	94,309	97,019	101,327	77,551	0	77,551	77,551
61304 - GENERAL PERSONNEL	61,936	63,370	63,692	63,693	65,032	38,336	103,368	103,368
61307 - PART TIME EMPLOYEES	0	26,988	32,965	18,000	32,585	-32,585	0	0
61308 - SEASONAL HELP	46,937	29,005	23,000	19,000	23,000	0	23,000	23,000
61401 - TEMPORARY PERSONNEL	2,720	400	0	0	0	0	0	0
61501 - REGULAR OVERTIME	2,467	476	1,000	1,600	1,000	0	1,000	1,000
61602 - STAND-BY PAY	1,080	600	750	210	750	0	750	750
61701 - HEALTH INSURANCE	35,602	38,366	40,487	30,000	40,233	17,197	57,430	57,430
61702 - DENTAL INSURANCE	2,404	2,440	2,715	2,400	2,715	955	3,671	3,671
61703 - RETIREMENT CONTRIBUTIONS	16,853	17,216	18,146	16,000	15,927	4,282	20,209	20,209
61704 - SOCIAL SECURITY	15,280	15,941	16,710	15,000	15,395	440	15,835	15,835
61705 - WORKERS COMPENSATION	177	1,229	2,938	2,400	2,710	71	2,781	2,781
61901 - RECRUITMENT	149	60	0	744	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>278,275</b>	<b>290,399</b>	<b>299,423</b>	<b>270,374</b>	<b>276,898</b>	<b>28,697</b>	<b>305,595</b>	<b>305,595</b>
62102 - PROFESSIONAL SERVICES	48	0	2,200	2,200	2,200	0	2,200	2,200
62120 - LABORATORY SERVICES	111	315	350	350	350	0	350	350
62175 - OTHER SERVICES	959	0	1,800	1,919	1,800	0	1,800	1,800
62203 - SNOW PLOWING	14,115	10,711	13,955	9,000	13,955	0	13,955	13,955
62205 - PC REPLACEMENT CHARGE	924	727	727	727	738	0	738	738
62206 - PW FLEET CHARGE	144,144	147,263	155,584	155,584	158,648	0	158,648	158,648
62208 - TAXES	50,424	47,389	47,182	47,182	49,126	0	49,126	49,126
62301 - OFFICE EQUIPMENT MAINT.	1,047	1,127	1,230	1,230	1,230	0	1,230	1,230
62315 - FUEL SYSTEM MAINTENANCE	3,461	2,889	4,500	4,500	4,500	0	4,500	4,500
62340 - GROUNDS MAINTENANCE	36,193	27,056	35,563	35,563	32,363	0	32,363	32,363
62355 - BRUSH & OBSTR CLEARING	3,605	1,416	9,000	9,000	9,000	0	9,000	9,000
62435 - TRAINING	0	40	1,025	1,025	1,025	0	1,025	1,025
62436 - MEETINGS & DUES	1,030	474	1,275	1,275	1,275	0	1,275	1,275
62445 - PHOTOGRAPHY & PROCESSING	0	0	115	115	115	0	115	115
62447 - PUBLIC AWARENESS	389	155	3,000	3,000	3,000	0	3,000	3,000
62505 - BEACON & OBST LIGHTS ELEC	10,828	14,011	9,500	9,500	9,500	0	9,500	9,500
62510 - TELEPHONE	2,053	2,065	1,900	1,900	1,900	0	1,900	1,900
62604 - EQUIPMENT RENTAL	2,219	1,235	2,000	2,000	2,000	0	2,000	2,000
62701 - OFFICE SUPPLIES	377	214	450	650	450	0	450	450
62710 - POSTAGE	109	91	150	150	150	0	150	150
62735 - BUILDING MAINT. SUPPLIES	162	608	0	250	500	0	500	500

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62737 - JANITORIAL SUPPLIES	0	197	0	200	0	0	0	0
62755 - UNIFORMS	1,189	1,065	1,560	1,560	1,560	0	1,560	1,560
68008 - GRANT MATCH	0	0	0	6,400	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>273,387</b>	<b>259,047</b>	<b>293,066</b>	<b>295,280</b>	<b>295,385</b>	<b>0</b>	<b>295,385</b>	<b>295,385</b>
<b>Department Total</b>	<b>551,662</b>	<b>549,447</b>	<b>592,488</b>	<b>565,654</b>	<b>572,283</b>	<b>28,697</b>	<b>600,980</b>	<b>600,980</b>

<b>DEPARTMENT:</b>	<b>HEALTH &amp; CODE ENFORCEMENT</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b> <b>Cost Center(s):</b>	<b>01800 through 01802</b>		
<b>MISSION:</b>	<b>To maintain the highest level of public safety and customer service in the administration of building construction code enforcement and to promote and protect health and safety.</b>		

In meeting the department’s mission statement, health and code personnel interact with members of the community in a number of ways such as the permit and inspection process, food licensing and inspections, zoning reviews and housing/property issues. In addition the department conducts presentations at Keene State College and Monadnock Regional High School following the City’s Code of Conduct as stated in the Employee’s Handbook: “Good public relations are an extremely important aspect of your job responsibilities. This consists of dealing intelligently, courteously, fairly, and promptly with the public, as well as your co-workers.” These attributes are endorsed by the department as seen in the completed FY16 projects which include Keene Ice, The Mills Student Housing, and the Convenient MD. This aspect will also be customary with the forthcoming large scale projects for FY17 to include a new car wash on Winchester St, West Mills Senior Housing on Railroad St., the Key Collision building, renovations to the Fairfield’s dealership and 91 Court St. offices, and the Freihofer’s Bakery addition at 815 Court St.

With the complexity of these and other building projects within the City and the ever progressing codes and standards, department personnel are required to continue the development of their skills and knowledge. With this ongoing training through attending workshops and seminars to maintain memberships such as New Hampshire Building Officials Association (NHBOA) and International Code Council (ICC), the department has reached 100% Certification in FY16 within the ICC. This achievement recognizes their commitment to excellence in the industry and advancing their careers through education.

The Health and Code Department Head is currently an acting position and is tasked with responsibility for the department office staff, inspectors and field work both health and code related. Though the Code Enforcement and Inspections Manager position is vacant, it remains a budgeted line item. The Health Department is cross training between positions in an effort to ensure as best as possible code compliance and customer service.

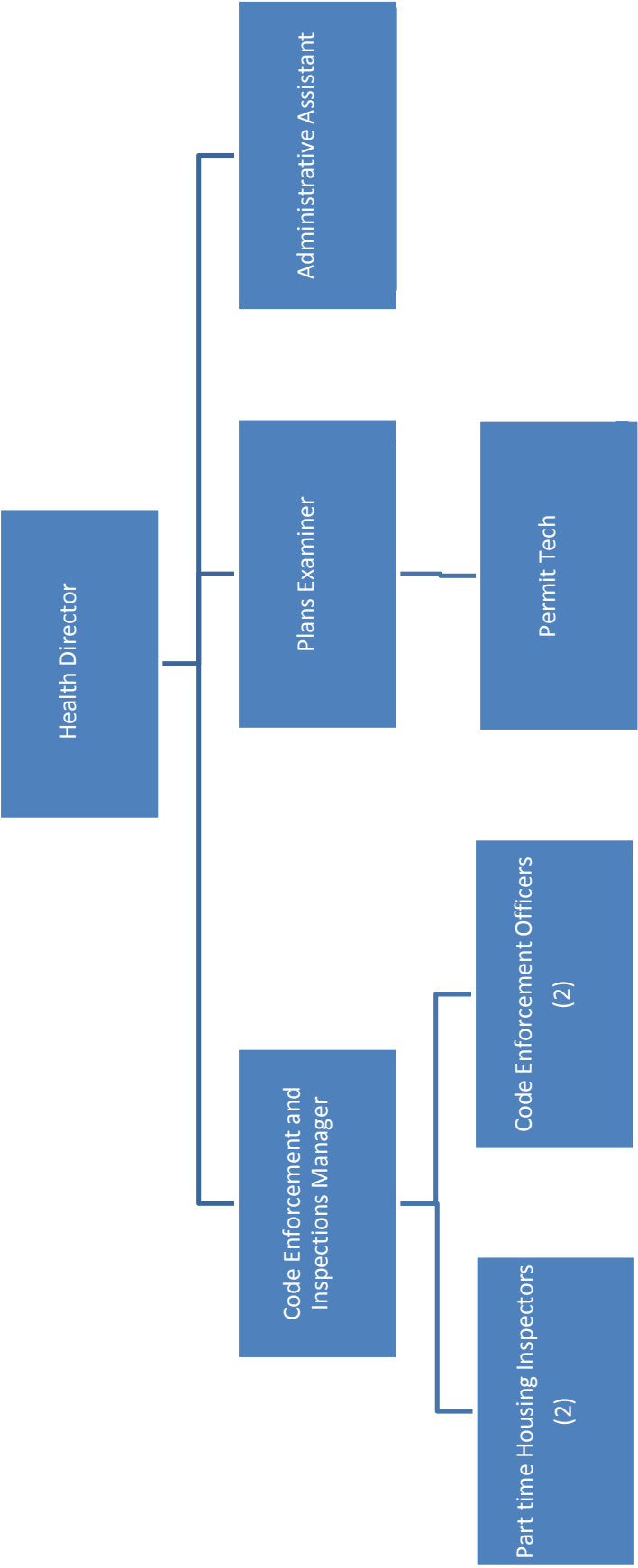
The department saw two staff retirements and new hires in the part-time Housing Inspector positions. Working in conjunction with Keene State College’s Coordinator of Student and Community Relations, the Keene Police Department’s College Liaison and the Keene Fire Department’s Fire Lieutenant, the Housing Inspectors form the Keene Community Coalition. The Coalition works to identify neighborhood challenges and consider potential actions, to generate ideas and programs designed to build community and facilitate positive interaction between off-campus students, landlords, City officials, and Keene residents while also following the Code of Conduct.

**Background**

The Health and Code Enforcement Department, as prescribed by State Statute and City Code, is responsible for the regulation of buildings, both new and existing, and their uses. Examples of this codified responsibility include: sign code, zoning code, natural resources protection (floodplain), property standards, housing code, health code, site plan, energy code, electrical code, plumbing code, accessibility code, mechanical code, building code, existing buildings code, and some professional licensing laws. In addition the Department manages special projects and agreements with Home Health Care, Hospice and Community Services, and Monadnock Family Services to provide community health, homemaker, and mental health services to the community.



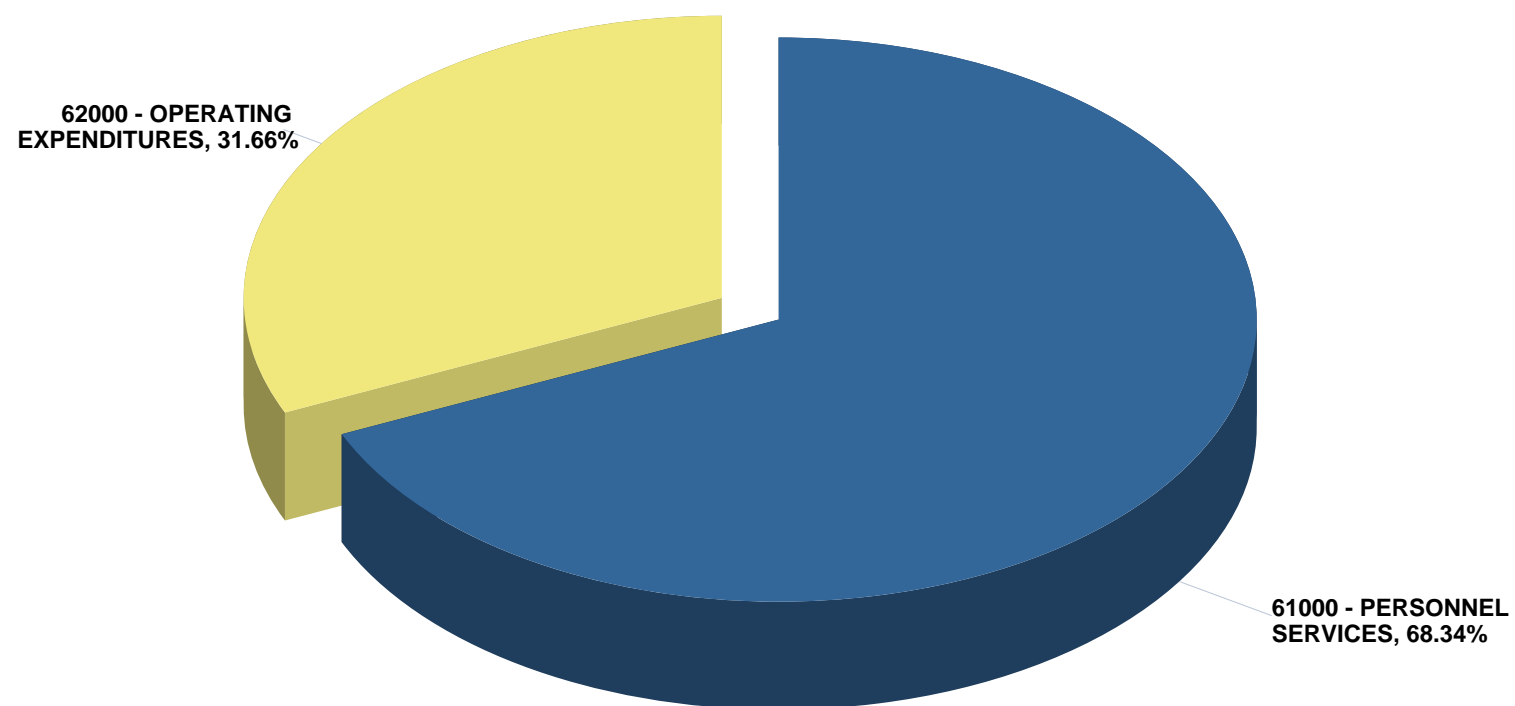
<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
<b>Code Enforcement- Code Enforcement services meet more than one plan element</b>				
Administer the plan review and inspection program. Review plans, issue permits, and conduct inspections for compliance to state building, accessibility, and energy code as well as City Zoning and Natural Resources Ordinances (including the sign code). Manage third party plans reviewers and special inspectors.	Economic Development			
Respond to citizen concerns and complaints related to permit and construction activity. Provide the public with information on codes and development processes.	Economic Development			
Investigate buildings and properties for compliance with the Property and Housing Safety Standards Ordinance, issue citations, and prosecute court cases.	Neighborhoods			
<b>Health- Health Department services meet more than one plan element</b>				
Promote and protect public health and safety, provide advice on public health issues, and enforce State and local health laws.	Community Health & Wellness			
Conduct an Environmental Sanitation program which includes regulating and inspecting restaurants, food stores, schools, day care centers, foster homes, nursing homes, and private sewerage disposal facilities.	Community Health & Wellness			
Maintain Public Health Mosquito Control Program through contracted services which monitors and larvicides 2,200 catch basins and other mosquito breeding locations.	Community Health & Wellness			
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Assess realignment of Planning, Health, and Code Departments		155/674	Municipal Governance & Fin Stability	<b>V,O,E</b>
Research and implement software for inspection and permitting system		155/674	Municipal Governance & Fin Stability	<b>O,C,E</b>
Increase the present level of review and inspection efficiency		155/674	Safe Community	<b>V,C,E</b>
Continue training and certification of department staff		155/674	Education	<b>V,C,E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Complete the initial review of new residential permits applications in 7 working days (target 95%)		91%	90%	95%
Complete the initial plan review on new commercial permit applications in 10 working days (target 95%)		92%	94%	95%
Complete the initial plan review for minor permit applications at the counter, at time of application (target 95%)		79%	85%	90%
Total building permits		429	418	430
Total building permit inspections		1,307	1,455	1,500
Housing Standard complaints		75	65	100
Property Standard complaints		525	313	500
Maintain and conduct a Voluntary Housing Inspection Program		405	455	450
Health Licenses		215	215	215
Food Establishment and Health Code Inspections		425	350	350



Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**HEALTH & CODE ENFORCEMENT**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	626,352	640,730	697,489	697,625	661,706	0	661,706	661,706
62000 - OPERATING EXPENDITURES	242,979	279,332	301,752	300,752	301,572	5,000	306,572	306,572
<b>Department Total</b>	<b>869,332</b>	<b>920,062</b>	<b>999,241</b>	<b>998,377</b>	<b>963,278</b>	<b>5,000</b>	<b>968,278</b>	<b>968,278</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

**HEALTH & CODE ENFORCEMENT**

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	110,511	112,897	115,653	115,653	86,688	0	86,688	86,688
61304 - GENERAL PERSONNEL	223,269	251,182	264,672	264,672	254,478	0	254,478	254,478
61305 - ADMINISTRATIVE PERSONNEL	47,884	25,195	63,129	63,129	86,560	0	86,560	86,560
61307 - PART TIME EMPLOYEES	91,394	93,860	70,430	70,430	60,376	0	60,376	60,376
61401 - TEMPORARY PERSONNEL	6,315	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	64,465	69,850	78,590	78,590	75,768	0	75,768	75,768
61702 - DENTAL INSURANCE	4,001	3,944	5,747	5,747	5,822	0	5,822	5,822
61703 - RETIREMENT CONTRIBUTIONS	41,105	43,152	49,534	49,534	47,776	0	47,776	47,776
61704 - SOCIAL SECURITY	36,026	36,342	39,312	39,312	37,340	0	37,340	37,340
61705 - WORKERS COMPENSATION	1,281	4,142	10,423	10,423	6,898	0	6,898	6,898
61901 - RECRUITMENT	102	165	0	136	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>626,352</b>	<b>640,730</b>	<b>697,489</b>	<b>697,625</b>	<b>661,706</b>	<b>0</b>	<b>661,706</b>	<b>661,706</b>
62102 - PROFESSIONAL SERVICES	51,816	58,434	56,000	56,000	56,000	0	56,000	56,000
62143 - HOME HEALTH CARE	118,644	117,360	129,800	129,800	124,800	0	124,800	124,800
62146 - MENTAL HEALTH SERVICES	21,754	21,754	21,754	21,754	25,154	0	25,154	25,154
62175 - OTHER SERVICES	0	25,623	23,000	23,000	28,000	0	28,000	28,000
62205 - PC REPLACEMENT CHARGE	2,400	1,890	1,958	1,958	1,958	0	1,958	1,958
62206 - PW FLEET CHARGE	26,448	29,552	32,240	32,240	33,660	0	33,660	33,660
62301 - OFFICE EQUIPMENT MAINT.	3,244	4,637	2,455	3,255	1,805	0	1,805	1,805
62416 - PRINTING	168	650	1,600	1,400	1,750	0	1,750	1,750
62425 - ADVERTISING	646	0	500	500	1,000	0	1,000	1,000
62435 - TRAINING	6,962	6,880	6,500	6,500	6,500	0	6,500	6,500
62436 - MEETINGS & DUES	3,190	4,161	4,500	4,500	4,500	0	4,500	4,500
62510 - TELEPHONE	4,088	3,918	5,000	5,000	5,000	0	5,000	5,000
62700 - SUPPLIES AND MATERIALS	18	13	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	1,464	1,312	3,300	3,300	3,300	0	3,300	3,300
62710 - POSTAGE	523	657	2,000	1,400	2,000	0	2,000	2,000
62715 - BOOKS AND PERIODICALS	1,353	1,489	3,500	2,500	3,500	0	3,500	3,500
62734 - MINOR EQUIPMENT	261	715	1,345	1,345	1,345	0	1,345	1,345
62744 - MINOR COMPUTER EQUIPMENT	0	286	5,800	5,800	800	5,000	5,800	5,800
<b>62000 - OPERATING EXPENDITURES</b>	<b>242,979</b>	<b>279,332</b>	<b>301,752</b>	<b>300,752</b>	<b>301,572</b>	<b>5,000</b>	<b>306,572</b>	<b>306,572</b>
<b>Department Total</b>	<b>869,332</b>	<b>920,062</b>	<b>999,241</b>	<b>998,377</b>	<b>963,278</b>	<b>5,000</b>	<b>968,278</b>	<b>968,278</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### HEALTH & CODE ENFORCEMENT 01800 - HEALTH

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	55,255	56,449	57,804	57,804	43,344	0	43,344	43,344
61304 - GENERAL PERSONNEL	65,165	69,255	72,683	72,683	62,231	0	62,231	62,231
61305 - ADMINISTRATIVE PERSONNEL	0	0	10,956	10,956	21,828	0	21,828	21,828
61307 - PART TIME EMPLOYEES	18,905	19,860	0	0	0	0	0	0
61701 - HEALTH INSURANCE	30,294	30,871	34,209	34,209	29,916	0	29,916	29,916
61702 - DENTAL INSURANCE	1,363	1,288	1,873	1,873	1,910	0	1,910	1,910
61703 - RETIREMENT CONTRIBUTIONS	12,969	14,144	15,799	15,799	14,230	0	14,230	14,230
61704 - SOCIAL SECURITY	10,378	10,880	10,820	10,820	11,003	0	11,003	11,003
61705 - WORKERS COMPENSATION	228	1,483	3,538	3,538	1,762	0	1,762	1,762
<b>61000 - PERSONNEL SERVICES</b>	<b>194,558</b>	<b>204,230</b>	<b>207,681</b>	<b>207,681</b>	<b>186,225</b>	<b>0</b>	<b>186,225</b>	<b>186,225</b>
62102 - PROFESSIONAL SERVICES	51,000	51,000	51,000	51,000	51,000	0	51,000	51,000
62206 - PW FLEET CHARGE	7,104	7,442	7,483	7,483	7,811	0	7,811	7,811
62301 - OFFICE EQUIPMENT MAINT.	165	1,449	955	555	305	0	305	305
62416 - PRINTING	47	365	600	400	300	0	300	300
62425 - ADVERTISING	6	0	500	500	500	0	500	500
62435 - TRAINING	2,111	686	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	70	986	1,000	1,000	1,000	0	1,000	1,000
62510 - TELEPHONE	708	680	1,500	1,500	1,500	0	1,500	1,500
62700 - SUPPLIES AND MATERIALS	18	13	500	500	500	0	500	500
62701 - OFFICE SUPPLIES	0	20	300	300	300	0	300	300
62710 - POSTAGE	76	88	500	500	500	0	500	500
62715 - BOOKS AND PERIODICALS	20	0	500	500	500	0	500	500
62734 - MINOR EQUIPMENT	121	8	545	545	545	0	545	545
<b>62000 - OPERATING EXPENDITURES</b>	<b>61,446</b>	<b>62,737</b>	<b>66,883</b>	<b>66,283</b>	<b>66,261</b>	<b>0</b>	<b>66,261</b>	<b>66,261</b>
<b>01800 - HEALTH Total</b>	<b>256,004</b>	<b>266,966</b>	<b>274,564</b>	<b>273,964</b>	<b>252,486</b>	<b>0</b>	<b>252,486</b>	<b>252,486</b>

### HEALTH & CODE ENFORCEMENT 01801 - HEALTH CONTRACTED SERV

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62143 - HOME HEALTH CARE	118,644	117,360	129,800	129,800	124,800	0	124,800	124,800
62146 - MENTAL HEALTH SERVICES	21,754	21,754	21,754	21,754	25,154	0	25,154	25,154
62175 - OTHER SERVICES	0	25,623	23,000	23,000	28,000	0	28,000	28,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>140,398</b>	<b>164,737</b>	<b>174,554</b>	<b>174,554</b>	<b>177,954</b>	<b>0</b>	<b>177,954</b>	<b>177,954</b>
<b>01801 - HEALTH CONTRACTED SERV Total</b>	<b>140,398</b>	<b>164,737</b>	<b>174,554</b>	<b>174,554</b>	<b>177,954</b>	<b>0</b>	<b>177,954</b>	<b>177,954</b>

### HEALTH & CODE ENFORCEMENT 01802 - CODE ENFORCEMENT

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	55,255	56,449	57,849	57,849	43,344	0	43,344	43,344
61304 - GENERAL PERSONNEL	158,103	181,927	191,989	191,989	192,246	0	192,246	192,246
61305 - ADMINISTRATIVE PERSONNEL	47,884	25,195	52,173	52,173	64,732	0	64,732	64,732
61307 - PART TIME EMPLOYEES	72,489	74,001	70,430	70,430	60,376	0	60,376	60,376
61401 - TEMPORARY PERSONNEL	6,315	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	34,172	38,979	44,381	44,381	45,852	0	45,852	45,852
61702 - DENTAL INSURANCE	2,638	2,656	3,874	3,874	3,912	0	3,912	3,912
61703 - RETIREMENT CONTRIBUTIONS	28,135	29,008	33,735	33,735	33,546	0	33,546	33,546
61704 - SOCIAL SECURITY	25,648	25,462	28,492	28,492	26,337	0	26,337	26,337
61705 - WORKERS COMPENSATION	1,053	2,659	6,885	6,885	5,136	0	5,136	5,136
61901 - RECRUITMENT	102	165	0	136	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>431,794</b>	<b>436,501</b>	<b>489,808</b>	<b>489,944</b>	<b>475,481</b>	<b>0</b>	<b>475,481</b>	<b>475,481</b>
62102 - PROFESSIONAL SERVICES	816	7,434	5,000	5,000	5,000	0	5,000	5,000
62205 - PC REPLACEMENT CHARGE	2,400	1,890	1,958	1,958	1,958	0	1,958	1,958
62206 - PW FLEET CHARGE	19,344	22,110	24,757	24,757	25,849	0	25,849	25,849
62301 - OFFICE EQUIPMENT MAINT.	3,079	3,188	1,500	2,700	1,500	0	1,500	1,500
62416 - PRINTING	121	285	1,000	1,000	1,450	0	1,450	1,450
62425 - ADVERTISING	640	0	0	0	500	0	500	500
62435 - TRAINING	4,851	6,194	5,000	5,000	5,000	0	5,000	5,000
62436 - MEETINGS & DUES	3,120	3,175	3,500	3,500	3,500	0	3,500	3,500
62510 - TELEPHONE	3,380	3,238	3,500	3,500	3,500	0	3,500	3,500
62701 - OFFICE SUPPLIES	1,464	1,293	3,000	3,000	3,000	0	3,000	3,000
62710 - POSTAGE	447	569	1,500	900	1,500	0	1,500	1,500
62715 - BOOKS AND PERIODICALS	1,333	1,489	3,000	2,000	3,000	0	3,000	3,000
62734 - MINOR EQUIPMENT	140	707	800	800	800	0	800	800
62744 - MINOR COMPUTER EQUIPMENT	0	286	5,800	5,800	800	5,000	5,800	5,800
<b>62000 - OPERATING EXPENDITURES</b>	<b>41,135</b>	<b>51,858</b>	<b>60,315</b>	<b>59,915</b>	<b>57,357</b>	<b>5,000</b>	<b>62,357</b>	<b>62,357</b>
<b>01802 - CODE ENFORCEMENT Total</b>	<b>472,929</b>	<b>488,359</b>	<b>550,123</b>	<b>549,859</b>	<b>532,838</b>	<b>5,000</b>	<b>537,838</b>	<b>537,838</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>HEALTH &amp; CODE ENFORCEMENT</b>	<b>869,332</b>	<b>920,062</b>	<b>999,241</b>	<b>998,377</b>	<b>963,278</b>	<b>5,000</b>	<b>968,278</b>	<b>968,278</b>

<b>DEPARTMENT:</b>	<b>PLANNING</b>	<b>FUND:</b>	GENERAL
<b>DIVISION(s):</b>			
<b>Cost Center(s):</b>	01900		
<b>MISSION:</b>	Provide professional planning advice and technical expertise to City officials, boards, commissions, City departments, and the public as it relates to understanding and addressing key community quality of life issues and priorities.		

In FY17 the Department will begin Phase I of the Land Use Code update project. This CIP funded project was the top priority of the 2010 CMP and will involve substantial staff involvement, coordination with departments, and extensive public involvement. The grant funded (\$140,000) ARM project will be completed to restore an area of fill in Woodland Cemetery to its former wetlands condition and increase flood storage in the Beaver Brook watershed. The design phase of the Cheshire Rail Trail Phase II bicycle/pedestrian trail improvement is underway and after the selection of a preferred alternative will progress to the final design and construction in spring 2017. This work is 80% funded by a \$329,000 grant from the Transportation Alternative Program from NHDOT. The grant funded Safe Routes to School "Road Diet" project to install pavement markings to encourage walking and bicycling in the Jonathan Daniels School neighborhood will be completed in FY17. Also, in FY17 the Department will roll out the products of the Digital Base Map and aerial photography. This new data will enhance all aspects GIS and support the planning and design of land development projects for the City and others. The Department will also participate significantly in the Tax Parcel Correction project. We are anticipating continuing involvement in the City/College Committee as the group completes its initial tasks and begins a transition to its future form. The 2015 Greenhouse Gas inventory began in FY16 and will continue into the first half of FY17. This project will measure all dimension of 2015 energy use and compare that result to the greenhouse gas reduction goals established in the 2004 Climate Action Plan.

In FY16, the Planning Department will continue its effort to gain closer alignment of City budgets with the 2010 CMP. Staff will work closely with the Planning Board and City departments to tighten this connection, including the continuation of a program that provides regular presentations to the Joint Planning Board and Planning, Licenses, and Development Committee on the activities of outside groups as they work to pursue the goals of the 2010 CMP. This work will focus on implementing the priorities established by the Joint Planning Board/PLD committee in 2015. Proposed Zoning regulatory amendments have been submitted for the Marlboro Street project to encourage redevelopment of the area around the former Kingsbury parcel and preservation of the neighborhood south of Marlboro Street. Working with the Historic District Commission, ordinances have been submitted for the proposed historic district along Main Street. The Conservation Commission will complete its review of the possible changes to wetlands and habitat associated with the West Street Hydro project. Also to be completed in FY16 is the writing and adoption of the Compete Streets Policy and the East Side Forum which resulted in a conceptual plan for the redevelopment of Keene's East Side.

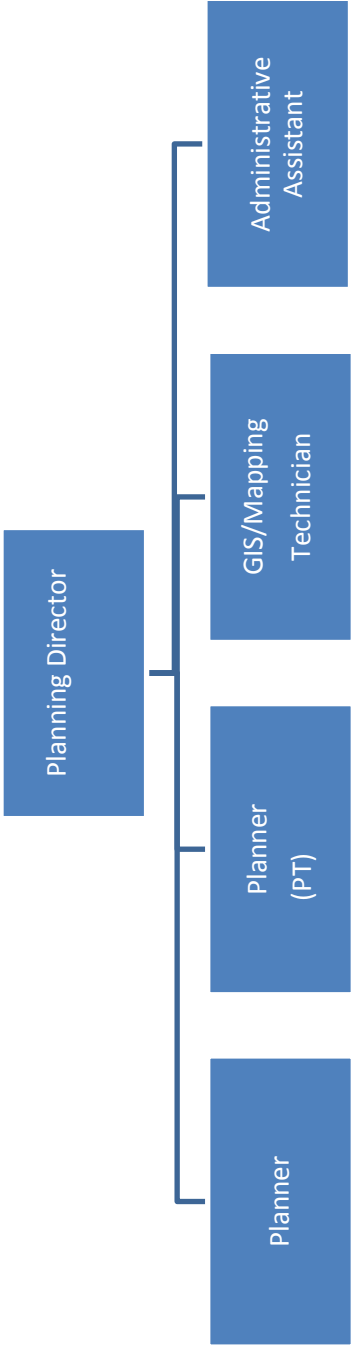
No changes to staffing are proposed this year. However, given current commitments, particularly staffing of multiple boards and commissions, the Department will be evaluating staff levels in FY17. In particular, options to more closely align the Planning, Code, and Health Departments will be evaluated.

### **Background**

The Planning Department is actively involved in a wide range of issues regarding the growth and development of the City. The Department provides support and technical expertise to elected and appointed officials, boards, and citizens in understanding key community issues. Implementation of the Community Vision and Master Plan is a high priority. The 2010 Comprehensive Master Plan (CMP) sets the community's vision for the future and lays the groundwork for the policies and programs intended to achieve that vision. The Department plays a key part in implementing the Plan by creating a strong link between the Plan and the City's Capital Improvement Program. Implementation of local sustainability and climate change initiatives are also a high priority. In addition to planning activities, the Department administers the Planning Board's Subdivision and Site Plan Review process, and the Historic District Commission permit process.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Develop the Comprehensive Master Plan and Community Vision and implement that Plan and Vision through specific projects, policies, and programs.		Municipal Governance & Fin Stability		
Administer the Planning Board's Subdivision and Site Plan review including the inspection process and related permits to work with Keene residents and businesses as they seek approval for projects before the Planning Board, City Council, and other boards.		Future Land Use & Policy		
Provide staff support, information, and services to a variety of City Boards and Commissions, City departments, officials, and citizens.		Leadership		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue Comprehensive Master Plan implementation process with Planning Board and PLD Committee		<b>674:1</b>	Municipal Governance & Fin Stability	<b>O, I, E</b>
Complete Greenhouse Gas Inventory and report (2015 data)			Climate Change	<b>O, I, E</b>
Implement the construction phase of Safe Routes to School grant projects for Jonathan Daniels school and Maple Acres			Walkable Community	<b>C, E</b>
Complete the construction phase of the Wetlands and Floodplain restoration project in Woodland Cemetery using the ARM Fund grant			Open Space & Greenway Connections	<b>O, I</b>
Implement Phase I of the Land Use Code Update			Future Land Use & Policy	<b>O, I, E</b>
Participate in regional efforts to address air quality issues related to particulate matter			Community Health & Wellness	<b>I</b>
Coordinate and provide staff to the College City Commission			Municipal Governance & Fin Stability	<b>O, I, E</b>
Complete Airport Master Plan Update			Transportation	<b>O, I, E</b>
Write grants for funding to support programs/initiatives			Municipal Governance & Fin Stability	<b>I</b>
Give presentations to community groups and professional organizations			Leadership	<b>O, I</b>
Assist in implementing the Tax Parcel Correction Project			Infrastructure	<b>C,E</b>
Develop and begin implementing a City-wide Economic Development Strategy			Economic Development	<b>O, I</b>
Continue design phase of the Cheshire Rail Trail Phase II project (TAP Grant)			Transportation	<b>O, I</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Adoption of revisions or updates to the Comprehensive Master Plan the same year they are proposed/identified		1	1	1
Complete 90% of the initial completeness reviews for new subdivision, site plan applications within 5 business days		90%	90%	91%
Complete 95% of minor amendment applications in 10 business days		96%	98%	98%
Complete 95% of all inspection requests within 5 business days		95%	97%	98%
Adoption of revisions to Planning Board Standards and Regulations the same year they are proposed/identified		1	1	0

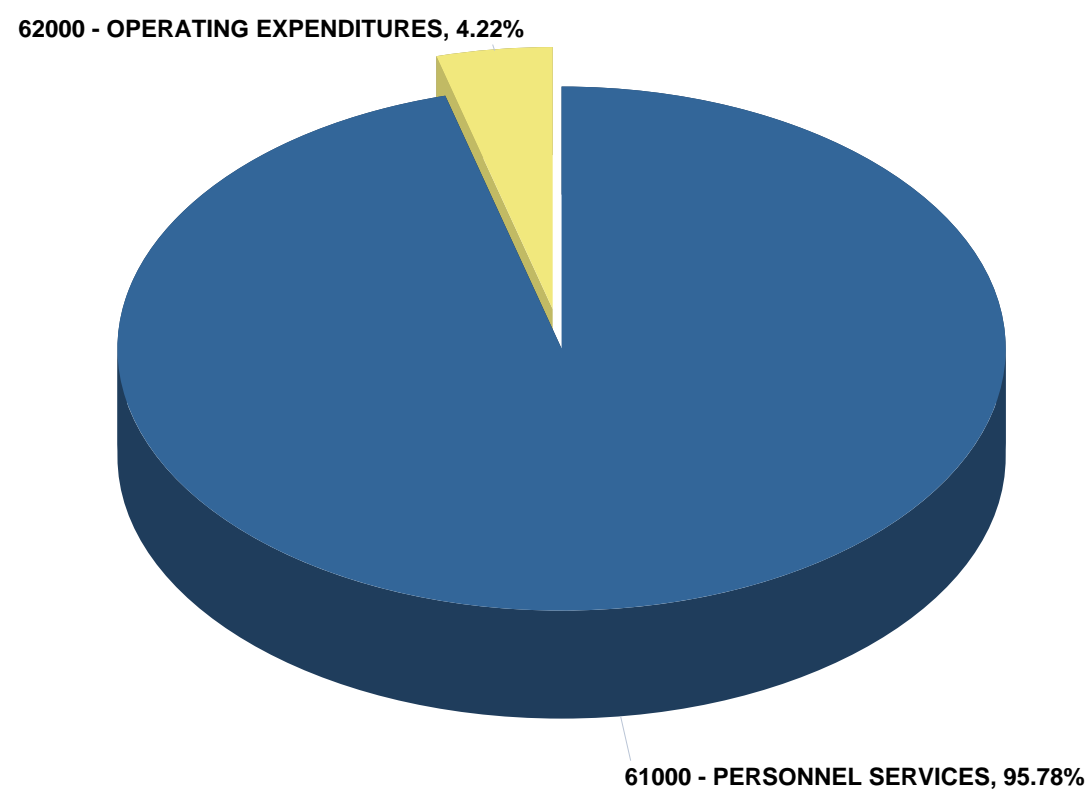




Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**PLANNING**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	381,336	396,868	453,476	456,842	473,879	0	473,879	473,879
62000 - OPERATING EXPENDITURES	17,529	18,729	18,708	15,273	20,864	0	20,864	20,864
<b>Department Total</b>	<b>398,865</b>	<b>415,597</b>	<b>472,184</b>	<b>472,115</b>	<b>494,743</b>	<b>0</b>	<b>494,743</b>	<b>494,743</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>PLANNING</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	101,199	102,988	105,947	109,537	115,248	0	115,248	115,248
61304 - GENERAL PERSONNEL	61,196	77,408	125,118	125,118	129,860	0	129,860	129,860
61305 - ADMINISTRATIVE PERSONNEL	41,093	42,703	43,824	43,824	43,656	0	43,656	43,656
61307 - PART TIME EMPLOYEES	91,119	77,993	60,346	60,346	61,616	0	61,616	61,616
61401 - TEMPORARY PERSONNEL	3,090	5,886	9,350	9,059	3,600	0	3,600	3,600
61701 - HEALTH INSURANCE	36,948	39,974	48,161	48,161	56,461	0	56,461	56,461
61702 - DENTAL INSURANCE	2,358	2,621	3,330	3,330	3,762	0	3,762	3,762
61703 - RETIREMENT CONTRIBUTIONS	21,913	24,045	30,705	30,705	32,255	0	32,255	32,255
61704 - SOCIAL SECURITY	22,274	23,092	26,360	26,360	27,079	0	27,079	27,079
61705 - WORKERS COMPENSATION	20	127	335	335	343	0	343	343
61901 - RECRUITMENT	127	31	0	67	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>381,336</b>	<b>396,868</b>	<b>453,476</b>	<b>456,842</b>	<b>473,879</b>	<b>0</b>	<b>473,879</b>	<b>473,879</b>
62103 - TECHNICAL SERVICES	1,667	2,100	2,100	500	2,100	0	2,100	2,100
62205 - PC REPLACEMENT CHARGE	3,996	3,782	3,823	3,823	3,809	0	3,809	3,809
62301 - OFFICE EQUIPMENT MAINT.	1,753	810	810	1,665	1,470	0	1,470	1,470
62416 - PRINTING	0	0	0	0	1,510	0	1,510	1,510
62425 - ADVERTISING	1,577	1,023	1,000	1,000	1,000	0	1,000	1,000
62435 - TRAINING	2,386	2,809	2,500	1,500	2,500	0	2,500	2,500
62436 - MEETINGS & DUES	669	801	800	600	800	0	800	800
62510 - TELEPHONE	313	308	400	400	400	0	400	400
62701 - OFFICE SUPPLIES	1,072	1,914	2,250	1,500	2,250	0	2,250	2,250
62710 - POSTAGE	2,855	3,407	3,275	3,275	3,275	0	3,275	3,275
62715 - BOOKS AND PERIODICALS	235	60	250	15	250	0	250	250
62740 - OTHER MAINT. SUPPLIES	701	216	0	195	0	0	0	0
62760 - OPERATING SUPPLIES	304	1,500	1,500	800	1,500	0	1,500	1,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>17,529</b>	<b>18,729</b>	<b>18,708</b>	<b>15,273</b>	<b>20,864</b>	<b>0</b>	<b>20,864</b>	<b>20,864</b>
<b>Department Total</b>	<b>398,865</b>	<b>415,597</b>	<b>472,184</b>	<b>472,115</b>	<b>494,743</b>	<b>0</b>	<b>494,743</b>	<b>494,743</b>

<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>	<b>FUND:</b>	<b>GENERAL</b>
<b>DIVISION(s):</b>	<b>Administration, Engineering &amp; Highway</b>		
<b>Cost Center(s):</b>	<b>02000 through 02029</b>		
<b>MISSION:</b>	<p>The City of Keene Public Works Department provides quality management of transportation, water, wastewater, storm water, and solid waste infrastructure for Keene residents and visitors. In addition, the Department provides community education, resource planning, and strives to provide the highest level of efficient, economical, and environmentally sensitive service to the community.</p>		

### Administration and Engineering

In FY17 the Engineering Division will continue to meet the challenges presented by the infrastructure construction program, along with supporting other projects outside the Capital Improvement Program. Projects for the next fiscal year will include:

- Repair of the Silent Way Sewer Interceptor
- Replacement of an undersized water main along a portion of Hurricane Road
- Rehabilitation of roadways throughout the city
- Completion of the Airport Road Culvert Rehabilitation project
- Replacement of 12 inoperable or deficient water gate valves
- Construction phase of the annual sewer spot repairs project
- Design of the rehabilitation project for the Rte. 10/Winchester Street Bridge over Ash Swamp Brook,
- Construction phase of the \$1.9M project for the Rte. 12/Main Street Bridge and over Beaver Brook
- Preliminary design and securing of land rights for the \$5.0M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge
- Design and permitting phases of the \$1.6M improvements to the Babbidge Reservoir Dam.
- Oversight and Administration of Airport-related improvement projects
- Assist the IT Department with the deployment and integration of Cartegraph OMS
- On-call engineering review and inspection services for new site plan and subdivision projects
- Ongoing support and technical assistance to departments throughout the City for other projects, such as:
  - Woodlawn Cemetery ARM project
  - Safe Routes to School program
  - Wheelock Park improvements
  - Bicycle & Pedestrian Path Advisory Comm.
  - Various Airport improvement projects
  - Library improvements

### Highway Division

The Highway Division will meet the following objectives in FY17:

- Oversee the contractor to coordinate the City's crack seal program to help prevent road deterioration.
- Coordinate a City wide drainage program performing routine maintenance cleaning of catch basins and cleaning drain lines, maintaining the annual average of 1,250 catch basins cleaned and inspect up to 16 miles of drain line in addition to performing camera inspection of areas of concern
- Coordinate spot repair of drain line system with the Engineering Division based on camera inspection of drain lines
- Oversee the contractor performing annual line painting throughout the City of Keene to maintain road safety
- Oversee the contractor performing street sweeping services throughout the City of Keene to help keep the drain system clear
- Assess, repair/replace as needed, crossover culverts on Hurricane Road prior to road overlay to maintain the integrity of the road
- Inspect and remove obstructions as necessary in critical drainage areas including 3 Mile Dam, Tannery Brook, Beaver Brook, White Brook, and Black Brook to mitigate flood potential

- Use a new technique to repair delaminations and potholes where the damage will be milled to create even edges to allow pavement to better bind with existing road surface and extend the life of the repair
- Continue with Downtown – Main St. refurbishing, adding additional gardens and pedestrian walks to maintain a vibrant downtown

## **Background**

### **Administration**

The Public Works Administration provides overall management and leadership for the Public Works Department. It is responsible for customer interface, directing all incoming calls and correspondence to the appropriate division, dispatching of public works resources, providing records management, and assisting in public information programs for the various divisions. Administration is composed of the Public Works Director, two Assistant Public Works Directors/Division Heads, an Office Manager, and an Administrative Assistant. During FY15/16, PW Administration responded to the public interest and demand for information on department activities, operations, and projects on social media. During FY 15/16 the Department continued to expand its use of social media by publishing of information on storm events, projects, road closures and other Public Works activities. From January 1, 2015 – December 31, 2015 the number of users reached on social media doubled from the previous year, reaching over 77,000 users during this time frame. In FY16/17 it is anticipated that, along with the traditional media outlets, the use of social media tools will continue and be expanded to better reach our customers with happenings concerning the Public Works Department.

### **Engineering**

The Engineering Division has a staff of 5 employees, the City Engineer, two Civil Engineers, and two Engineering Technicians. In addition, the Division typically uses temporary contract employees to assist with the surge in workload associated with construction management. The Engineering Division provides capital project planning, development, management, and administration for the City infrastructure systems. That effort includes information management of the City's infrastructure systems and property, the maintenance and updating of the City's geographical information system (GIS), the Public Works asset management system, and the geographic position satellite (GPS) survey system. In addition, the Division supports general engineering (planning, surveying, design, construction administration, and inspection services etc.) and provides technical expertise to City boards, commissions, and other departments; along with performing regulatory reviews of site plans/subdivisions, excavation, encumbrance and sewer permitting, and inspection.

During FY16, the division's accomplishments included:

- Substantial Completion of the \$2.8M Washington Street Phase II Infrastructure project
- Roadway rehabilitation of streets throughout the City
- Design and construction/installation of water gate valves (\$83K)
- Design and permitting of the Silent Way Sewer Interceptor repairs
- Construction of the Cheshire Trail North Phase II Multi-use Trail Project
- Construction of the Transfer Station tipping floor
- Construction of the Roundhouse T Phase II Multi-use Trail Project
- Construction phase of the Wells Street Parking Garage Rehabilitation project
- Construction phase of flood management projects including drainage improvements on Rule/Sullivan Street and Depot/Swanzey Factory Road
- Construction phase of the Commercial Street Parking Lot improvements project
- Construction phase of the Allen Court Water main Improvements project
- Start of the design phase of the rehabilitation project for the Rte. 10/Winchester Street Bridge over Ash Swamp Brook
- Completion of the design phase, and start of the permitting phase, of the \$1.9M project for the Rte. 12/Main Street Bridge and over Beaver Brook

- Start of the preliminary design phase for the \$5.0M Winchester Street reconstruction from the Rte. 101 roundabout to Island Street & the Island Street Bridge
- Completion of the design phase, and start of the permitting phase of the \$1.6M improvements to the Babbidge Reservoir Dam

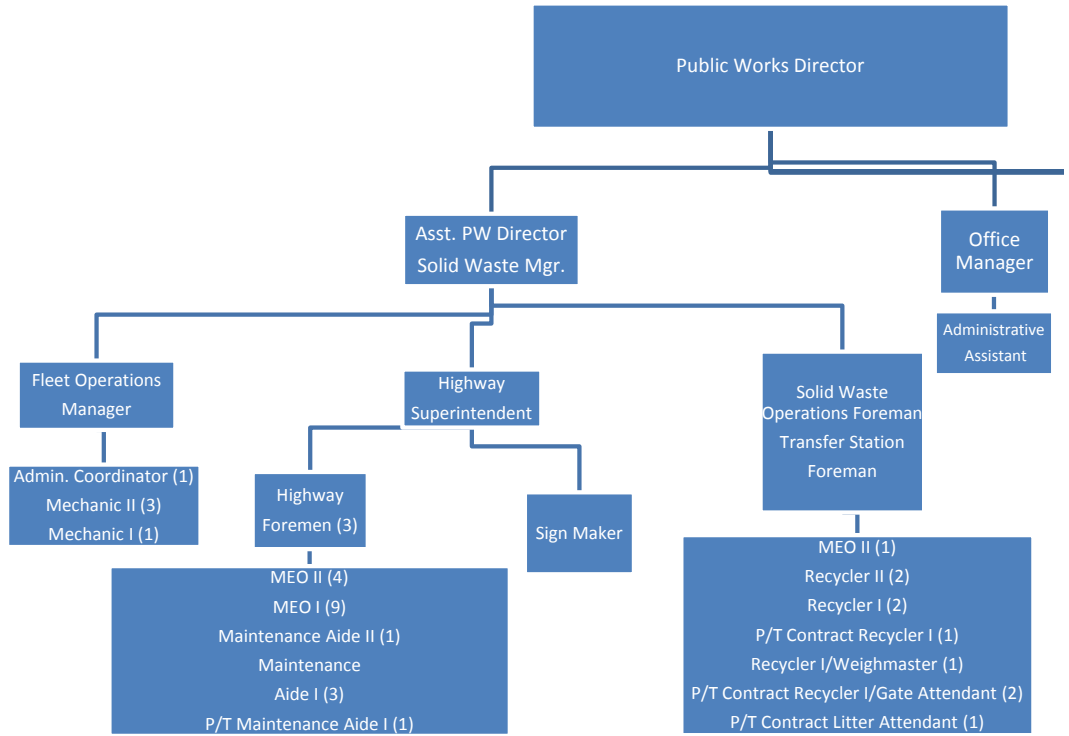
## Highway Division

The Highway Division is staffed with 22 full-time employees and is responsible for the maintenance of the City's transportation infrastructure which includes 52 miles of sidewalks, 32 bridges, 80 miles of drain lines, over 5,000 catch basins, 126 center lane miles of road, 2 parking structures, 5 surface parking lots, and several miles of multi-use trails and bridges. The Division manages several contracts for services including line painting, street sweeping, and crack sealing. The Division's responsibilities include grounds maintenance in the downtown area which runs from Central Square to Main, Marlboro, and Winchester roundabout; Railroad Square to the east and Gilbo Avenue and Commercial Street parking areas to the west. The Division is also responsible for city-wide litter collection, leaf collection in areas with drain lines, maintenance of over 4,000 street/traffic signs (90% complete of a required upgrade of all 4,000 signs by 2018 to meet new Federal guidelines for reflectivity), and assisting other departments with services such as set up of voting booths, preparing for City festivals and many other City activities.

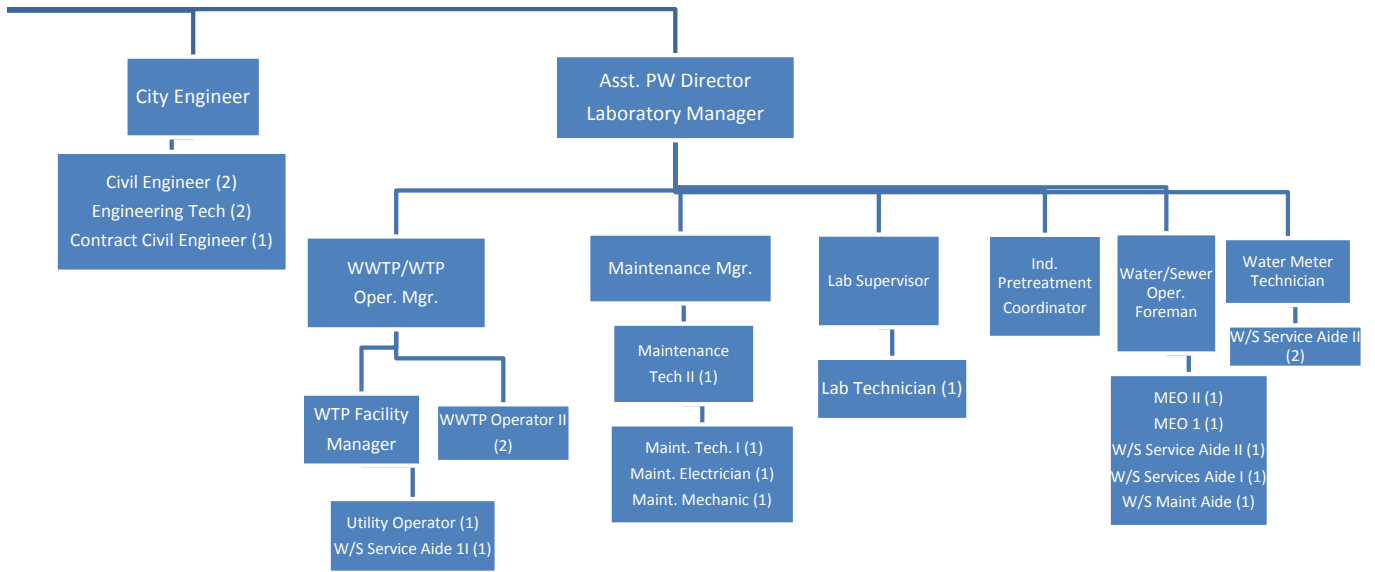
Some of our major accomplishments in FY16 include:

- Completed 48,107 square yards of crack sealing on City streets to extend the life of the roadway
- Completed 1,652 hours of road repair (pothole patching). On average this equates to approximately 3,300 patches installed per year (3 people per patching crew, 10 minutes per patch)
- Extensive roadside shoulder and drainage work on Chesterfield Road in preparation of street overlay
- Installed 1,500 linear feet of concrete sidewalk on Pine Avenue to improve pedestrian travel
- Returned Ferry Brook Road back to its original road wearing course of gravel, allowing for drainage improvements and the cost avoidance of ineffective asphalt repairs
- Replaced of seven (7) failed drain crossover pipes on Jordan and Hurricane Roads to improve drainage

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Efficient and effective management of the City's transportation, water, wastewater, stormwater, and solidwaste infrastructure.			Infrastructure	
Operations of the City's transportation and stormwater infrastructure			Infrastructure	
Capital planning and implementation of maintenance, repair and construction projects supporting the City's transportation and stormwater infrastructure			Infrastructure	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Plow, salt, and sand roadways and sidewalks at appropriate times following PW standard operating guidelines.			Transportation	<b>E</b>
Respond to deficiencies reported to Division through work order system within 72 hours.	RSA 230:90-92A		Infrastructure	<b>C, E</b>
Continue city-wide Drain Maintenance Program using data compiled from our ongoing Drain Cleaning and Line Flushing Program.			Infrastructure	<b>E</b>
Continue to transition grass belts in downtown by adding pedestrian walkways and perennial/annual gardens			Infrastructure	<b>E</b>
Develop a plan for the maintenance of the City's watershed in accordance with the Army Corps of Engineers guidelines.			Infrastructure	<b>E</b>
Seventy five percent of subdivision/site plans review with comments forwarded within five (5) business days from receipt.			Economic Development	<b>V,I,C</b>
Ninety percent of capital project designs and construction schedules are met.			Infrastructure	<b>C</b>
Maximize engineering staff load for capital construction value per engineering staff position.			Infrastructure	<b>V, E</b>
Continuously improve the City's road network by replacing, repairing, and preserving existing streets.			Transportation	<b>C, E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Maintain current trend in our Catch Basin and Drain Line Cleaning Program of cleaning 1,400 catch basins and 7,000 feet of drain line annually. (# CB, # feet DL)		1,645/6,900	1,260/8,000	1,400/7,000
Percent of subdivisions/site plans reviewed with comments forwarded within five (5) business days of receipt		90%	90%	90%
Lane-miles of roadway improved		4.5	10.6	9



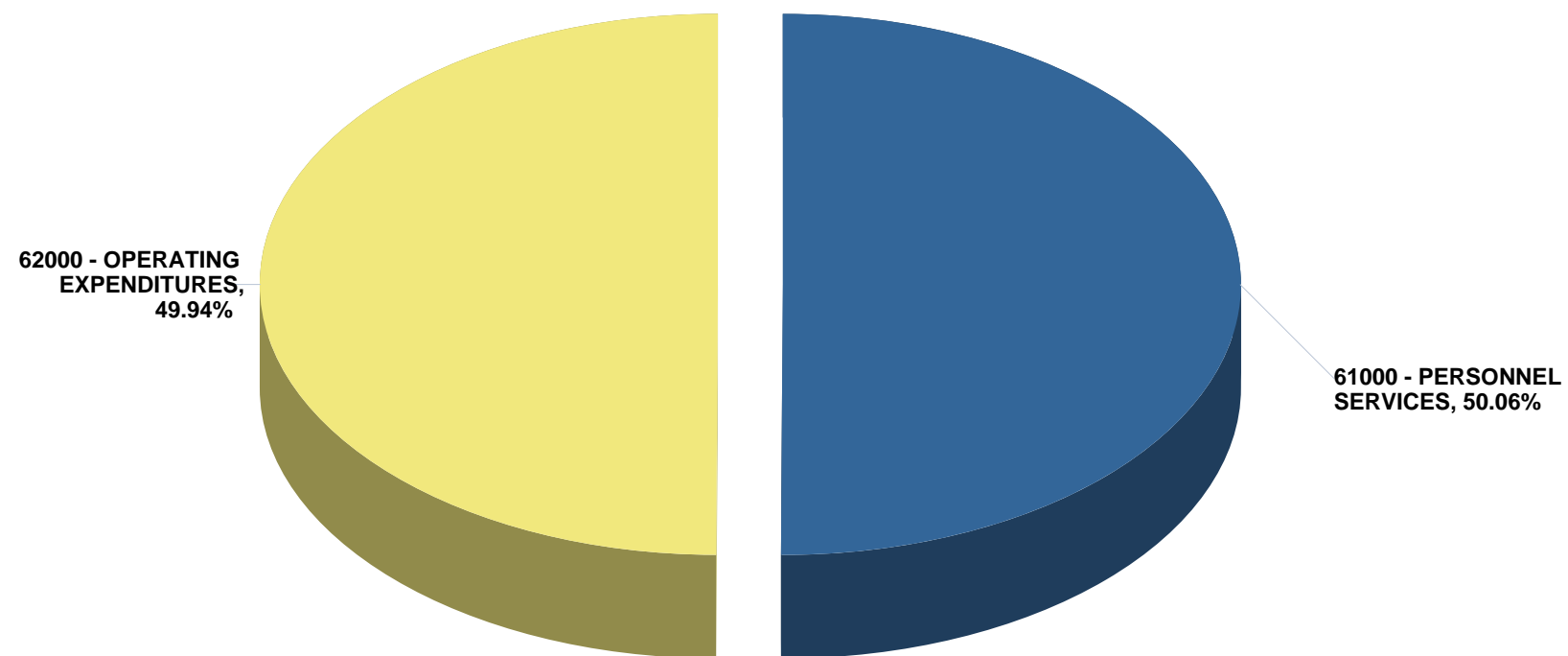




Expenditure Budget Summary by Department  
Fiscal Year 2016 - 2017

**PUBLIC WORKS**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	1,994,009	2,070,888	2,171,774	1,715,064	2,117,981	0	2,117,981	2,117,981
62000 - OPERATING EXPENDITURES	1,813,922	1,939,886	2,230,581	2,309,035	2,112,706	0	2,112,706	2,112,706
<b>Department Total</b>	<b>3,807,931</b>	<b>4,010,774</b>	<b>4,402,355</b>	<b>4,024,099</b>	<b>4,230,687</b>	<b>0</b>	<b>4,230,687</b>	<b>4,230,687</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>PUBLIC WORKS</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61301 - DEPARTMENT HEAD	105,752	107,623	110,715	108,122	110,285	0	110,285	110,285
61303 - SUPERVISORY PERSONNEL	95,863	103,928	100,361	92,120	99,972	0	99,972	99,972
61304 - GENERAL PERSONNEL	858,643	898,727	927,336	714,026	935,698	0	935,698	935,698
61305 - ADMINISTRATIVE PERSONNEL	62,500	60,497	71,626	62,154	70,171	0	70,171	70,171
61401 - TEMPORARY PERSONNEL	3,001	305	0	0	0	0	0	0
61501 - REGULAR OVERTIME	63,513	82,805	71,412	33,413	66,639	0	66,639	66,639
61602 - STAND-BY PAY	12,404	12,058	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	38,416	22,039	37,979	39,424	31,089	0	31,089	31,089
61607 - VACATION	122,585	131,710	122,776	119,213	122,762	0	122,762	122,762
61609 - STIPEND	0	2,295	0	0	0	0	0	0
61611 - OUT OF CLASS PAY	0	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	358,219	343,643	393,062	285,247	353,030	0	353,030	353,030
61702 - DENTAL INSURANCE	21,435	21,609	25,754	19,767	23,519	0	23,519	23,519
61703 - RETIREMENT CONTRIBUTIONS	146,437	151,345	158,531	122,148	155,768	0	155,768	155,768
61704 - SOCIAL SECURITY	102,158	106,727	110,698	84,448	109,966	0	109,966	109,966
61705 - WORKERS COMPENSATION	1,921	11,499	26,750	21,124	24,307	0	24,307	24,307
61901 - RECRUITMENT	1,163	873	0	1,084	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	13,205	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,994,009</b>	<b>2,070,888</b>	<b>2,171,774</b>	<b>1,715,064</b>	<b>2,117,981</b>	<b>0</b>	<b>2,117,981</b>	<b>2,117,981</b>
62103 - TECHNICAL SERVICES	18,934	12,315	30,766	32,771	16,529	0	16,529	16,529
62120 - LABORATORY SERVICES	19,052	3,383	5,465	4,708	5,465	0	5,465	5,465
62121 - MONITORING/INSPECTIONS	21,069	5,788	42,268	42,268	42,268	0	42,268	42,268
62205 - PC REPLACEMENT CHARGE	6,708	5,876	5,877	5,877	5,956	0	5,956	5,956
62206 - PW FLEET CHARGE	734,976	772,884	754,358	754,367	796,816	0	796,816	796,816
62209 - RUBBISH PICK-UP	475	334	0	0	0	0	0	0
62300 - REPAIR & MAINTENANCE SVCS	26,518	28,373	36,525	32,333	36,525	0	36,525	36,525
62301 - OFFICE EQUIPMENT MAINT.	403	403	500	655	500	0	500	500
62306 - SOFTWARE MAINTENANCE	0	1,883	0	1,885	2,000	0	2,000	2,000
62310 - SAFETY PROGRAM MAINT.	5,820	5,344	7,150	5,574	7,150	0	7,150	7,150
62331 - ROAD AND STREET MAINT.	215,713	217,934	441,014	498,314	381,356	0	381,356	381,356
62350 - BUILDING MAINTENANCE	0	0	0	68	0	0	0	0
62372 - TREE/FORESTRY MAINTENANCE	32,339	22,875	41,715	43,630	30,600	0	30,600	30,600
62373 - TREE PLANTING	300	255	3,000	3,000	3,000	0	3,000	3,000
62374 - STREET LIGHT MAINTENANCE	14,895	30,238	17,000	16,022	18,000	0	18,000	18,000
62430 - TRAVEL	73	248	400	76	400	0	400	400
62435 - TRAINING	2,367	2,666	3,800	4,036	3,800	0	3,800	3,800
62436 - MEETINGS & DUES	2,376	2,288	2,000	1,613	1,900	0	1,900	1,900
62447 - PUBLIC AWARENESS	2,000	530	2,000	1,500	2,000	0	2,000	2,000

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62448 - HAULING AND DISPOSAL	2,440	1,893	6,324	6,324	6,324	0	6,324	6,324
62498 - USE OF TRUST FUNDS	0	1,527	5,805	4,000	0	0	0	0
62501 - WATER	7,100	8,565	10,000	11,009	10,000	0	10,000	10,000
62503 - ELECTRICITY	172,761	187,285	173,500	189,785	173,500	0	173,500	173,500
62510 - TELEPHONE	5,546	6,709	6,000	5,043	6,000	0	6,000	6,000
62604 - EQUIPMENT RENTAL	7,100	7,864	8,000	1,346	8,000	0	8,000	8,000
62607 - RENTAL VEHICLES	0	4,534	0	0	0	0	0	0
62701 - OFFICE SUPPLIES	2,701	2,396	2,500	2,140	3,000	0	3,000	3,000
62734 - MINOR EQUIPMENT	0	4,649	0	0	0	0	0	0
62740 - OTHER MAINT. SUPPLIES	379,828	435,628	434,901	426,859	420,146	0	420,146	420,146
62744 - MINOR COMPUTER EQUIPMENT	0	88	0	632	461	0	461	461
62755 - UNIFORMS	9,325	9,699	11,000	9,257	11,000	0	11,000	11,000
62760 - OPERATING SUPPLIES	123,102	155,433	118,213	143,631	120,010	0	120,010	120,010
63409 - EQUIPMENT ACQUISITION	0	0	15,500	15,313	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	0	45,000	45,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,813,922</b>	<b>1,939,886</b>	<b>2,230,581</b>	<b>2,309,035</b>	<b>2,112,706</b>	<b>0</b>	<b>2,112,706</b>	<b>2,112,706</b>
<b>Department Total</b>	<b>3,807,931</b>	<b>4,010,774</b>	<b>4,402,355</b>	<b>4,024,099</b>	<b>4,230,687</b>	<b>0</b>	<b>4,230,687</b>	<b>4,230,687</b>

# Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>PUBLIC WORKS 02000 - PW ADMINISTRATION</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61301 - DEPARTMENT HEAD	105,752	107,623	110,715	108,122	110,285	0	110,285	110,285
61303 - SUPERVISORY PERSONNEL	95,863	103,928	100,361	92,120	99,972	0	99,972	99,972
61304 - GENERAL PERSONNEL	0	0	1,246	17,245	1,250	0	1,250	1,250
61305 - ADMINISTRATIVE PERSONNEL	62,500	60,497	71,626	62,154	70,171	0	70,171	70,171
61401 - TEMPORARY PERSONNEL	0	305	0	0	0	0	0	0
61501 - REGULAR OVERTIME	371	164	0	1,077	0	0	0	0
61602 - STAND-BY PAY	12,404	12,058	12,775	12,775	12,775	0	12,775	12,775
61605 - SICK & INJURY	38,416	22,039	37,979	39,424	31,089	0	31,089	31,089
61607 - VACATION	122,585	131,710	122,776	119,213	122,762	0	122,762	122,762
61609 - STIPEND	0	2,295	0	0	0	0	0	0
61701 - HEALTH INSURANCE	64,990	68,167	76,240	59,866	63,501	0	63,501	63,501
61702 - DENTAL INSURANCE	5,071	5,366	6,375	5,500	6,059	0	6,059	6,059
61703 - RETIREMENT CONTRIBUTIONS	47,158	47,445	43,568	43,568	48,197	0	48,197	48,197
61704 - SOCIAL SECURITY	32,913	33,080	30,046	30,046	33,224	0	33,224	33,224
61705 - WORKERS COMPENSATION	361	1,721	4,048	5,725	5,257	0	5,257	5,257
61901 - RECRUITMENT	940	248	0	84	0	0	0	0
61902 - OUTSIDE AGENCY TEMPS	0	13,205	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>589,324</b>	<b>609,851</b>	<b>617,754</b>	<b>596,919</b>	<b>604,541</b>	<b>0</b>	<b>604,541</b>	<b>604,541</b>
62103 - TECHNICAL SERVICES	0	0	0	3,505	0	0	0	0
62120 - LABORATORY SERVICES	1,572	1,434	1,400	643	1,400	0	1,400	1,400
62205 - PC REPLACEMENT CHARGE	2,508	1,903	1,903	1,903	1,882	0	1,882	1,882
62206 - PW FLEET CHARGE	7,104	7,442	7,483	7,483	7,811	0	7,811	7,811
62301 - OFFICE EQUIPMENT MAINT.	403	403	500	655	500	0	500	500
62310 - SAFETY PROGRAM MAINT.	5,820	5,344	7,150	5,574	7,150	0	7,150	7,150
62430 - TRAVEL	73	214	400	76	400	0	400	400
62435 - TRAINING	1,361	862	950	1,536	950	0	950	950
62436 - MEETINGS & DUES	542	627	750	813	750	0	750	750
62510 - TELEPHONE	5,546	6,709	6,000	5,043	6,000	0	6,000	6,000
62701 - OFFICE SUPPLIES	2,701	2,396	2,500	1,895	2,500	0	2,500	2,500
62734 - MINOR EQUIPMENT	0	4,649	0	0	0	0	0	0
62755 - UNIFORMS	9,325	9,699	11,000	9,257	11,000	0	11,000	11,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>36,955</b>	<b>41,682</b>	<b>40,036</b>	<b>38,382</b>	<b>40,343</b>	<b>0</b>	<b>40,343</b>	<b>40,343</b>
<b>02000 - PW ADMINISTRATION Total</b>	<b>626,279</b>	<b>651,534</b>	<b>657,790</b>	<b>635,300</b>	<b>644,884</b>	<b>0</b>	<b>644,884</b>	<b>644,884</b>

<b>PUBLIC WORKS 02001 - ENGINEERING</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department	2016 - 2017 Department	2016 - 2017 Department	2016 - 2017 Manager
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## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

					Base	Supplemental	Request	Recommended
61304 - GENERAL PERSONNEL	163,881	193,580	171,519	49,000	149,972	0	149,972	149,972
61401 - TEMPORARY PERSONNEL	3,001	0	0	0	0	0	0	0
61501 - REGULAR OVERTIME	134	160	0	514	0	0	0	0
61701 - HEALTH INSURANCE	37,364	36,629	40,487	20,000	40,233	0	40,233	40,233
61702 - DENTAL INSURANCE	2,281	2,367	2,715	1,300	2,715	0	2,715	2,715
61703 - RETIREMENT CONTRIBUTIONS	17,664	20,773	19,159	8,000	16,752	0	16,752	16,752
61704 - SOCIAL SECURITY	12,695	14,720	13,121	5,500	11,473	0	11,473	11,473
61705 - WORKERS COMPENSATION	309	2,289	4,573	2,000	4,095	0	4,095	4,095
61901 - RECRUITMENT	34	625	0	1,000	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>237,364</b>	<b>271,144</b>	<b>251,574</b>	<b>87,314</b>	<b>225,240</b>	<b>0</b>	<b>225,240</b>	<b>225,240</b>
62103 - TECHNICAL SERVICES	12,225	3,815	16,500	15,000	14,500	0	14,500	14,500
62205 - PC REPLACEMENT CHARGE	4,200	3,973	3,974	3,974	4,074	0	4,074	4,074
62206 - PW FLEET CHARGE	23,988	25,572	25,649	25,649	26,434	0	26,434	26,434
62306 - SOFTWARE MAINTENANCE	0	1,883	0	1,885	2,000	0	2,000	2,000
62435 - TRAINING	1,006	1,804	2,850	2,500	2,850	0	2,850	2,850
62436 - MEETINGS & DUES	1,834	1,661	1,250	800	1,150	0	1,150	1,150
62701 - OFFICE SUPPLIES	0	0	0	245	500	0	500	500
62744 - MINOR COMPUTER EQUIPMENT	0	88	0	632	461	0	461	461
62760 - OPERATING SUPPLIES	4,264	8,907	4,500	4,500	4,000	0	4,000	4,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>47,517</b>	<b>47,702</b>	<b>54,723</b>	<b>55,185</b>	<b>55,969</b>	<b>0</b>	<b>55,969</b>	<b>55,969</b>
<b>02001 - ENGINEERING Total</b>	<b>284,882</b>	<b>318,846</b>	<b>306,297</b>	<b>142,499</b>	<b>281,209</b>	<b>0</b>	<b>281,209</b>	<b>281,209</b>

### PUBLIC WORKS 02002 - NON-DEPARTMENTAL

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	54,877	46,135	55,398	31,392	53,349	0	53,349	53,349
61501 - REGULAR OVERTIME	1,433	1,644	2,317	3,627	2,317	0	2,317	2,317
61701 - HEALTH INSURANCE	18,824	18,867	20,711	16,847	17,868	0	17,868	17,868
61702 - DENTAL INSURANCE	1,064	1,112	1,249	1,078	644	0	644	644
61703 - RETIREMENT CONTRIBUTIONS	6,065	5,038	6,834	3,879	6,062	0	6,062	6,062
61704 - SOCIAL SECURITY	4,207	3,568	4,824	2,627	4,397	0	4,397	4,397
61705 - WORKERS COMPENSATION	0	979	1,295	699	995	0	995	995
<b>61000 - PERSONNEL SERVICES</b>	<b>86,469</b>	<b>77,342</b>	<b>92,628</b>	<b>60,149</b>	<b>85,632</b>	<b>0</b>	<b>85,632</b>	<b>85,632</b>
62206 - PW FLEET CHARGE	14,556	15,247	15,056	15,065	15,847	0	15,847	15,847
62740 - OTHER MAINT. SUPPLIES	0	0	0	198	0	0	0	0
62760 - OPERATING SUPPLIES	3,562	7,265	1,702	3,249	1,999	0	1,999	1,999
<b>62000 - OPERATING EXPENDITURES</b>	<b>18,118</b>	<b>22,512</b>	<b>16,758</b>	<b>18,512</b>	<b>17,846</b>	<b>0</b>	<b>17,846</b>	<b>17,846</b>
<b>02002 - NON-DEPARTMENTAL Total</b>	<b>104,587</b>	<b>99,853</b>	<b>109,386</b>	<b>78,661</b>	<b>103,478</b>	<b>0</b>	<b>103,478</b>	<b>103,478</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### PUBLIC WORKS 02003 - STREET PLOWING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	16,383	21,771	23,745	11,336	31,706	0	31,706	31,706
61501 - REGULAR OVERTIME	29,594	45,119	29,240	9,852	29,240	0	29,240	29,240
61611 - OUT OF CLASS PAY	0	0	2,000	0	2,000	0	2,000	2,000
61701 - HEALTH INSURANCE	16,277	16,305	8,682	14,238	10,619	0	10,619	10,619
61702 - DENTAL INSURANCE	921	961	524	931	644	0	644	644
61703 - RETIREMENT CONTRIBUTIONS	4,952	7,209	6,022	2,189	5,616	0	5,616	5,616
61704 - SOCIAL SECURITY	3,436	5,026	4,185	1,498	3,992	0	3,992	3,992
61705 - WORKERS COMPENSATION	108	547	1,128	389	965	0	965	965
<b>61000 - PERSONNEL SERVICES</b>	<b>71,670</b>	<b>96,938</b>	<b>75,525</b>	<b>40,432</b>	<b>84,782</b>	<b>0</b>	<b>84,782</b>	<b>84,782</b>
62206 - PW FLEET CHARGE	64,332	66,203	65,375	65,375	66,809	0	66,809	66,809
<b>62000 - OPERATING EXPENDITURES</b>	<b>64,332</b>	<b>66,203</b>	<b>65,375</b>	<b>65,375</b>	<b>66,809</b>	<b>0</b>	<b>66,809</b>	<b>66,809</b>
<b>02003 - STREET PLOWING Total</b>	<b>136,002</b>	<b>163,141</b>	<b>140,900</b>	<b>105,807</b>	<b>151,591</b>	<b>0</b>	<b>151,591</b>	<b>151,591</b>

### PUBLIC WORKS 02004 - SIDEWALK PLOWING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	3,814	6,244	5,820	3,408	9,699	0	9,699	9,699
61501 - REGULAR OVERTIME	4,109	4,412	3,294	2,290	3,840	0	3,840	3,840
61701 - HEALTH INSURANCE	7,099	7,097	2,128	5,680	3,248	0	3,248	3,248
61702 - DENTAL INSURANCE	403	420	128	373	197	0	197	197
61703 - RETIREMENT CONTRIBUTIONS	853	1,007	1,043	544	1,423	0	1,423	1,423
61704 - SOCIAL SECURITY	593	807	730	429	1,019	0	1,019	1,019
61705 - WORKERS COMPENSATION	21	95	196	106	240	0	240	240
<b>61000 - PERSONNEL SERVICES</b>	<b>16,891</b>	<b>20,081</b>	<b>13,340</b>	<b>12,830</b>	<b>19,666</b>	<b>0</b>	<b>19,666</b>	<b>19,666</b>
62206 - PW FLEET CHARGE	46,644	48,148	47,834	47,834	48,543	0	48,543	48,543
<b>62000 - OPERATING EXPENDITURES</b>	<b>46,644</b>	<b>48,148</b>	<b>47,834</b>	<b>47,834</b>	<b>48,543</b>	<b>0</b>	<b>48,543</b>	<b>48,543</b>
<b>02004 - SIDEWALK PLOWING Total</b>	<b>63,535</b>	<b>68,229</b>	<b>61,174</b>	<b>60,664</b>	<b>68,209</b>	<b>0</b>	<b>68,209</b>	<b>68,209</b>

### PUBLIC WORKS 02005 - STREET SALTING & SANDING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	15,626	9,984	15,364	4,442	22,121	0	22,121	22,121
61501 - REGULAR OVERTIME	16,238	14,989	20,968	7,888	19,800	0	19,800	19,800
61701 - HEALTH INSURANCE	13,506	13,505	5,617	10,813	7,409	0	7,409	7,409
61702 - DENTAL INSURANCE	765	797	339	708	449	0	449	449
61703 - RETIREMENT CONTRIBUTIONS	3,432	2,694	4,126	1,366	4,283	0	4,283	4,283
61704 - SOCIAL SECURITY	2,387	1,878	2,865	929	3,035	0	3,035	3,035
61705 - WORKERS COMPENSATION	82	179	772	243	741	0	741	741



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>61000 - PERSONNEL SERVICES</b>	<b>52,036</b>	<b>44,028</b>	<b>50,051</b>	<b>26,389</b>	<b>57,838</b>	<b>0</b>	<b>57,838</b>	<b>57,838</b>
62206 - PW FLEET CHARGE	69,588	74,067	72,659	72,659	73,983	0	73,983	73,983
62430 - TRAVEL	0	34	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>69,588</b>	<b>74,101</b>	<b>72,659</b>	<b>72,659</b>	<b>73,983</b>	<b>0</b>	<b>73,983</b>	<b>73,983</b>
<b>02005 - STREET SALTING &amp; SANDING Total</b>	<b>121,624</b>	<b>118,129</b>	<b>122,710</b>	<b>99,048</b>	<b>131,821</b>	<b>0</b>	<b>131,821</b>	<b>131,821</b>

### PUBLIC WORKS 02006 - SIDEWALK SALT & SANDING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	2,888	1,103	2,134	1,172	1,805	0	1,805	1,805
61701 - HEALTH INSURANCE	177	208	780	201	604	0	604	604
61702 - DENTAL INSURANCE	10	12	47	13	37	0	37	37
61703 - RETIREMENT CONTRIBUTIONS	311	99	247	120	196	0	196	196
61704 - SOCIAL SECURITY	216	84	175	88	143	0	143	143
61705 - WORKERS COMPENSATION	9	10	47	24	32	0	32	32
<b>61000 - PERSONNEL SERVICES</b>	<b>3,610</b>	<b>1,515</b>	<b>3,430</b>	<b>1,618</b>	<b>2,817</b>	<b>0</b>	<b>2,817</b>	<b>2,817</b>
62206 - PW FLEET CHARGE	17,988	18,938	18,769	18,769	19,684	0	19,684	19,684
<b>62000 - OPERATING EXPENDITURES</b>	<b>17,988</b>	<b>18,938</b>	<b>18,769</b>	<b>18,769</b>	<b>19,684</b>	<b>0</b>	<b>19,684</b>	<b>19,684</b>
<b>02006 - SIDEWALK SALT &amp; SANDING Total</b>	<b>21,598</b>	<b>20,453</b>	<b>22,199</b>	<b>20,387</b>	<b>22,501</b>	<b>0</b>	<b>22,501</b>	<b>22,501</b>

### PUBLIC WORKS 02007 - HAULING SNOW

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	7,662	12,457	7,760	3,652	14,377	0	14,377	14,377
61501 - REGULAR OVERTIME	1,007	4,464	2,406	1,144	2,406	0	2,406	2,406
61701 - HEALTH INSURANCE	7,730	7,041	2,837	6,160	4,816	0	4,816	4,816
61702 - DENTAL INSURANCE	472	454	171	433	292	0	292	292
61703 - RETIREMENT CONTRIBUTIONS	934	1,801	1,170	525	1,833	0	1,833	1,833
61704 - SOCIAL SECURITY	649	1,275	821	328	1,321	0	1,321	1,321
61705 - WORKERS COMPENSATION	57	179	221	132	305	0	305	305
<b>61000 - PERSONNEL SERVICES</b>	<b>18,510</b>	<b>27,672</b>	<b>15,386</b>	<b>12,374</b>	<b>25,350</b>	<b>0</b>	<b>25,350</b>	<b>25,350</b>
62206 - PW FLEET CHARGE	50,076	56,654	54,904	54,904	57,884	0	57,884	57,884
<b>62000 - OPERATING EXPENDITURES</b>	<b>50,076</b>	<b>56,654</b>	<b>54,904</b>	<b>54,904</b>	<b>57,884</b>	<b>0</b>	<b>57,884</b>	<b>57,884</b>
<b>02007 - HAULING SNOW Total</b>	<b>68,586</b>	<b>84,326</b>	<b>70,290</b>	<b>67,278</b>	<b>83,234</b>	<b>0</b>	<b>83,234</b>	<b>83,234</b>

### PUBLIC WORKS 02008 - SAND STOCK PILING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	3,407	5,051	3,957	2,382	3,491	0	3,491	3,491
61701 - HEALTH INSURANCE	82	97	1,447	93	1,169	0	1,169	1,169



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61702 - DENTAL INSURANCE	4	5	87	5	71	0	71	71
61703 - RETIREMENT CONTRIBUTIONS	367	533	460	262	380	0	380	380
61704 - SOCIAL SECURITY	246	369	325	178	276	0	276	276
61705 - WORKERS COMPENSATION	11	47	87	41	62	0	62	62
<b>61000 - PERSONNEL SERVICES</b>	<b>4,117</b>	<b>6,102</b>	<b>6,362</b>	<b>2,961</b>	<b>5,449</b>	<b>0</b>	<b>5,449</b>	<b>5,449</b>
62206 - PW FLEET CHARGE	3,816	3,932	3,883	3,883	5,449	0	5,449	5,449
<b>62000 - OPERATING EXPENDITURES</b>	<b>3,816</b>	<b>3,932</b>	<b>3,883</b>	<b>3,883</b>	<b>5,449</b>	<b>0</b>	<b>5,449</b>	<b>5,449</b>
<b>02008 - SAND STOCK PILING Total</b>	<b>7,933</b>	<b>10,034</b>	<b>10,245</b>	<b>6,844</b>	<b>10,898</b>	<b>0</b>	<b>10,898</b>	<b>10,898</b>

### PUBLIC WORKS 02009 - OTHER WINTER MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	97,448	115,426	108,662	88,312	95,488	0	95,488	95,488
61501 - REGULAR OVERTIME	1,573	1,288	9,501	832	1,950	0	1,950	1,950
61701 - HEALTH INSURANCE	13,948	4,408	39,719	4,249	19,178	0	19,178	19,178
61702 - DENTAL INSURANCE	196	239	2,395	254	1,233	0	1,233	1,233
61703 - RETIREMENT CONTRIBUTIONS	10,664	12,299	13,672	8,891	10,601	0	10,601	10,601
61704 - SOCIAL SECURITY	7,374	8,729	9,639	6,107	7,701	0	7,701	7,701
61705 - WORKERS COMPENSATION	233	1,030	2,588	1,673	1,735	0	1,735	1,735
<b>61000 - PERSONNEL SERVICES</b>	<b>131,437</b>	<b>143,420</b>	<b>186,176</b>	<b>110,318</b>	<b>137,886</b>	<b>0</b>	<b>137,886</b>	<b>137,886</b>
62206 - PW FLEET CHARGE	30,492	31,296	30,904	30,904	32,028	0	32,028	32,028
62503 - ELECTRICITY	724	1,586	500	297	500	0	500	500
62604 - EQUIPMENT RENTAL	7,100	7,864	8,000	1,346	8,000	0	8,000	8,000
62740 - OTHER MAINT. SUPPLIES	296,541	306,692	282,146	282,146	307,146	0	307,146	307,146
62760 - OPERATING SUPPLIES	9,367	9,278	5,342	15,823	5,342	0	5,342	5,342
<b>62000 - OPERATING EXPENDITURES</b>	<b>344,223</b>	<b>356,716</b>	<b>326,892</b>	<b>330,517</b>	<b>353,016</b>	<b>0</b>	<b>353,016</b>	<b>353,016</b>
<b>02009 - OTHER WINTER MAINTENANCE Total</b>	<b>475,660</b>	<b>500,136</b>	<b>513,068</b>	<b>440,835</b>	<b>490,902</b>	<b>0</b>	<b>490,902</b>	<b>490,902</b>

### PUBLIC WORKS 02010 - STREET MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	153,725	155,847	153,251	135,344	171,564	0	171,564	171,564
61501 - REGULAR OVERTIME	1,639	1,911	1,203	1,389	1,203	0	1,203	1,203
61701 - HEALTH INSURANCE	88,987	87,737	56,033	62,167	62,839	0	62,839	62,839
61702 - DENTAL INSURANCE	5,054	4,728	3,379	3,572	3,810	0	3,810	3,810
61703 - RETIREMENT CONTRIBUTIONS	16,733	16,759	17,924	12,913	18,882	0	18,882	18,882
61704 - SOCIAL SECURITY	11,555	11,821	12,665	8,862	13,258	0	13,258	13,258
61705 - WORKERS COMPENSATION	267	1,422	3,398	2,435	3,077	0	3,077	3,077
61901 - RECRUITMENT	189	0	0	0	0	0	0	0

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>61000 - PERSONNEL SERVICES</b>	<b>278,148</b>	<b>280,224</b>	<b>247,853</b>	<b>226,682</b>	<b>274,633</b>	<b>0</b>	<b>274,633</b>	<b>274,633</b>
62206 - PW FLEET CHARGE	105,948	109,937	106,577	106,577	110,763	0	110,763	110,763
62331 - ROAD AND STREET MAINT.	36,880	50,944	256,917	301,917	194,417	0	194,417	194,417
62740 - OTHER MAINT. SUPPLIES	82,822	125,334	151,755	143,000	112,000	0	112,000	112,000
62760 - OPERATING SUPPLIES	14,889	12,404	3,500	12,010	3,500	0	3,500	3,500
63409 - EQUIPMENT ACQUISITION	0	0	15,500	15,313	0	0	0	0
68011 - CAPITAL PROJECT TRANSFER	0	0	45,000	45,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>240,539</b>	<b>298,619</b>	<b>579,249</b>	<b>623,817</b>	<b>420,680</b>	<b>0</b>	<b>420,680</b>	<b>420,680</b>
<b>02010 - STREET MAINTENANCE Total</b>	<b>518,687</b>	<b>578,842</b>	<b>827,102</b>	<b>850,499</b>	<b>695,313</b>	<b>0</b>	<b>695,313</b>	<b>695,313</b>

### PUBLIC WORKS 02011 - SIDEWALK REPAIRS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	2,679	1,537	13,191	21,775	7,056	0	7,056	7,056
61501 - REGULAR OVERTIME	107	82	380	0	380	0	380	380
61701 - HEALTH INSURANCE	1,171	1,378	4,823	1,359	2,363	0	2,363	2,363
61702 - DENTAL INSURANCE	61	75	291	81	143	0	143	143
61703 - RETIREMENT CONTRIBUTIONS	300	174	1,573	2,427	809	0	809	809
61704 - SOCIAL SECURITY	208	122	1,111	1,613	587	0	587	587
61705 - WORKERS COMPENSATION	1	17	298	449	133	0	133	133
<b>61000 - PERSONNEL SERVICES</b>	<b>4,529</b>	<b>3,385</b>	<b>21,668</b>	<b>27,704</b>	<b>11,471</b>	<b>0</b>	<b>11,471</b>	<b>11,471</b>
62206 - PW FLEET CHARGE	52,512	53,926	53,251	53,251	56,048	0	56,048	56,048
62760 - OPERATING SUPPLIES	25	1,210	15,000	13,893	15,000	0	15,000	15,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>52,537</b>	<b>55,136</b>	<b>68,251</b>	<b>67,144</b>	<b>71,048</b>	<b>0</b>	<b>71,048</b>	<b>71,048</b>
<b>02011 - SIDEWALK REPAIRS Total</b>	<b>57,066</b>	<b>58,521</b>	<b>89,919</b>	<b>94,848</b>	<b>82,519</b>	<b>0</b>	<b>82,519</b>	<b>82,519</b>

### PUBLIC WORKS 02012 - STREET SWEEPING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	226	137	0	0	496	0	496	496
61501 - REGULAR OVERTIME	183	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	499	12	0	0	166	0	166	166
61702 - DENTAL INSURANCE	26	1	0	0	10	0	10	10
61703 - RETIREMENT CONTRIBUTIONS	44	15	0	0	54	0	54	54
61704 - SOCIAL SECURITY	30	10	0	0	39	0	39	39
61705 - WORKERS COMPENSATION	1	1	0	0	9	0	9	9
<b>61000 - PERSONNEL SERVICES</b>	<b>1,010</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>774</b>	<b>0</b>	<b>774</b>	<b>774</b>
62331 - ROAD AND STREET MAINT.	113,611	115,143	132,250	144,550	132,500	0	132,500	132,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>113,611</b>	<b>115,143</b>	<b>132,250</b>	<b>144,550</b>	<b>132,500</b>	<b>0</b>	<b>132,500</b>	<b>132,500</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>02012 - STREET SWEEPING Total</b>	<b>114,621</b>	<b>115,319</b>	<b>132,250</b>	<b>144,550</b>	<b>133,274</b>	<b>0</b>	<b>133,274</b>	<b>133,274</b>

### PUBLIC WORKS 02013 - BRIDGE REPAIRS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	7,729	2,873	7,760	3,752	4,673	0	4,673	4,673
61701 - HEALTH INSURANCE	58	68	2,837	1,383	1,565	0	1,565	1,565
61702 - DENTAL INSURANCE	3	3	171	82	95	0	95	95
61703 - RETIREMENT CONTRIBUTIONS	832	309	901	423	508	0	508	508
61704 - SOCIAL SECURITY	580	216	637	311	370	0	370	370
61705 - WORKERS COMPENSATION	0	25	171	79	83	0	83	83
<b>61000 - PERSONNEL SERVICES</b>	<b>9,201</b>	<b>3,494</b>	<b>12,477</b>	<b>6,030</b>	<b>7,294</b>	<b>0</b>	<b>7,294</b>	<b>7,294</b>
62206 - PW FLEET CHARGE	1,824	2,006	1,981	1,981	2,085	0	2,085	2,085
62760 - OPERATING SUPPLIES	227	0	1,000	960	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,051</b>	<b>2,006</b>	<b>2,981</b>	<b>2,941</b>	<b>3,085</b>	<b>0</b>	<b>3,085</b>	<b>3,085</b>
<b>02013 - BRIDGE REPAIRS Total</b>	<b>11,252</b>	<b>5,500</b>	<b>15,458</b>	<b>8,971</b>	<b>10,379</b>	<b>0</b>	<b>10,379</b>	<b>10,379</b>

### PUBLIC WORKS 02014 - ROAD SIDES & GRAVEL ROADS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	51,240	47,280	63,777	64,609	65,574	0	65,574	65,574
61501 - REGULAR OVERTIME	624	1,158	0	259	0	0	0	0
61701 - HEALTH INSURANCE	32,786	29,874	23,318	28,449	21,963	0	21,963	21,963
61702 - DENTAL INSURANCE	2,002	1,928	1,406	2,000	1,332	0	1,332	1,332
61703 - RETIREMENT CONTRIBUTIONS	5,587	5,116	7,404	7,218	7,133	0	7,133	7,133
61704 - SOCIAL SECURITY	3,877	3,580	5,232	4,839	5,187	0	5,187	5,187
61705 - WORKERS COMPENSATION	119	429	1,404	1,341	1,165	0	1,165	1,165
<b>61000 - PERSONNEL SERVICES</b>	<b>96,236</b>	<b>89,365</b>	<b>102,541</b>	<b>108,715</b>	<b>102,354</b>	<b>0</b>	<b>102,354</b>	<b>102,354</b>
62206 - PW FLEET CHARGE	42,372	44,617	44,199	44,199	48,041	0	48,041	48,041
62740 - OTHER MAINT. SUPPLIES	0	0	1,000	944	1,000	0	1,000	1,000
62760 - OPERATING SUPPLIES	21,551	10,683	7,500	9,361	7,500	0	7,500	7,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>63,923</b>	<b>55,300</b>	<b>52,699</b>	<b>54,504</b>	<b>56,541</b>	<b>0</b>	<b>56,541</b>	<b>56,541</b>
<b>02014 - ROAD SIDES &amp; GRAVEL ROADS Total</b>	<b>160,159</b>	<b>144,664</b>	<b>155,240</b>	<b>163,219</b>	<b>158,895</b>	<b>0</b>	<b>158,895</b>	<b>158,895</b>

### PUBLIC WORKS 02015 - TRASH PICK-UP

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	809	2,120	1,908	2,262	1,739	0	1,739	1,739
61501 - REGULAR OVERTIME	0	0	0	166	0	0	0	0
61701 - HEALTH INSURANCE	185	218	698	229	583	0	583	583

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61702 - DENTAL INSURANCE	10	12	42	13	35	0	35	35
61703 - RETIREMENT CONTRIBUTIONS	87	215	222	270	189	0	189	189
61704 - SOCIAL SECURITY	61	158	156	180	138	0	138	138
61705 - WORKERS COMPENSATION	1	19	42	49	31	0	31	31
<b>61000 - PERSONNEL SERVICES</b>	<b>1,153</b>	<b>2,742</b>	<b>3,068</b>	<b>3,169</b>	<b>2,715</b>	<b>0</b>	<b>2,715</b>	<b>2,715</b>
62206 - PW FLEET CHARGE	840	883	872	872	2,495	0	2,495	2,495
62209 - RUBBISH PICK-UP	475	334	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	0	18	1,000	1,919	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,315</b>	<b>1,235</b>	<b>1,872</b>	<b>2,791</b>	<b>3,495</b>	<b>0</b>	<b>3,495</b>	<b>3,495</b>
<b>02015 - TRASH PICK-UP Total</b>	<b>2,467</b>	<b>3,977</b>	<b>4,940</b>	<b>5,960</b>	<b>6,210</b>	<b>0</b>	<b>6,210</b>	<b>6,210</b>

### PUBLIC WORKS 02016 - SIGN MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	45,059	40,572	46,666	42,693	53,258	0	53,258	53,258
61501 - REGULAR OVERTIME	16	19	0	28	0	0	0	0
61701 - HEALTH INSURANCE	24,594	22,563	17,062	23,781	17,838	0	17,838	17,838
61702 - DENTAL INSURANCE	1,497	1,449	1,029	1,664	1,081	0	1,081	1,081
61703 - RETIREMENT CONTRIBUTIONS	4,856	4,380	5,419	4,762	5,793	0	5,793	5,793
61704 - SOCIAL SECURITY	3,421	3,076	3,830	3,221	4,213	0	4,213	4,213
61705 - WORKERS COMPENSATION	124	360	1,027	884	946	0	946	946
<b>61000 - PERSONNEL SERVICES</b>	<b>79,567</b>	<b>72,419</b>	<b>75,032</b>	<b>77,033</b>	<b>83,129</b>	<b>0</b>	<b>83,129</b>	<b>83,129</b>
62206 - PW FLEET CHARGE	11,436	12,037	11,715	11,715	14,345	0	14,345	14,345
62740 - OTHER MAINT. SUPPLIES	0	0	0	571	0	0	0	0
62760 - OPERATING SUPPLIES	26,413	31,474	45,269	39,867	45,269	0	45,269	45,269
<b>62000 - OPERATING EXPENDITURES</b>	<b>37,849</b>	<b>43,511</b>	<b>56,984</b>	<b>52,153</b>	<b>59,614</b>	<b>0</b>	<b>59,614</b>	<b>59,614</b>
<b>02016 - SIGN MAINTENANCE Total</b>	<b>117,416</b>	<b>115,930</b>	<b>132,016</b>	<b>129,186</b>	<b>142,743</b>	<b>0</b>	<b>142,743</b>	<b>142,743</b>

### PUBLIC WORKS 02017 - PAVEMENT MARKINGS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	1,142	1,398	1,641	1,550	1,544	0	1,544	1,544
61501 - REGULAR OVERTIME	117	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	323	379	600	587	517	0	517	517
61702 - DENTAL INSURANCE	16	20	36	21	31	0	31	31
61703 - RETIREMENT CONTRIBUTIONS	136	139	190	181	168	0	168	168
61704 - SOCIAL SECURITY	95	104	135	129	122	0	122	122
61705 - WORKERS COMPENSATION	2	12	36	37	27	0	27	27
<b>61000 - PERSONNEL SERVICES</b>	<b>1,831</b>	<b>2,053</b>	<b>2,638</b>	<b>2,505</b>	<b>2,409</b>	<b>0</b>	<b>2,409</b>	<b>2,409</b>
62206 - PW FLEET CHARGE	3,732	3,852	1,855	1,855	4,003	0	4,003	4,003



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62331 - ROAD AND STREET MAINT.	65,221	51,847	51,847	51,847	54,439	0	54,439	54,439
62760 - OPERATING SUPPLIES	348	327	2,000	1,733	2,000	0	2,000	2,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>69,302</b>	<b>56,026</b>	<b>55,702</b>	<b>55,435</b>	<b>60,442</b>	<b>0</b>	<b>60,442</b>	<b>60,442</b>
<b>02017 - PAVEMENT MARKINGS Total</b>	<b>71,132</b>	<b>58,079</b>	<b>58,340</b>	<b>57,940</b>	<b>62,851</b>	<b>0</b>	<b>62,851</b>	<b>62,851</b>

### PUBLIC WORKS 02018 - STREET LIGHTING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62374 - STREET LIGHT MAINTENANCE	12,776	19,704	12,000	3,192	5,000	0	5,000	5,000
62503 - ELECTRICITY	164,122	176,917	165,000	180,000	165,000	0	165,000	165,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>176,897</b>	<b>196,621</b>	<b>177,000</b>	<b>183,192</b>	<b>170,000</b>	<b>0</b>	<b>170,000</b>	<b>170,000</b>
<b>02018 - STREET LIGHTING Total</b>	<b>176,897</b>	<b>196,621</b>	<b>177,000</b>	<b>183,192</b>	<b>170,000</b>	<b>0</b>	<b>170,000</b>	<b>170,000</b>

### PUBLIC WORKS 02019 - FORESTRY

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	10,841	12,024	13,471	28,604	19,482	0	19,482	19,482
61501 - REGULAR OVERTIME	215	352	133	185	133	0	133	133
61701 - HEALTH INSURANCE	14,217	13,175	4,925	14,389	6,525	0	6,525	6,525
61702 - DENTAL INSURANCE	733	762	297	819	396	0	396	396
61703 - RETIREMENT CONTRIBUTIONS	1,191	1,313	1,619	3,208	2,134	0	2,134	2,134
61704 - SOCIAL SECURITY	823	928	1,143	2,146	1,551	0	1,551	1,551
61705 - WORKERS COMPENSATION	0	109	306	594	349	0	349	349
<b>61000 - PERSONNEL SERVICES</b>	<b>28,020</b>	<b>28,663</b>	<b>21,895</b>	<b>49,945</b>	<b>30,570</b>	<b>0</b>	<b>30,570</b>	<b>30,570</b>
62206 - PW FLEET CHARGE	3,432	4,975	5,395	5,395	7,600	0	7,600	7,600
62372 - TREE/FORESTRY MAINTENANCE	32,339	22,875	30,600	35,630	30,600	0	30,600	30,600
62373 - TREE PLANTING	300	255	3,000	3,000	3,000	0	3,000	3,000
62760 - OPERATING SUPPLIES	602	2,177	1,000	1,337	1,000	0	1,000	1,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>36,673</b>	<b>30,282</b>	<b>39,995</b>	<b>45,362</b>	<b>42,200</b>	<b>0</b>	<b>42,200</b>	<b>42,200</b>
<b>02019 - FORESTRY Total</b>	<b>64,692</b>	<b>58,945</b>	<b>61,890</b>	<b>95,307</b>	<b>72,770</b>	<b>0</b>	<b>72,770</b>	<b>72,770</b>

### PUBLIC WORKS 02020 - DOWNTOWN MEMORIAL TREES

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	3	0	0	1	33	0	33	33
61701 - HEALTH INSURANCE	39	47	0	36	12	0	12	12
61702 - DENTAL INSURANCE	2	2	0	2	1	0	1	1
61703 - RETIREMENT CONTRIBUTIONS	0	0	0	0	4	0	4	4
61704 - SOCIAL SECURITY	0	0	0	0	3	0	3	3
61705 - WORKERS COMPENSATION	0	0	0	0	2	0	2	2
<b>61000 - PERSONNEL SERVICES</b>	<b>45</b>	<b>49</b>	<b>0</b>	<b>39</b>	<b>55</b>	<b>0</b>	<b>55</b>	<b>55</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62206 - PW FLEET CHARGE	684	722	713	713	5,805	0	5,805	5,805
62372 - TREE/FORESTRY MAINTENANCE	0	0	11,115	8,000	0	0	0	0
62498 - USE OF TRUST FUNDS	0	1,527	5,805	4,000	0	0	0	0
62760 - OPERATING SUPPLIES	19	0	150	150	150	0	150	150
<b>62000 - OPERATING EXPENDITURES</b>	<b>703</b>	<b>2,249</b>	<b>17,783</b>	<b>12,863</b>	<b>5,955</b>	<b>0</b>	<b>5,955</b>	<b>5,955</b>
<b>02020 - DOWNTOWN MEMORIAL TREES Total</b>	<b>747</b>	<b>2,298</b>	<b>17,783</b>	<b>12,902</b>	<b>6,010</b>	<b>0</b>	<b>6,010</b>	<b>6,010</b>

### PUBLIC WORKS 02021 - DRAINAGE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	84,977	103,343	86,824	71,651	77,320	0	77,320	77,320
61501 - REGULAR OVERTIME	3,393	3,867	1,970	727	1,970	0	1,970	1,970
61701 - HEALTH INSURANCE	3,830	4,505	31,745	4,179	25,897	0	25,897	25,897
61702 - DENTAL INSURANCE	200	245	1,914	251	1,570	0	1,570	1,570
61703 - RETIREMENT CONTRIBUTIONS	9,517	11,303	10,348	8,027	8,630	0	8,630	8,630
61704 - SOCIAL SECURITY	6,576	7,953	7,308	5,433	6,268	0	6,268	6,268
61705 - WORKERS COMPENSATION	93	936	1,961	1,493	1,414	0	1,414	1,414
<b>61000 - PERSONNEL SERVICES</b>	<b>108,586</b>	<b>132,151</b>	<b>142,070</b>	<b>91,761</b>	<b>123,069</b>	<b>0</b>	<b>123,069</b>	<b>123,069</b>
62206 - PW FLEET CHARGE	66,384	64,197	59,036	59,036	62,137	0	62,137	62,137
62740 - OTHER MAINT. SUPPLIES	466	3,602	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	36,277	66,122	25,000	29,721	25,000	0	25,000	25,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>103,127</b>	<b>133,922</b>	<b>84,036</b>	<b>88,757</b>	<b>87,137</b>	<b>0</b>	<b>87,137</b>	<b>87,137</b>
<b>02021 - DRAINAGE Total</b>	<b>211,713</b>	<b>266,073</b>	<b>226,106</b>	<b>180,518</b>	<b>210,206</b>	<b>0</b>	<b>210,206</b>	<b>210,206</b>

### PUBLIC WORKS 02022 - CATCH BASIN CLEANING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	32,926	36,666	32,326	34,570	29,461	0	29,461	29,461
61701 - HEALTH INSURANCE	1,618	1,904	11,819	1,766	9,867	0	9,867	9,867
61702 - DENTAL INSURANCE	85	104	713	106	598	0	598	598
61703 - RETIREMENT CONTRIBUTIONS	3,546	3,943	3,752	3,855	3,205	0	3,205	3,205
61704 - SOCIAL SECURITY	2,442	2,759	2,652	2,594	2,331	0	2,331	2,331
61705 - WORKERS COMPENSATION	9	325	711	716	523	0	523	523
<b>61000 - PERSONNEL SERVICES</b>	<b>40,626</b>	<b>45,701</b>	<b>51,974</b>	<b>43,607</b>	<b>45,985</b>	<b>0</b>	<b>45,985</b>	<b>45,985</b>
62206 - PW FLEET CHARGE	50,688	56,172	55,019	55,019	55,881	0	55,881	55,881
62760 - OPERATING SUPPLIES	407	0	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>51,095</b>	<b>56,172</b>	<b>55,019</b>	<b>55,019</b>	<b>55,881</b>	<b>0</b>	<b>55,881</b>	<b>55,881</b>
<b>02022 - CATCH BASIN CLEANING Total</b>	<b>91,721</b>	<b>101,873</b>	<b>106,993</b>	<b>98,626</b>	<b>101,866</b>	<b>0</b>	<b>101,866</b>	<b>101,866</b>

### PUBLIC WORKS 02023 - ASHUELOT RIVER DRAINAGE

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	2,382	3,980	3,879	656	7,505	0	7,505	7,505
61701 - HEALTH INSURANCE	201	236	1,419	248	2,514	0	2,514	2,514
61702 - DENTAL INSURANCE	10	13	86	15	152	0	152	152
61703 - RETIREMENT CONTRIBUTIONS	257	429	451	72	816	0	816	816
61704 - SOCIAL SECURITY	177	296	319	49	594	0	594	594
61705 - WORKERS COMPENSATION	0	35	86	14	133	0	133	133
<b>61000 - PERSONNEL SERVICES</b>	<b>3,027</b>	<b>4,988</b>	<b>6,239</b>	<b>1,054</b>	<b>11,714</b>	<b>0</b>	<b>11,714</b>	<b>11,714</b>
62206 - PW FLEET CHARGE	11,352	11,876	11,728	11,728	12,344	0	12,344	12,344
62760 - OPERATING SUPPLIES	419	727	950	948	950	0	950	950
<b>62000 - OPERATING EXPENDITURES</b>	<b>11,771</b>	<b>12,603</b>	<b>12,678</b>	<b>12,676</b>	<b>13,294</b>	<b>0</b>	<b>13,294</b>	<b>13,294</b>
<b>02023 - ASHUELOT RIVER DRAINAGE Total</b>	<b>14,798</b>	<b>17,591</b>	<b>18,917</b>	<b>13,730</b>	<b>25,008</b>	<b>0</b>	<b>25,008</b>	<b>25,008</b>

### PUBLIC WORKS 02024 - ASH SWAMP DRAINAGE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	2,322	5	2,716	868	5,625	0	5,625	5,625
61701 - HEALTH INSURANCE	417	490	993	514	1,884	0	1,884	1,884
61702 - DENTAL INSURANCE	22	27	60	31	114	0	114	114
61703 - RETIREMENT CONTRIBUTIONS	250	1	316	95	612	0	612	612
61704 - SOCIAL SECURITY	173	0	223	65	445	0	445	445
61705 - WORKERS COMPENSATION	0	0	60	18	100	0	100	100
<b>61000 - PERSONNEL SERVICES</b>	<b>3,184</b>	<b>523</b>	<b>4,367</b>	<b>1,591</b>	<b>8,780</b>	<b>0</b>	<b>8,780</b>	<b>8,780</b>
62206 - PW FLEET CHARGE	5,640	5,858	5,785	5,785	6,089	0	6,089	6,089
<b>62000 - OPERATING EXPENDITURES</b>	<b>5,640</b>	<b>5,858</b>	<b>5,785</b>	<b>5,785</b>	<b>6,089</b>	<b>0</b>	<b>6,089</b>	<b>6,089</b>
<b>02024 - ASH SWAMP DRAINAGE Total</b>	<b>8,824</b>	<b>6,381</b>	<b>10,152</b>	<b>7,376</b>	<b>14,869</b>	<b>0</b>	<b>14,869</b>	<b>14,869</b>

### PUBLIC WORKS 02025 - BEAVER BROOK DRAINAGE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	4,120	2,122	7,371	3,873	10,610	0	10,610	10,610
61701 - HEALTH INSURANCE	198	233	2,695	326	3,554	0	3,554	3,554
61702 - DENTAL INSURANCE	10	13	163	20	215	0	215	215
61703 - RETIREMENT CONTRIBUTIONS	444	229	856	421	1,154	0	1,154	1,154
61704 - SOCIAL SECURITY	308	159	604	291	839	0	839	839
61705 - WORKERS COMPENSATION	0	18	162	80	188	0	188	188
<b>61000 - PERSONNEL SERVICES</b>	<b>5,080</b>	<b>2,774</b>	<b>11,852</b>	<b>5,011</b>	<b>16,560</b>	<b>0</b>	<b>16,560</b>	<b>16,560</b>
62206 - PW FLEET CHARGE	11,436	12,759	12,600	12,600	13,261	0	13,261	13,261
62760 - OPERATING SUPPLIES	3,300	3,020	1,750	4,218	3,750	0	3,750	3,750
<b>62000 - OPERATING EXPENDITURES</b>	<b>14,736</b>	<b>15,779</b>	<b>14,350</b>	<b>16,818</b>	<b>17,011</b>	<b>0</b>	<b>17,011</b>	<b>17,011</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>02025 - BEAVER BROOK DRAINAGE Total</b>	<b>19,815</b>	<b>18,553</b>	<b>26,202</b>	<b>21,829</b>	<b>33,571</b>	<b>0</b>	<b>33,571</b>	<b>33,571</b>

### PUBLIC WORKS 02026 - DRAINAGE AREA CLEANING

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	4,285	1,712	1,198	1,028	7,125	0	7,125	7,125
61501 - REGULAR OVERTIME	245	23	0	7	0	0	0	0
61701 - HEALTH INSURANCE	7,790	6,960	438	6,077	2,386	0	2,386	2,386
61702 - DENTAL INSURANCE	448	409	26	396	145	0	145	145
61703 - RETIREMENT CONTRIBUTIONS	488	189	139	115	775	0	775	775
61704 - SOCIAL SECURITY	336	130	98	78	564	0	564	564
61705 - WORKERS COMPENSATION	1	15	26	21	127	0	127	127
<b>61000 - PERSONNEL SERVICES</b>	<b>13,593</b>	<b>9,439</b>	<b>1,926</b>	<b>7,722</b>	<b>11,122</b>	<b>0</b>	<b>11,122</b>	<b>11,122</b>
62206 - PW FLEET CHARGE	684	642	726	726	667	0	667	667
<b>62000 - OPERATING EXPENDITURES</b>	<b>684</b>	<b>642</b>	<b>726</b>	<b>726</b>	<b>667</b>	<b>0</b>	<b>667</b>	<b>667</b>
<b>02026 - DRAINAGE AREA CLEANING Total</b>	<b>14,277</b>	<b>10,081</b>	<b>2,652</b>	<b>8,448</b>	<b>11,789</b>	<b>0</b>	<b>11,789</b>	<b>11,789</b>

### PUBLIC WORKS 02027 - DOWNTOWN MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	60,554	49,286	62,077	61,336	62,375	0	62,375	62,375
61501 - REGULAR OVERTIME	1,304	1,475	0	202	0	0	0	0
61701 - HEALTH INSURANCE	1,309	1,540	22,697	1,610	15,516	0	15,516	15,516
61702 - DENTAL INSURANCE	70	85	1,369	99	941	0	941	941
61703 - RETIREMENT CONTRIBUTIONS	6,662	4,985	7,207	5,429	6,832	0	6,832	6,832
61704 - SOCIAL SECURITY	4,632	3,814	5,093	4,638	4,893	0	4,893	4,893
61705 - WORKERS COMPENSATION	109	456	1,366	1,274	1,128	0	1,128	1,128
<b>61000 - PERSONNEL SERVICES</b>	<b>74,641</b>	<b>61,641</b>	<b>99,808</b>	<b>74,588</b>	<b>91,685</b>	<b>0</b>	<b>91,685</b>	<b>91,685</b>
62206 - PW FLEET CHARGE	14,868	15,568	15,373	15,373	16,181	0	16,181	16,181
62300 - REPAIR & MAINTENANCE SVCS	26,518	28,373	36,525	32,333	36,525	0	36,525	36,525
62350 - BUILDING MAINTENANCE	0	0	0	68	0	0	0	0
62374 - STREET LIGHT MAINTENANCE	2,119	10,533	5,000	12,830	13,000	0	13,000	13,000
62501 - WATER	7,100	8,565	10,000	11,009	10,000	0	10,000	10,000
62503 - ELECTRICITY	7,916	8,782	8,000	9,488	8,000	0	8,000	8,000
62607 - RENTAL VEHICLES	0	4,534	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	191	230	0	256	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>58,713</b>	<b>76,585</b>	<b>74,898</b>	<b>81,356</b>	<b>83,706</b>	<b>0</b>	<b>83,706</b>	<b>83,706</b>
<b>02027 - DOWNTOWN MAINTENANCE Total</b>	<b>133,353</b>	<b>138,226</b>	<b>174,706</b>	<b>155,944</b>	<b>175,391</b>	<b>0</b>	<b>175,391</b>	<b>175,391</b>



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

### PUBLIC WORKS 02028 - HAZARDOUS WASTE SITE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62103 - TECHNICAL SERVICES	6,710	8,500	14,266	14,266	2,029	0	2,029	2,029
62120 - LABORATORY SERVICES	17,480	1,950	4,065	4,065	4,065	0	4,065	4,065
62121 - MONITORING/INSPECTIONS	21,069	5,788	42,268	42,268	42,268	0	42,268	42,268
62448 - HAULING AND DISPOSAL	2,440	1,893	6,324	6,324	6,324	0	6,324	6,324
62760 - OPERATING SUPPLIES	57	0	1,530	1,530	1,530	0	1,530	1,530
<b>62000 - OPERATING EXPENDITURES</b>	<b>47,755</b>	<b>18,131</b>	<b>68,453</b>	<b>68,453</b>	<b>56,216</b>	<b>0</b>	<b>56,216</b>	<b>56,216</b>
<b>02028 - HAZARDOUS WASTE SITE Total</b>	<b>47,755</b>	<b>18,131</b>	<b>68,453</b>	<b>68,453</b>	<b>56,216</b>	<b>0</b>	<b>56,216</b>	<b>56,216</b>

### PUBLIC WORKS 02029 - LEAF PICKUP

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	27,639	26,074	33,674	27,113	27,000	0	27,000	27,000
61501 - REGULAR OVERTIME	1,212	1,679	0	3,227	3,400	0	3,400	3,400
61701 - HEALTH INSURANCE	0	0	12,312	0	8,397	0	8,397	8,397
61702 - DENTAL INSURANCE	0	0	742	0	509	0	509	509
61703 - RETIREMENT CONTRIBUTIONS	3,107	2,947	3,909	3,388	2,727	0	2,727	2,727
61704 - SOCIAL SECURITY	2,147	2,063	2,763	2,270	1,983	0	1,983	1,983
61705 - WORKERS COMPENSATION	0	244	741	608	445	0	445	445
<b>61000 - PERSONNEL SERVICES</b>	<b>34,105</b>	<b>33,009</b>	<b>54,140</b>	<b>36,606</b>	<b>44,461</b>	<b>0</b>	<b>44,461</b>	<b>44,461</b>
62206 - PW FLEET CHARGE	22,560	25,358	25,017	25,017	24,599	0	24,599	24,599
62447 - PUBLIC AWARENESS	2,000	530	2,000	1,500	2,000	0	2,000	2,000
62760 - OPERATING SUPPLIES	1,185	1,592	1,020	2,156	1,020	0	1,020	1,020
<b>62000 - OPERATING EXPENDITURES</b>	<b>25,745</b>	<b>27,480</b>	<b>28,037</b>	<b>28,673</b>	<b>27,619</b>	<b>0</b>	<b>27,619</b>	<b>27,619</b>
<b>02029 - LEAF PICKUP Total</b>	<b>59,850</b>	<b>60,489</b>	<b>82,177</b>	<b>65,279</b>	<b>72,080</b>	<b>0</b>	<b>72,080</b>	<b>72,080</b>

Department Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>PUBLIC WORKS</b>	<b>3,807,931</b>	<b>4,010,774</b>	<b>4,402,355</b>	<b>4,024,099</b>	<b>4,230,687</b>	<b>0</b>	<b>4,230,687</b>	<b>4,230,687</b>

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<b>DEPARTMENT:</b>	<b>POLICE</b>	<b>FUND:</b>	<b>PARKING</b>
<b>DIVISION(s):</b>	<b>Parking Services &amp; Public Works</b>		
<b>Cost Center(s):</b>	<b>01500, 01501, 01502, 01503</b>		
<b>MISSION:</b>	<b>To provide customer, administrative and enforcement services, maintenance and repairs to ensure adequate public parking that is safe and convenient to users, and to respond in an efficient manner to concerns pertaining to parking in the community.</b>		

In FY17, the Parking Division will focus on incorporating increased technology to expand customer options for services related to parking, for rehabilitation and preventative maintenance at the City's parking venues (on-street parking, lots, and decks), and for maintaining both long and short term parking options necessary to support a vibrant and dynamic downtown. Specific components of the work plan include:

- Replacing sidewalk, curbing, and resurfacing Roxbury Plaza and Wells Street lot
- Continued maintenance of all surface lots to include crack sealing and drain inspections
- Establishing multi-year contracts to perform on-going preventative maintenance necessary to preserve the City's investment in the City Hall and Wells Street parking garages
- Installing new lighting in Commercial Street lot
- Eliminating one vehicle from Parking Services to more effectively manage our budget
- Continuing to work with the Downtown Group and attend monthly meetings
- Continuing to replace dated single meters with multi space kiosks, increasing customer options
- Continue to monitor and evaluate workforce parking needs
- Establishing an on line credit card payment option, through collaboration with the Finance and Information Technologies departments

Accomplishments in FY16 that serve as a platform for these efforts consisted of:

- Rehabilitation of the Wells Street parking garage to include the installation of two Kiosk parking meters and the installation of a bird barrier on the lower level to eliminate the nesting and bird population, decreasing long term maintenance costs
- Replaced handheld units to enhance operational abilities as well as live transactions to Parking Services
- Rehabilitation of the Commercial Street parking lot including the installation of two parking kiosks and electric vehicle chargers
- Monitored and enforced established parking requirements, and collected user data to facilitate the review of the City's downtown parking needs, parking demand, in order to respond to future development and parking opportunities
- Supported development of long term strategies to ensure that parking services and fund operations remain financially sound and aligned with fiscal policy and Comprehensive Master Plan objectives
- Power washed the City Hall lower level parking garage steel supports, painted all metal surfaces and worked with Keene Housing Authority to identify their usable spaces and installed markings.
- Replaced all single head meters with duel head meters on Court Street, Mechanic Street, Washington Street and Roxbury Street, decreasing future pole costs as well as improving aesthetics
- Developed a working relationship with the Downtown Merchants, meeting on a regular basis to address concerns and provided assistance with their activities
- Installed new software to monitor Cale kiosk systems live
- Worked with other City Staff to offer credit card payment option
- Collaborated with Keene State College to hire an intern to work with the Downtown Merchants

### **Background**

The Parking Services Department provides services to the downtown area. The Parking Service's responsibilities include compliance with the parking ordinances, ensuring that parking is available for customers by enforcing turnover in the two hour spaces, maintaining the parking meters and multi-space meters in good working order, and responding quickly to malfunctioning units. Parking Services also

manages the reserved parking to provide employers and employees working in the downtown as well as residents living in the downtown area with access to convenient long term parking options. Overall maintenance of the downtown public spaces, including metered parking areas, lots and parking garages, and promoting an attractive and welcoming environment are priorities supported by Parking Services. The realignment of the Parking Services has shifted the focus of its staff beyond enforcement to long term management of the City's parking resources. In collaboration with IT, Police, Public Works, and Planning departments, Parking Services is developing parking plans and strategies, and maintenance and investment programs necessary to satisfy the mission of Parking Services and the goals of the Comprehensive Master Plan.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
<u>Parking Enforcement:</u> Provide consistent enforcement of violations, review and process ticket payments, prepare court complaints when necessary, and mediate parking complaints.		Municipal Governance & Fin Stability		
<u>Parking Management:</u> Ensure proper signage for parking is in place, maintain parking meters in operating condition, collect coinage from meters and administer rental operations for reserved parking customers.		Municipal Governance & Fin Stability		
<u>Assessing Parking Needs:</u> Provide administrative and staff support to study current and projected parking needs, review parking rates and assess new technology/concepts in parking to make the function of parking more efficient in management and to the customer.		Municipal Governance & Fin Stability		
<u>Infrastructure:</u> Oversee the maintenance, repairs, and snow and ice control of the parking structures, surface parking lots, and on street parking spaces		Municipal Governance & Fin Stability		
<u>Downtown Liaison:</u> Collaborate with the Keene Downtown Group to ensure accurate communication and to assist with their parking needs through daily contact and attending monthly meetings.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Continue to identify and improve public parking needs			Transportation	<b>O,I,C</b>
Implement alternative payment technologies for parking garages, parking lots, and single space meters			Transportation	<b>O,I,C</b>
Implement an on line credit card payment program for parking fines and reserved spaces			Leadership	<b>V,O,I</b>
Resurface Roxbury Plaza and Wells Street surface lot and replace sidewalks and curbing.			Infrastructure	<b>C, E</b>
Manage all aspects of parking including enforcement, maintenance, and planning for the future			Transportation	<b>O,I,C</b>
Install new lighting in the Commercial Street lot			Infrastructure	<b>V,C,E</b>
Implement the parking maintenance plan through funds available in the operating budget and the capital improvement program budget			Transportation	<b>O,I,C</b>
Develop a comprehensive parking facility maintenance plan to address general maintenance including an on going evaluation of the condition of the parking structures by an engineer			Transportation	<b>O,I,C</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Number of spaces managed by Parking Services Metered/Leased/Rental		837/51/412	845/51/404	845/51/404
Percent of metered spaces occupied. Collected by weekly random survey		45	43	44
Number of violations issued		20,364	20,207	20,285
Number of single space meters replaced with multi space kiosk (accumulative)		0	198	226
Percent of weekly time completing Enforcement/Collections, Surveys, Repairs		59/41	61/39	68/32

**CITY OF KEENE, NEW HAMPSHIRE**  
**PARKING METER FUND OPERATING REVENUES and EXPENDITURES**  
**HISTORICAL ANALYSIS and BUDGET**

	ACTUAL FY 13/14	ACTUAL FY 14/15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Taxes	\$840,876	\$1,048,290	\$1,167,250	\$1,167,250	\$1,146,740	1,146,740	\$1,138,271	\$962,603
Meter Collections	365,710	359,614	385,372	459,794	639,691	639,691	646,088	652,549
Fines & Forfeits	240,752	226,202	258,400	213,289	215,000	215,000	218,805	222,677
Miscellaneous & Interest	5,273	2,449	2,400	2,400	2,800	2,800	2,842	2,885
Project Balance: Capital Fund	28,573	28,926	588,807	0	0	0	0	0
Rentals	177,038	178,248	174,970	178,886	192,800	192,800	194,784	196,789
Court Payment	24,792	42,500	42,500	42,500	42,500	42,500	42,500	42,500
Use of Capital Reserve			274,193			0		
Use of (Addition to) Surplus			237,483		36,632	36,632	64,245	(34,676)
<b>TOTAL REVENUES</b>	<b>\$1,683,014</b>	<b>\$1,886,228</b>	<b>\$3,131,375</b>	<b>\$2,064,119</b>	<b>\$2,276,163</b>	<b>\$2,276,163</b>	<b>\$2,307,535</b>	<b>\$2,045,327</b>
<b>EXPENDITURES</b>								
Lots & Meters	\$662,798	\$678,450	\$763,476	\$685,810	\$689,460	\$689,460	\$706,697	\$729,364
Outside Services	159,523	215,419	189,770	188,463	194,225	194,225	202,965	212,099
City Hall Parking Facility	13,643	12,956	40,144	27,851	31,572	31,572	31,730	31,889
Wells Street Parking Facility	26,024	19,093	57,734	43,087	41,457	41,457	41,664	41,873
Courthouse property taxes		250,044	260,500	255,463	263,127	263,127	271,021	278,853
Capital	150,000	179,090	1,013,000	150,000	255,209	255,209	268,708	150,000
Debt Service	728,876	721,006	806,750	806,750	801,113	801,113	784,750	601,250
<b>TOTAL EXPENDITURES</b>	<b>\$1,740,864</b>	<b>\$2,076,059</b>	<b>\$3,131,375</b>	<b>\$2,157,424</b>	<b>\$2,276,163</b>	<b>\$2,276,163</b>	<b>\$2,307,535</b>	<b>\$2,045,327</b>
<b>NET REVENUE (EXPENDITURE)</b>	<b>(\$57,850)</b>	<b>(\$189,830)</b>	<b>\$0</b>	<b>(\$93,305)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Fund Balance

459,044

365,739

329,107

264,862

299,537

Projected fund balance as a % of operating budget  
(total - capital and debt service- courthouse taxes)

38.69%

34.40%

26.94%

29.50%

Note on Taxes: Wells Street Tax Increment Financing District (TIFD) revenues are raised to pay for the following TIFD expenditures in FY 2017:

Debt Service	\$	801,113	(see Statement of Parking Fund Long Term Debt)
Downtown Infrastructure Capital Reserve		100,000	
Wells Street Parking Facility Capital Reserve		25,000	
District Courthouse - property tax		263,127	
Offset - State of NH Courthouse rental payments		(42,500)	
Total TIFD Taxes to be Raised	\$	1,146,740	

## PARKING FUND REVENUE

### TAXES

**41125-TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

### METER COLLECTIONS AND RENTALS

**42307-CITY HALL: UPPER LOT METER:** fees collected from parking meter of upper lot behind city hall

**42308-COMMERCIAL LOT METERS:** fees collected from parking meters at the Commercial St lot

**42309-ELM LOT METERS:** fees collected from parking meters at the Elm St Lot

**42310-GILBO LOT EAST METERS:** fees collected from parking meters at the Gilbo St lot

**42311-LIBRARY ANNEX LOT METERS:** fees collected from parking meters at the Library St annex lot

**42312-WINTER ST METERS:** fees collected from parking meters on Winter St

**42313-ON STREET METERS:** fees collected from parking meters on the streets

**42314-WELLS LOT METERS:** fees collected from parking meters at the Wells St lot

**46318-DISTRICT COURT:** rents returned to the City for District Court bldg debt service

**46305, 46310, 46320-46325: PARKING SPACE & LOTS:** charges for parking lot space permits

**46326-ON STREET RESERVED PARKING:** fee collected for on street reserved parking permit

### FINES AND FORFEITS

**45101-METER VIOLATIONS-STG 1:** initial amount of ticketed fine for a metered parking violation

**45102-METER VIOLATIONS-STG 2:** fines for metered parking violations paid after the grace period

**45105-COURT FINES:** court fines for parking summonses

**45108-TIME PAYMENTS:** payments received for overdue parking tickets

**45109-SMALL CLAIMS COURT PAYMENTS:** court ordered payments for overdue tickets

### MISCELLANEOUS

**46000-MISCELLANEOUS:** money received not accounted for elsewhere

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103-INTEREST-A/R:** amount charged on Accounts Receivable bills over 30 days old

**46300-RENTS:** money received from the rental of city owned property

### OTHER FINANCING SOURCES

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**47003- CAPITAL RESERVE:** use of capital reserve to cover current costs.

**47007-USE OF SURPLUS:CARRYOVER-** appropriations extended beyond fiscal year in which they were originally approved.

**47201- CAPITAL PROJECTS FUND:** use of project balance to fund capital projects.

**48101- SALE OF BONDS:** proceeds expected from bonding to cover capital project items

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**PARKING FUND**

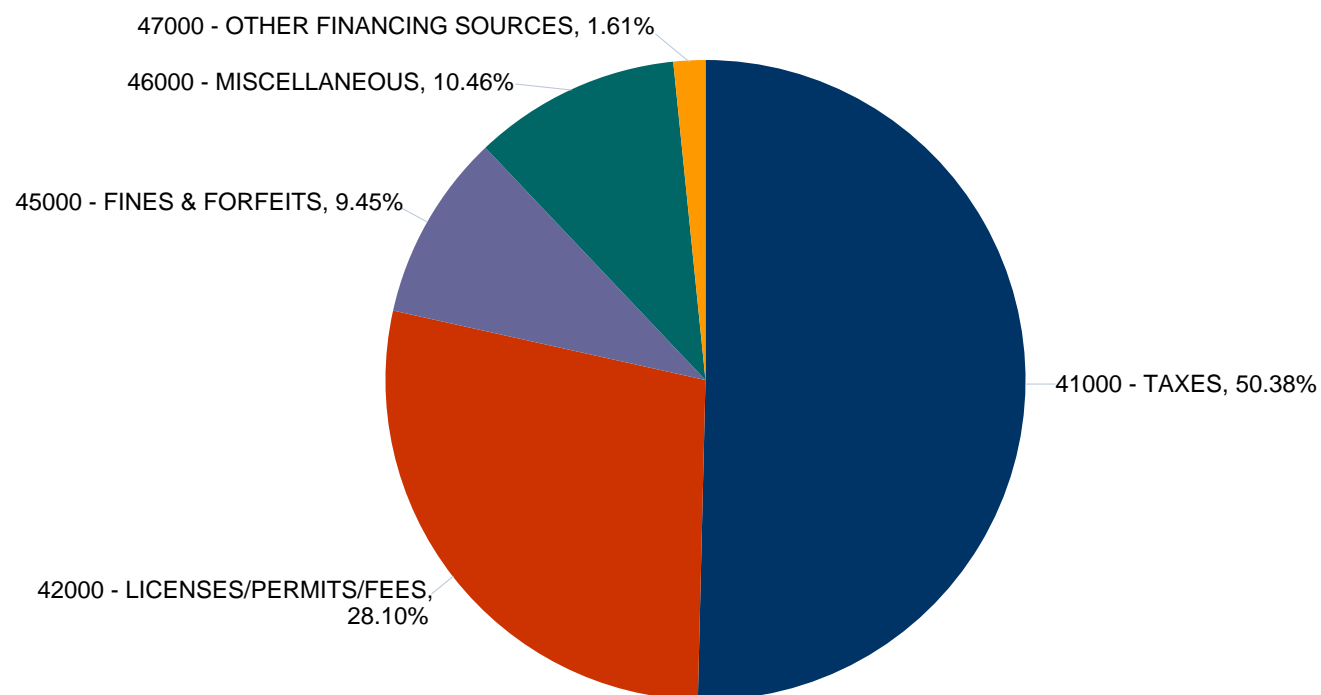
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41100 - PROPERTY TAXES	41125 - TAX INCREMENT FINANCING	840,876	1,048,290	1,167,250	1,167,250	1,146,740	1,146,740
<b>41000 - TAXES</b>		<b>840,876</b>	<b>1,048,290</b>	<b>1,167,250</b>	<b>1,167,250</b>	<b>1,146,740</b>	<b>1,146,740</b>
42300 - FEES	42307 - CITY HALL:UPPER LOT METER	4,254	1,362	2,385	1,979	2,969	2,969
	42308 - COMMERCIAL LOT METERS	19,725	16,144	22,500	15,005	22,508	22,508
	42309 - ELM LOT METERS	6,009	7,204	7,466	9,074	13,611	13,611
	42310 - GILBO LOT EAST METERS	39,059	37,544	41,000	47,246	70,869	70,869
	42311 - LIBRARY ANNEX LOT METERS	8,299	8,387	8,121	7,680	11,520	11,520
	42313 - ON STREET METERS	272,734	279,119	285,000	369,464	504,196	504,196
	42314 - WELLS LOT METERS	15,631	9,855	18,900	9,346	14,019	14,019
<b>42000 - LICENSES/PERMITS/FEES</b>		<b>365,710</b>	<b>359,614</b>	<b>385,372</b>	<b>459,794</b>	<b>639,691</b>	<b>639,691</b>
45100 - FINES	45101 - METER VIOLATIONS - STG 1	74,868	85,782	83,000	74,560	75,000	75,000
	45102 - METER VIOLATIONS - STG 2	103,546	104,853	105,000	92,297	93,000	93,000
	45103 - GENERAL VIOLATIONS - STG1	0	0	15,500	13,235	13,500	13,500
	45104 - GENERAL VIOLATIONS - STG2	0	0	22,500	16,417	16,500	16,500
	45105 - COURT FINES	61,101	34,707	32,000	16,780	17,000	17,000
	45108 - TIME PAYMENTS	400	860	400	0	0	0
	45109 - SMALL CLAIMS COURT PMNTS	837	0	0	0	0	0
<b>45000 - FINES &amp; FORFEITS</b>		<b>240,752</b>	<b>226,202</b>	<b>258,400</b>	<b>213,289</b>	<b>215,000</b>	<b>215,000</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	5,020	1,924	2,400	2,400	2,800	2,800
46300 - RENTS	46305 - PARKING SPACE & LOTS	19,765	22,379	20,520	22,403	22,500	22,500
	46310 - PARKING SPACES-EMPLOYEES	36,960	32,660	32,660	32,660	36,920	36,920
	46318 - KEENE DISTRICT COURT	24,792	42,500	42,500	42,500	42,500	42,500
	46320 - COMMERCIAL LOT RESERVED	11,751	9,511	11,960	8,263	13,520	13,520
	46321 - CYPRESS LOT RESERVED	5,173	5,828	4,500	4,086	5,220	5,220
	46322 - ELM LOT RESERVED	14,452	16,211	15,800	17,544	17,840	17,840
	46323 - GILBO WEST RESERVED	19,062	26,289	25,550	22,540	23,920	23,920
	46324 - WELLS LOT RESERVED	48,673	41,810	42,500	47,940	48,680	48,680
	46326 - ON STREET RESEVED PARKING	10,162	12,360	10,100	12,250	13,000	13,000
	46000 - MISCELLANEOUS	253	525	0	0	0	0
	46300 - RENTS	11,040	11,201	11,380	11,200	11,200	11,200
<b>46000 - MISCELLANEOUS</b>		<b>207,103</b>	<b>223,197</b>	<b>219,870</b>	<b>223,786</b>	<b>238,100</b>	<b>238,100</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	207,272	0	0	0
	47003 - CAPITAL RESERVE	0	0	274,193	0	0	0
	47007 - USE OF SURPLUS: CARRYOVER	0	0	30,211	0	36,632	36,632
47200 - INTERFUND APPROPRIATION	47201 - CAPITAL PROJECTS FUND	28,573	28,926	588,807	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>28,573</b>	<b>28,926</b>	<b>1,100,483</b>	<b>0</b>	<b>36,632</b>	<b>36,632</b>
<b>Revenue Total</b>		<b>1,683,014</b>	<b>1,886,228</b>	<b>3,131,375</b>	<b>2,064,119</b>	<b>2,276,163</b>	<b>2,276,163</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**PARKING FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41000 - TAXES	840,876	1,048,290	1,167,250	1,167,250	1,146,740	1,146,740
42000 - LICENSES/PERMITS/FEES	365,710	359,614	385,372	459,794	639,691	639,691
45000 - FINES & FORFEITS	240,752	226,202	258,400	213,289	215,000	215,000
46000 - MISCELLANEOUS	207,103	223,197	219,870	223,786	238,100	238,100
47000 - OTHER FINANCING SOURCES	28,573	28,926	1,100,483	0	36,632	36,632
<b>Grand Total</b>	<b>1,683,014</b>	<b>1,886,228</b>	<b>3,131,375</b>	<b>2,064,119</b>	<b>2,276,163</b>	<b>2,276,163</b>

**Fiscal 2017 Anticipated Revenue By Category**

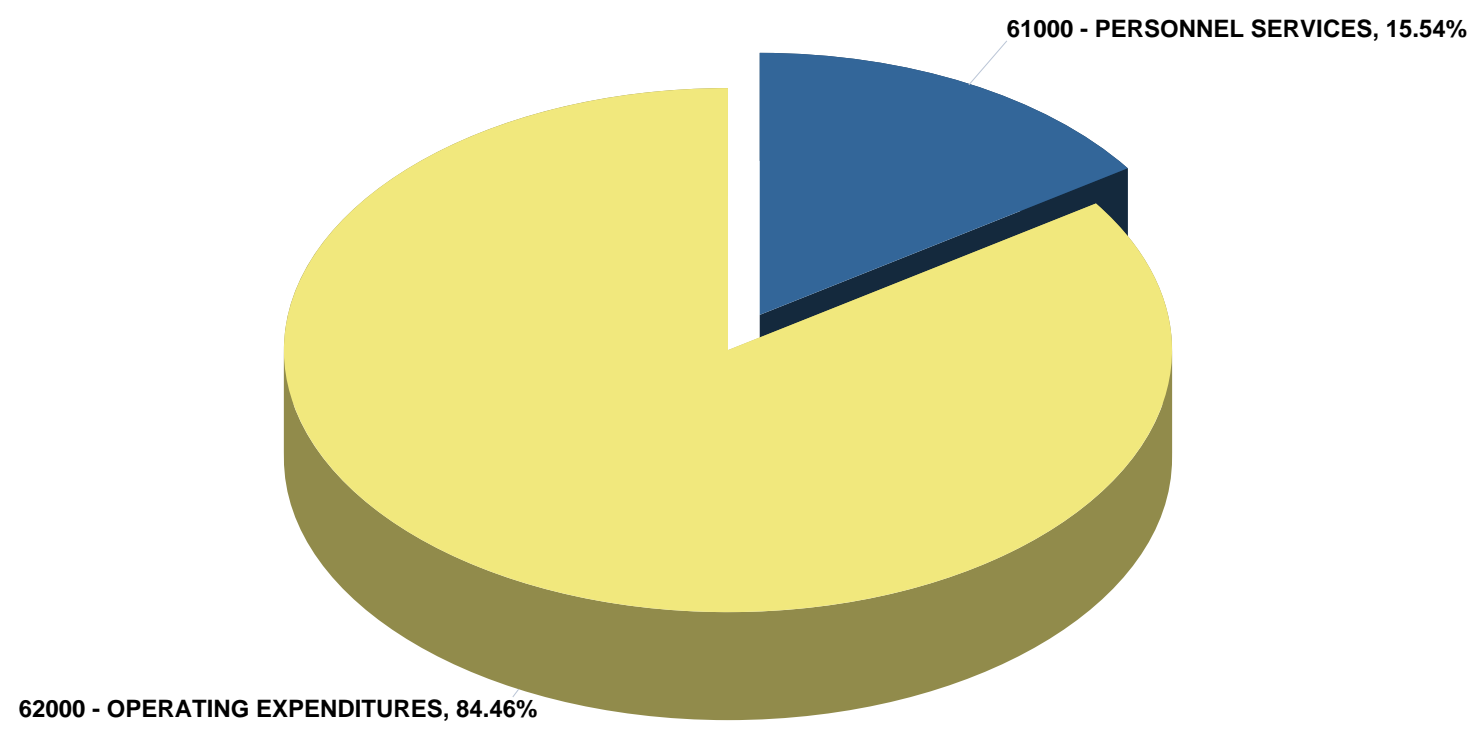




Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**PARKING FUND**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	478,631	385,860	389,265	313,692	353,820	0	353,820	353,820
62000 - OPERATING EXPENDITURES	1,262,234	1,690,199	2,742,110	1,843,733	1,922,343	0	1,922,343	1,922,343
<b>Department Total</b>	<b>1,740,864</b>	<b>2,076,059</b>	<b>3,131,375</b>	<b>2,157,424</b>	<b>2,276,163</b>	<b>0</b>	<b>2,276,163</b>	<b>2,276,163</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>PARKING FUND - POLICE</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	80,597	51,241	63,692	64,783	65,032	0	65,032	65,032
61304 - GENERAL PERSONNEL	200,993	160,471	110,063	98,683	116,722	0	116,722	116,722
61307 - PART TIME EMPLOYEES	0	0	74,412	35,374	72,440	0	72,440	72,440
61401 - TEMPORARY PERSONNEL	31,420	52,871	34,950	15,532	5,483	0	5,483	5,483
61501 - REGULAR OVERTIME	7,288	5,790	7,364	2,367	7,364	0	7,364	7,364
61601 - HOLIDAY PAY	4,246	0	0	0	0	0	0	0
61608 - POLICE INCENTIVES	2,300	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	77,110	61,190	52,096	56,879	39,477	0	39,477	39,477
61702 - DENTAL INSURANCE	4,415	2,930	2,445	3,091	3,161	0	3,161	3,161
61703 - RETIREMENT CONTRIBUTIONS	18,820	19,831	19,764	18,369	21,060	0	21,060	21,060
61704 - SOCIAL SECURITY	19,150	20,223	21,515	16,446	20,059	0	20,059	20,059
61705 - WORKERS COMPENSATION	312	1,246	2,963	2,136	3,022	0	3,022	3,022
61713 - RET - FIRE	10,000	0	0	0	0	0	0	0
61714 - RET - POLICE	21,981	0	0	0	0	0	0	0
61715 - RETIREMENT BENEFITS	0	10,000	0	0	0	0	0	0
61901 - RECRUITMENT	0	69	0	31	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>478,631</b>	<b>385,860</b>	<b>389,265</b>	<b>313,692</b>	<b>353,820</b>	<b>0</b>	<b>353,820</b>	<b>353,820</b>
62102 - PROFESSIONAL SERVICES	0	67,373	70,915	70,915	71,873	0	71,873	71,873
62103 - TECHNICAL SERVICES	0	702	5,120	4,500	4,789	0	4,789	4,789
62176 - CITY ADMIN CHARGE	171,240	226,408	247,856	247,856	244,095	0	244,095	244,095
62203 - SNOW PLOWING	47,052	50,839	55,858	55,858	58,288	0	58,288	58,288
62204 - STREET SWEEPING	0	4,000	4,000	4,000	4,000	0	4,000	4,000
62205 - PC REPLACEMENT CHARGE	1,254	892	722	722	694	0	694	694
62206 - PW FLEET CHARGE	25,440	26,638	28,193	28,193	20,987	0	20,987	20,987
62208 - TAXES	3,665	255,697	264,418	257,429	267,045	0	267,045	267,045
62311 - EQUIPMENT MAINTENANCE	4,500	4,673	4,673	3,820	4,673	0	4,673	4,673
62330 - PARKING LOT MAINTENANCE	775	6,953	4,000	4,000	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	78,524	89,379	86,529	87,470	87,696	0	87,696	87,696
62435 - TRAINING	555	25	500	300	500	0	500	500
62446 - CLEANING ALLOWANCE	800	400	600	400	600	0	600	600
62503 - ELECTRICITY	3,918	6,098	7,890	4,210	7,890	0	7,890	7,890
62510 - TELEPHONE	659	982	1,090	1,127	1,950	0	1,950	1,950
62602 - OFFICE SPACE RENTAL	0	9,850	10,008	10,008	10,108	0	10,108	10,108
62701 - OFFICE SUPPLIES	18,510	18,410	17,963	17,962	16,640	0	16,640	16,640
62710 - POSTAGE	473	3,634	3,000	3,000	3,000	0	3,000	3,000
62720 - REPAIR PARTS	4,070	3,300	7,000	6,500	7,000	0	7,000	7,000
62740 - OTHER MAINT. SUPPLIES	10,779	4,936	28,876	18,715	14,370	0	14,370	14,370

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62755 - UNIFORMS	3,850	987	3,500	2,500	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	7,294	7,928	55,393	42,992	32,323	0	32,323	32,323
63409 - EQUIPMENT ACQUISITION	0	0	14,256	14,506	0	0	0	0
65101 - PRINCIPAL	589,000	595,000	676,000	676,000	685,000	0	685,000	685,000
65102 - INTEREST ON BONDED DEBT	139,876	126,006	130,750	130,750	116,113	0	116,113	116,113
68010 - CAPITAL RESERVE	150,000	150,000	150,000	150,000	150,000	0	150,000	150,000
68011 - CAPITAL PROJECT TRANSFER	0	29,090	863,000	0	105,209	0	105,209	105,209
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,262,234</b>	<b>1,690,199</b>	<b>2,742,110</b>	<b>1,843,733</b>	<b>1,922,343</b>	<b>0</b>	<b>1,922,343</b>	<b>1,922,343</b>
<b>Department Total</b>	<b>1,740,864</b>	<b>2,076,059</b>	<b>3,131,375</b>	<b>2,157,424</b>	<b>2,276,163</b>	<b>0</b>	<b>2,276,163</b>	<b>2,276,163</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>PARKING FUND</b>
<b>01500 - PARKING LOTS &amp; METERS</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	80,597	51,241	63,692	64,783	65,032	0	65,032	65,032
61304 - GENERAL PERSONNEL	184,337	134,656	89,887	90,589	94,283	0	94,283	94,283
61307 - PART TIME EMPLOYEES	0	0	74,412	35,374	72,440	0	72,440	72,440
61401 - TEMPORARY PERSONNEL	30,731	45,546	29,344	8,648	0	0	0	0
61501 - REGULAR OVERTIME	0	0	1,200	0	1,200	0	1,200	1,200
61601 - HOLIDAY PAY	4,246	0	0	0	0	0	0	0
61608 - POLICE INCENTIVES	2,300	0	0	0	0	0	0	0
61701 - HEALTH INSURANCE	65,570	40,108	44,720	37,551	33,116	0	33,116	33,116
61702 - DENTAL INSURANCE	3,160	1,792	2,001	1,986	2,001	0	2,001	2,001
61703 - RETIREMENT CONTRIBUTIONS	16,241	16,443	17,289	17,253	17,930	0	17,930	17,930
61704 - SOCIAL SECURITY	17,299	17,284	19,759	15,118	17,812	0	17,812	17,812
61705 - WORKERS COMPENSATION	235	907	2,492	1,925	2,495	0	2,495	2,495
61713 - RET - FIRE	10,000	0	0	0	0	0	0	0
61714 - RET - POLICE	21,981	0	0	0	0	0	0	0
61715 - RETIREMENT BENEFITS	0	10,000	0	0	0	0	0	0
61901 - RECRUITMENT	0	69	0	31	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>436,697</b>	<b>318,045</b>	<b>344,797</b>	<b>273,258</b>	<b>306,309</b>	<b>0</b>	<b>306,309</b>	<b>306,309</b>
62102 - PROFESSIONAL SERVICES	0	67,373	70,915	70,915	71,873	0	71,873	71,873
62103 - TECHNICAL SERVICES	0	702	5,120	4,500	4,789	0	4,789	4,789
62176 - CITY ADMIN CHARGE	171,240	226,408	247,856	247,856	244,095	0	244,095	244,095
62205 - PC REPLACEMENT CHARGE	1,254	892	722	722	694	0	694	694
62206 - PW FLEET CHARGE	14,196	14,884	14,967	14,967	7,811	0	7,811	7,811
62208 - TAXES	3,665	5,653	3,918	1,966	3,918	0	3,918	3,918
62311 - EQUIPMENT MAINTENANCE	4,500	4,673	4,673	3,820	4,673	0	4,673	4,673
62435 - TRAINING	555	25	500	300	500	0	500	500
62446 - CLEANING ALLOWANCE	800	400	600	400	600	0	600	600
62510 - TELEPHONE	659	982	1,090	1,127	1,950	0	1,950	1,950
62602 - OFFICE SPACE RENTAL	0	9,850	10,008	10,008	10,108	0	10,108	10,108
62701 - OFFICE SUPPLIES	18,510	18,410	17,963	17,962	16,640	0	16,640	16,640
62710 - POSTAGE	473	3,634	3,000	3,000	3,000	0	3,000	3,000
62720 - REPAIR PARTS	4,070	3,300	7,000	6,500	7,000	0	7,000	7,000
62755 - UNIFORMS	3,850	987	3,500	2,500	3,500	0	3,500	3,500
62760 - OPERATING SUPPLIES	2,330	2,233	12,592	11,503	2,000	0	2,000	2,000
63409 - EQUIPMENT ACQUISITION	0	0	14,256	14,506	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>226,102</b>	<b>360,405</b>	<b>418,680</b>	<b>412,552</b>	<b>383,151</b>	<b>0</b>	<b>383,151</b>	<b>383,151</b>
<b>01500 - PARKING LOTS &amp; METERS</b>	<b>662,798</b>	<b>678,450</b>	<b>763,476</b>	<b>685,810</b>	<b>689,460</b>	<b>0</b>	<b>689,460</b>	<b>689,460</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>Total</b>								

<b>PARKING FUND</b>
<b>01501 - OUTSIDE SERVICES</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	12,273	22,452	15,520	5,706	18,686	0	18,686	18,686
61401 - TEMPORARY PERSONNEL	688	7,325	5,606	6,884	5,483	0	5,483	5,483
61501 - REGULAR OVERTIME	6,131	4,720	4,664	1,815	4,664	0	4,664	4,664
61701 - HEALTH INSURANCE	6,490	16,184	5,674	14,839	1,550	0	1,550	1,550
61702 - DENTAL INSURANCE	963	872	342	849	890	0	890	890
61703 - RETIREMENT CONTRIBUTIONS	1,982	2,914	1,801	789	2,554	0	2,554	2,554
61704 - SOCIAL SECURITY	1,437	2,606	1,283	1,100	1,835	0	1,835	1,835
61705 - WORKERS COMPENSATION	60	306	344	159	429	0	429	429
<b>61000 - PERSONNEL SERVICES</b>	<b>30,025</b>	<b>57,378</b>	<b>35,233</b>	<b>32,141</b>	<b>36,091</b>	<b>0</b>	<b>36,091</b>	<b>36,091</b>
62203 - SNOW PLOWING	47,052	50,839	55,858	55,858	58,288	0	58,288	58,288
62204 - STREET SWEEPING	0	4,000	4,000	4,000	4,000	0	4,000	4,000
62330 - PARKING LOT MAINTENANCE	775	6,953	4,000	4,000	4,000	0	4,000	4,000
62340 - GROUNDS MAINTENANCE	78,524	89,379	86,529	87,470	87,696	0	87,696	87,696
62503 - ELECTRICITY	0	797	1,900	665	1,900	0	1,900	1,900
62740 - OTHER MAINT. SUPPLIES	250	1,129	2,000	1,430	2,000	0	2,000	2,000
62760 - OPERATING SUPPLIES	2,898	4,944	250	2,899	250	0	250	250
<b>62000 - OPERATING EXPENDITURES</b>	<b>129,499</b>	<b>158,041</b>	<b>154,537</b>	<b>156,322</b>	<b>158,134</b>	<b>0</b>	<b>158,134</b>	<b>158,134</b>
<b>01501 - OUTSIDE SERVICES Total</b>	<b>159,523</b>	<b>215,419</b>	<b>189,770</b>	<b>188,463</b>	<b>194,225</b>	<b>0</b>	<b>194,225</b>	<b>194,225</b>

<b>PARKING FUND</b>
<b>01502 - CITY HALL PRKNG FACILITY</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	1,599	1,302	1,552	1,153	2,308	0	2,308	2,308
61501 - REGULAR OVERTIME	534	708	600	276	600	0	600	600
61701 - HEALTH INSURANCE	3,622	3,513	567	3,219	3,450	0	3,450	3,450
61702 - DENTAL INSURANCE	209	190	34	184	193	0	193	193
61703 - RETIREMENT CONTRIBUTIONS	230	217	247	158	318	0	318	318
61704 - SOCIAL SECURITY	160	152	174	113	229	0	229	229
61705 - WORKERS COMPENSATION	6	13	47	25	53	0	53	53
<b>61000 - PERSONNEL SERVICES</b>	<b>6,360</b>	<b>6,095</b>	<b>3,220</b>	<b>5,128</b>	<b>7,151</b>	<b>0</b>	<b>7,151</b>	<b>7,151</b>
62206 - PW FLEET CHARGE	5,172	5,877	6,613	6,613	6,588	0	6,588	6,588
62740 - OTHER MAINT. SUPPLIES	44	234	500	260	500	0	500	500
62760 - OPERATING SUPPLIES	2,067	751	29,811	15,850	17,333	0	17,333	17,333
<b>62000 - OPERATING EXPENDITURES</b>	<b>7,283</b>	<b>6,862</b>	<b>36,924</b>	<b>22,723</b>	<b>24,421</b>	<b>0</b>	<b>24,421</b>	<b>24,421</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>01502 - CITY HALL PRKNG FACILITY Total</b>	<b>13,643</b>	<b>12,956</b>	<b>40,144</b>	<b>27,851</b>	<b>31,572</b>	<b>0</b>	<b>31,572</b>	<b>31,572</b>

<b>PARKING FUND 01503 - WELLS ST PRKNG FACILITY</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	2,784	2,062	3,104	1,235	1,445	0	1,445	1,445
61501 - REGULAR OVERTIME	622	362	900	276	900	0	900	900
61701 - HEALTH INSURANCE	1,428	1,385	1,135	1,270	1,361	0	1,361	1,361
61702 - DENTAL INSURANCE	83	75	68	72	77	0	77	77
61703 - RETIREMENT CONTRIBUTIONS	367	257	428	169	258	0	258	258
61704 - SOCIAL SECURITY	255	182	300	115	183	0	183	183
61705 - WORKERS COMPENSATION	11	19	80	27	45	0	45	45
<b>61000 - PERSONNEL SERVICES</b>	<b>5,549</b>	<b>4,342</b>	<b>6,015</b>	<b>3,164</b>	<b>4,269</b>	<b>0</b>	<b>4,269</b>	<b>4,269</b>
62206 - PW FLEET CHARGE	6,072	5,877	6,613	6,613	6,588	0	6,588	6,588
62503 - ELECTRICITY	3,918	5,301	5,990	3,545	5,990	0	5,990	5,990
62740 - OTHER MAINT. SUPPLIES	10,485	3,573	26,376	17,025	11,870	0	11,870	11,870
62760 - OPERATING SUPPLIES	0	0	12,740	12,740	12,740	0	12,740	12,740
<b>62000 - OPERATING EXPENDITURES</b>	<b>20,475</b>	<b>14,751</b>	<b>51,719</b>	<b>39,923</b>	<b>37,188</b>	<b>0</b>	<b>37,188</b>	<b>37,188</b>
<b>01503 - WELLS ST PRKNG FACILITY Total</b>	<b>26,024</b>	<b>19,093</b>	<b>57,734</b>	<b>43,087</b>	<b>41,457</b>	<b>0</b>	<b>41,457</b>	<b>41,457</b>

<b>PARKING FUND 01520 - CAPITAL APPROPRIATION</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62208 - TAXES	0	250,044	260,500	255,463	263,127	0	263,127	263,127
65101 - PRINCIPAL	589,000	595,000	676,000	676,000	685,000	0	685,000	685,000
65102 - INTEREST ON BONDED DEBT	139,876	126,006	130,750	130,750	116,113	0	116,113	116,113
68010 - CAPITAL RESERVE	150,000	150,000	150,000	150,000	150,000	0	150,000	150,000
68011 - CAPITAL PROJECT TRANSFER	0	29,090	863,000	0	105,209	0	105,209	105,209
<b>62000 - OPERATING EXPENDITURES</b>	<b>878,876</b>	<b>1,150,140</b>	<b>2,080,250</b>	<b>1,212,213</b>	<b>1,319,449</b>	<b>0</b>	<b>1,319,449</b>	<b>1,319,449</b>
<b>01520 - CAPITAL APPROPRIATION Total</b>	<b>878,876</b>	<b>1,150,140</b>	<b>2,080,250</b>	<b>1,212,213</b>	<b>1,319,449</b>	<b>0</b>	<b>1,319,449</b>	<b>1,319,449</b>

Fund Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>PARKING FUND</b>	<b>1,740,864</b>	<b>2,076,059</b>	<b>3,131,375</b>	<b>2,157,424</b>	<b>2,276,163</b>	<b>0</b>	<b>2,276,163</b>	<b>2,276,163</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2016/2017 Operating Budget**  
**STATEMENT OF PARKING FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2016/2017</u>	<u>INTEREST 2016/2017</u>	<u>PRINCIPAL BALANCE 06/30/17</u>
Wells St. Parking Facility-Refunding (1998)	12/27/2006	1/1/2018	avg 3.93%	1,370,000	155,000	13,813	160,000
Wells St. TIFD Courthouse Project	5/2/2013	5/1/2033	avg 2.46%	1,629,000	85,000	32,400	1,285,000
Wells St. TIFD Infrastructure (R-2011-26)	12/1/2011	12/1/2021	avg 1.627218%	3,653,100	365,000	51,100	1,825,000
Wells St TIFD Infrastructure:(Norway /93rd)	6/12/2015	6/12/2025	avg 2.17%	760,000	80,000	18,800	600,000
				\$ 7,412,100	\$ 685,000	\$ 116,113	\$ 3,870,000
<b>Authorized, Unissued:</b>							
N/A							\$ -
<b>Anticipated, FY15/16:</b>							
N/A							\$ -
<b>Total Anticipated Bond Issue - new</b>							<b>\$0</b>

**CALCULATION OF PARKING FUND DEBT LIMIT AND BORROWING CAPACITY**

Debt Limit on 07/01/16 computed at 0.5% of 2014 equalized assessed value at \$1,777,392,078 per RSA 33:4-a	\$ 8,886,960
LESS: outstanding principal balance @ 07/01/16	(4,555,000)
~ EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	4,555,000
<b>PARKING FUND BORROWING CAPACITY FOR FY16/17</b>	<b>\$ 8,886,960</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY 2016/17 PARKING FUND CAPITAL APPROPRIATIONS**

Project Description		Capital Project	Capital Project	Capital Project
		Appropriation <u>FY 15</u>	Appropriation <u>FY 16</u>	Appropriation <u>FY 17</u>
<u>Capital Reserve Appropriations:</u>				
City Hall Parking Facility	01520-68010	\$ 25,000	\$ 25,000	\$ 25,000
Wells Street Parking Facility	01520-68010	25,000	25,000	25,000
Downtown Infrastructure & Facility Improvements	01520-68010	100,000	100,000	100,000
Total General Revenue Capital Reserve Appropriation		\$ 150,000	\$ 150,000	\$ 150,000
<u>Capital Project Appropriations:</u>				
Parking Structure Maintenance	01520-68011	\$ 20,000	\$ 15,000	
Surface Parking Lot Maintenance	01520-68011	99,090		105,209
Wells Street Parking Deck Rehabilitation	01520-68011	-	848,000	-
Total Capital Project Appropriation		\$ 119,090	\$ 863,000	\$ 105,209
TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS		\$ 269,090	\$ 1,013,000	\$ 255,209

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<b>DEPARTMENT:</b>	<b>INFORMATION TECHNOLOGY (IT)</b>	<b>FUND:</b>	<b>PC REPLACEMENT</b>
<b>DIVISION(s):</b> <b>Cost Center(s):</b>	<b>00799</b>		
<b>MISSION:</b>	Through the Computer Equipment Replacement Plan, regular replacement of computer equipment will ensure minimum levels of reliability and performance in the city's computing environment.		

The PC Replacement Plan is funded by annual fees charged to each department for computers and printers. This revenue funds the replacement of each device at the end of its useful life as well as upgrades in the desktop operating systems, Microsoft Office software, virus and malware protection software, computer repair, and some maintenance services.

Computers and printers were replaced on schedule in FY16. The Conway Office Solutions Managed Print Services contract was implemented in FY14 and continues to be factored into the PC Replacement Plan (which includes network printers). In previous years replacement, maintenance, and repair costs were calculated for each individual printer and added to departmental fees on an itemized basis. The fees are now based on a standard contract price. That contract includes printer replacement, maintenance, and repair as well as all ink and toner costs. The fees per printer are similar to previous years' fees, however, the additional costs for toner and repair services have been eliminated.

Over the past five years, the per-device costs have come down for most computer equipment. As the costs come down, the fees collected in prior years yield a surplus that makes it possible to apply a discount to the current fees charged. In FY17 a 30% discount has been applied to the fees for all PC's and Laptops. This yields sufficient funds for continued replacement of computer equipment on schedule and, in the coming year, a reduction in most departmental PC Replacement budgets.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Replace PC1 computers every 5 years.		Municipal Governance & Fin Stability		
Replace PC2 computers every 3 years.		Municipal Governance & Fin Stability		
Replace laptops every 3 years or as necessary.		Municipal Governance & Fin Stability		
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Replace 86 computers.			Municipal Governance & Fin Stability	<b>V, C</b>
Continue the Managed Print Services contract to reduce organizational print management costs as well as improve maintenance and repair services.			Municipal Governance & Fin Stability	<b>V, C</b>
Delay replacing monitors at the time of computer replacement unless necessary.			Municipal Governance & Fin Stability	<b>C</b>
Research and test mobile computing devices to use as laptop and/or Toughbook replacements.			Municipal Governance & Fin Stability	<b>V, C</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
PC1 Purchase Cost		\$650	\$600	\$600
PC1 Replacement Schedule		5 years	5 years	5 years
PC2 Purchase Cost		\$900	\$900	900
PC2 Replacement Schedule		3 years	3 years	3 years
Laptop Purchase Cost		\$650	\$650	650
Laptop Replacement Schedule		3 years	3 years	3 years
Total Annual Contributions to Fund		\$79,826	\$77,281	\$76,880
Total Computers		300	296	300

**CITY OF KEENE, NEW HAMPSHIRE**  
**PC REPLACEMENT FUND OPERATING REVENUES and EXPENDITURES**  
**HISTORICAL ANALYSIS and BUDGET**

	ACTUAL FY 13/14	ACTUAL FY 14/15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Charges for Services	\$91,531	\$79,826	\$81,222	\$81,222	\$76,787	\$76,787	\$78,323	\$79,889
Use of (Addition to) Surplus			101,069		107,888	107,888	(12,898)	(36,814)
Miscellaneous	3,887	4,490	2,100	5,000	3,500	3,500	3,600	3,700
<b>TOTAL REVENUES</b>	\$95,418	\$84,316	\$184,391	\$86,222	\$188,175	\$188,175	\$69,025	\$46,775
<b>EXPENDITURES</b>								
Maintenance	\$8,916	\$9,500	\$14,600	\$14,600	\$14,600	\$14,600	\$14,600	\$14,600
Equipment Replacement	47,235	72,650	169,791	125,523	48,575	48,575	54,425	32,175
Software	2,339				125,000	125,000		
Capital Project Transfer		3,339						
<b>TOTAL EXPENDITURES</b>	\$58,490	\$85,489	\$184,391	\$140,123	\$188,175	\$188,175	\$69,025	\$46,775
<b>NET REVENUE (EXPENDITURE)</b>	\$36,928	(\$1,173)	\$0	(\$53,901)	\$0	\$0	\$0	\$0

Projected fund balance at year end 300,587 246,686.17 138,798 151,696 188,510

Projected fund balance as a % of operating budget 176.05% 73.76% 219.77% 403.01%

**PC REPLACEMENT FUND REVENUES**

**CHARGES FOR SERVICES**

**46109-USER FEES:** charges to departments for maintenance and replacement of computers and

Printers

**MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**47303- SALE OF SURPLUS EQUIPMENT:** money received from the sale of computers

**OTHER FINANCING SOURCES**

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**PC REPLACEMENT FUND**

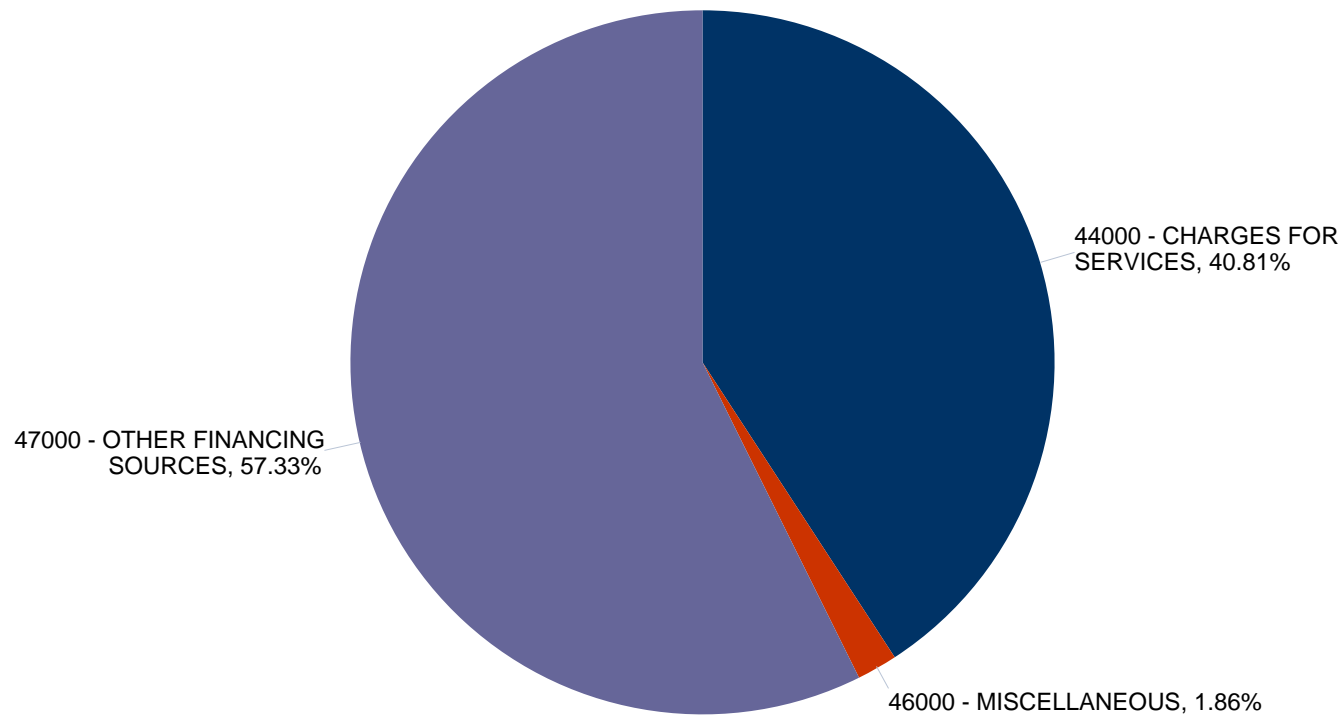
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
44100 - UNCLASSIFIED CHARGES	46109 - USER FEES	91,531	79,826	81,222	81,222	76,787	76,787
<b>44000 - CHARGES FOR SERVICES</b>		<b>91,531</b>	<b>79,826</b>	<b>81,222</b>	<b>81,222</b>	<b>76,787</b>	<b>76,787</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	1,885	1,043	600	1,000	1,000	1,000
47300 - SALES	47303 - SALE OF SURPLUS EQUIPMNT	2,002	3,447	1,500	4,000	2,500	2,500
<b>46000 - MISCELLANEOUS</b>		<b>3,887</b>	<b>4,490</b>	<b>2,100</b>	<b>5,000</b>	<b>3,500</b>	<b>3,500</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	94,022	0	107,888	107,888
	47007 - USE OF SURPLUS: CARRYOVER	0	0	7,047	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>0</b>	<b>0</b>	<b>101,069</b>	<b>0</b>	<b>107,888</b>	<b>107,888</b>
<b>Revenue Total</b>		<b>95,418</b>	<b>84,316</b>	<b>184,391</b>	<b>86,222</b>	<b>188,175</b>	<b>188,175</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**PC REPLACEMENT FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
44000 - CHARGES FOR SERVICES	91,531	79,826	81,222	81,222	76,787	76,787
46000 - MISCELLANEOUS	3,887	4,490	2,100	5,000	3,500	3,500
47000 - OTHER FINANCING SOURCES	0	0	101,069	0	107,888	107,888
<b>Grand Total</b>	<b>95,418</b>	<b>84,316</b>	<b>184,391</b>	<b>86,222</b>	<b>188,175</b>	<b>188,175</b>

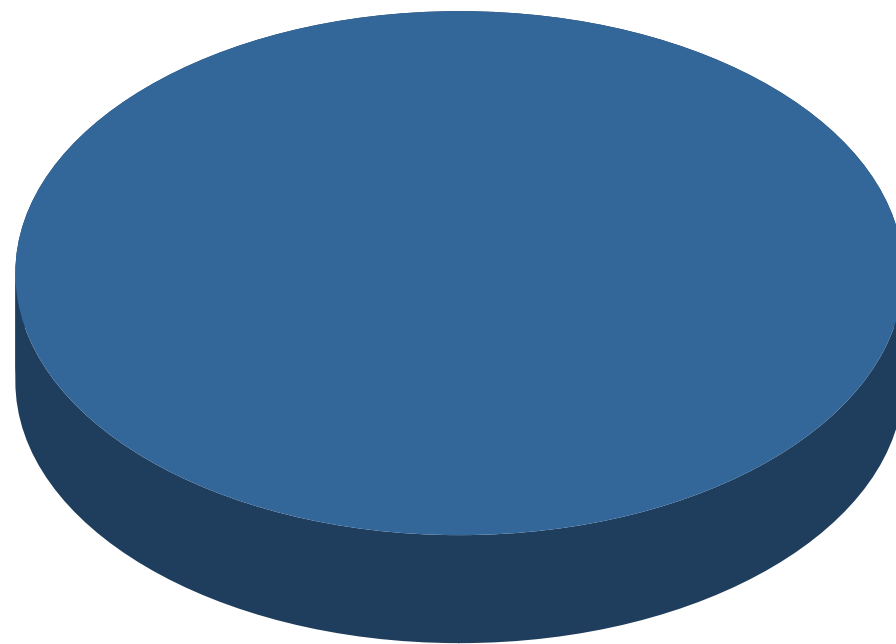
**Fiscal 2017 Anticipated Revenue By Category**



Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**PC REPLACEMENT FUND**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62000 - OPERATING EXPENDITURES	58,490	85,489	184,391	140,123	188,175	0	188,175	188,175
<b>Department Total</b>	<b>58,490</b>	<b>85,489</b>	<b>184,391</b>	<b>140,123</b>	<b>188,175</b>	<b>0</b>	<b>188,175</b>	<b>188,175</b>



62000 - OPERATING EXPENDITURES, 100.00%

Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>PC REPLACEMENT FUND - INFORMATION TECHNOLOGY</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62103 - TECHNICAL SERVICES	1,000	0	0	0	0	0	0	0
62301 - OFFICE EQUIPMENT MAINT.	7,847	9,500	9,600	9,600	9,600	0	9,600	9,600
62307 - COMPUTER SYS MAINTENANCE	44	0	5,000	5,000	5,000	0	5,000	5,000
62710 - POSTAGE	26	0	0	0	0	0	0	0
62744 - MINOR COMPUTER EQUIPMENT	47,235	72,650	169,791	125,523	48,575	0	48,575	48,575
62761 - SOFTWARE	2,339	3,339	0	0	125,000	0	125,000	125,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>58,490</b>	<b>85,489</b>	<b>184,391</b>	<b>140,123</b>	<b>188,175</b>	<b>0</b>	<b>188,175</b>	<b>188,175</b>
<b>Department Total</b>	<b>58,490</b>	<b>85,489</b>	<b>184,391</b>	<b>140,123</b>	<b>188,175</b>	<b>0</b>	<b>188,175</b>	<b>188,175</b>



<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>	<b>FUND:</b>	<b>SOLID WASTE</b>
<b>DIVISION(s):</b>	<b>Solid Waste</b>		
<b>Cost Center(s):</b>	<b>10000 through 10009</b>		
<b>MISSION:</b>	<b>The Solid Waste Division manages the community's solid waste in an efficient, economical, and environmentally sensitive manner as well as ensures Keene's ability to use the most appropriate disposal solutions at all times.</b>		

In FY17 the Solid Waste Division will be in the third year of a five (5) year contract for the transport and disposal of approximately 38,000 tons of solid waste from the City Transfer Station with Waste Management of New Hampshire (WMNH). The Recycling Center will meet the challenge of ever changing recycling markets and process approximately 5,000 tons of recyclable materials. The Solid Waste Facility located at 55 Old Summit Road serves as a drop off center where over 17,000 vehicles bring refuse, recycling, compostable material, brush, scrap metal, demolition material, shingles, and textiles. The Solid Waste Division also oversees the closed landfill as part of a required 30 year EPA monitoring program, manages the landfill gas to energy system that provides power to the adjacent recycling center, manages 24 household hazardous collections that serve Keene as well as over a dozen surrounding communities to reduce the toxicity of the waste stream. In FY 16 the concrete floor of the transfer station was replaced, and a new lease agreement provided a new excavator and loader for transfer station operations.

The amount of recycling processed remains stable (approximately 5,000 tons per year) however markets for recycled material are in a major transition. Global commodity prices have slipped dramatically mirroring the decline in the price of petroleum products, and the slowdown of the economy in China has impacted the domestic recycling market where prices are at a two decade low. The shift to digital media has displaced traditional print media which used to be a primary source of recycling revenue as well as volume. Changes in packaging technology are also having an impact at the Keene Recycling Center. Single use packaging is growing exponentially, and light weighting of packaging requires more processing to achieve critical mass volume (for example, it now requires twice as many water bottles to construct a bale of material because the volume of material in a water bottle sold today is half that of several years ago). As fiber materials continue to decrease and light weighting of containers increases the processing requirements to recycle materials increases because more containers are received requiring more physical handling of the material to separate the material into saleable commodities.

### **Background**

The Solid Waste Division provides efficient, economical, and environmentally-sensitive management of the municipal solid waste stream for the community. The Division provides processing of refuse and construction debris, and recycling of containers, fibers, and other assorted materials at the Recycling Center.

The City Council enacted a flow control ordinance in October 2010. Refuse and recycling generated within the City of Keene limits and collected by a private contractor is required to be delivered to the City of Keene Solid Waste Facility. The Solid Waste Division works with private contractors to ensure compliance with the ordinance. Based on evaluation of five years of data assembled through the City's computerized scale system, the ordinance is fulfilling its objective of providing a more sustainable funding mechanism for the City's solid waste programs. The City has received an average of 20,000 tons of material from within the City of Keene limits, and an overall average of 38,000 tons of material from all sources (including material from outside the City limits). The contract with Waste Management of NH (WMNH) to transport and dispose of refuse and construction debris results in a cost of disposal of \$70 per ton. In addition, WMNH is also contractually obligated to bring in 18,000 tons per year from outside the City limits. The revenue from the Transfer Station operation continues to stabilize the solid waste fund.

Solid Waste Division staff are active in the Northeast Resource Recovery Association-a statewide organization that assists communities in marketing recyclable material. Staff continues to research new technologies to determine whether there are alternative disposal options or outlets for diverting materials from disposal. The Division will continue to work with the EPA to determine if the grant funds that were originally awarded for the Keene Energy and Agriculture Project can be re-purposed to benefit the City.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide disposal outlet for recyclables through operation of materials recovery facility, municipal solid waste, and construction debris through operation of a transfer station as outlined in the operating permit issued by New Hampshire Department of Environmental Services			Community Health & Wellness	
Monitor closed landfill per New Hampshire Department of Environmental Services permit, operate landfill gas to energy system.			Community Health & Wellness	
Recycling operations- Process private contractor collected recyclables (paper, cardboard, glass bottles, steel cans, aluminum cans, #1 & #2 plastic), manage drop off center that serves over 17,000 vehicles per year with expanded recycling opportunities.				Climate Change
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CPM</b>	<b>VOICE</b>
Maximize weight per trailer at Transfer Station (within legal weight limits)			Municipal Governance & Fin Stability	<b>E</b>
Maintain processing cost of recycling under \$70 per ton (including revenue from sale of material)			Municipal Governance & Fin Stability	<b>E</b>
Promote hazardous waste collections to reduce waste stream toxicity (24 collections per year serving Keene and over a dozen surrounding communities)			Community Health & Wellness	<b>I</b>
Evaluate landfill gas-to-energy system to determine investments necessary to maximize system utility			Climate Change	<b>C,E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Average weight per transfer station load (tons)		26	26	26
Transport/Disposal Cost (per ton)		\$69	\$70	\$71
Recycling Cost (per ton including revenue from sale of material)		\$17	\$17	\$37
Percent of time off electrical grid (landfill gas power)		91%	70%	85%

# CITY OF KEENE, NEW HAMPSHIRE

## SOLID WASTE FUND OPERATING REVENUES and EXPENDITURES

### HISTORICAL ANALYSIS and BUDGET

	ACTUAL FY 13/14	ACTUAL FY 14/15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Charges for Services	\$4,541,780	\$4,574,238	\$4,505,907	\$4,495,276	\$4,466,649	\$4,466,649	\$4,335,443	\$4,381,390
Miscellaneous	61,142	110,830	44,464	44,563	40,758	40,758	37,053	33,348
Use of Capital Reserve								
Bond Proceeds			105,000	105,000				
Use of (Addition to) Surplus			55,831		(8,162)	(8,162)	142,827	162,987
<b>TOTAL REVENUES</b>	<b>\$4,602,922</b>	<b>\$4,685,069</b>	<b>\$4,711,202</b>	<b>\$4,644,839</b>	<b>\$4,499,245</b>	<b>\$4,499,245</b>	<b>\$4,515,323</b>	<b>\$4,577,725</b>
<b>EXPENDITURES</b>								
Administration	\$596,703	\$613,956	\$587,176	\$580,434	\$614,849	\$614,849	\$631,176	\$647,943
Transfer/Recycling Facility	130,920	112,724	127,941	111,245	149,363	149,363	148,118	144,941
Operations	3,048,038	2,989,784	2,920,212	2,728,141	2,766,418	2,766,418	2,805,865	2,846,412
Recycling	497,519	499,957	538,313	503,170	540,009	540,009	553,749	567,839
Household Hazardous Waste	29,950	34,072	100,322	42,666	107,104	107,104	50,506	40,200
Demolition Transfer & Disposal	116,806	121,982	151,789	120,047	140,755	140,755	143,065	145,414
Landfill Monitoring & Maintenance	21,293	26,877	61,449	47,368	61,746	61,746	62,363	62,987
Landfill Gas System	71,282	98,805	74,000	66,696	74,000	74,000	75,480	76,990
Capital Projects Transfers	47,000	40,000	150,000	150,000	45,000	45,000	45,000	45,000
<b>TOTAL EXPENDITURES</b>	<b>\$4,559,512</b>	<b>\$4,538,158</b>	<b>\$4,711,202</b>	<b>\$4,349,767</b>	<b>\$4,499,245</b>	<b>\$4,499,245</b>	<b>\$4,515,323</b>	<b>\$4,577,725</b>
<b>NET REVENUE (EXPENDITURE)</b>	<b>\$43,410</b>	<b>\$146,911</b>	<b>\$0</b>	<b>\$295,072</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>

Principal Payment for Roundabout loan: a cash flow in, but not a revenue  
Annual change in current resources (net revenue/use (addition) to surplus) plus interfund loan repayment)

Projected current resources available at fiscal year end

86,170	86,170	86,170	86,170	86,170	86,170	86,170	86,170	86,170
381,242	381,242	381,242	381,242	381,242	381,242	381,242	381,242	381,242
762,519	762,519	762,519	762,519	762,519	762,519	762,519	762,519	762,519
1,143,761	1,143,761	1,143,761	1,143,761	1,143,761	1,143,761	1,143,761	1,143,761	1,143,761
1,181,436	1,181,436	1,181,436	1,181,436	1,181,436	1,181,436	1,181,436	1,181,436	1,181,436
-76,817	-76,817	-76,817	-76,817	-76,817	-76,817	-76,817	-76,817	-76,817
1,104,619	1,104,619	1,104,619	1,104,619	1,104,619	1,104,619	1,104,619	1,104,619	1,104,619

## **SOLID WASTE FUND REVENUE**

### **LICENSES/PERMITS/FEES**

**42306-MISC FEES & CHARGES:** money received not accounted for elsewhere

### **CHARGES FOR SERVICES**

**44109-DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44119-TIPPING FEES:** cost for disposal

**44120-RECYCLING CENTER:** revenue from disposal of recyclables

**44145-RECLAMATION TRUST FUND:** fee collected upon registration of vehicles for the disposal of motor vehicle waste.

### **MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103- INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

### **OTHER FINANCING SOURCES**

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**47007-USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**SOLID WASTE**

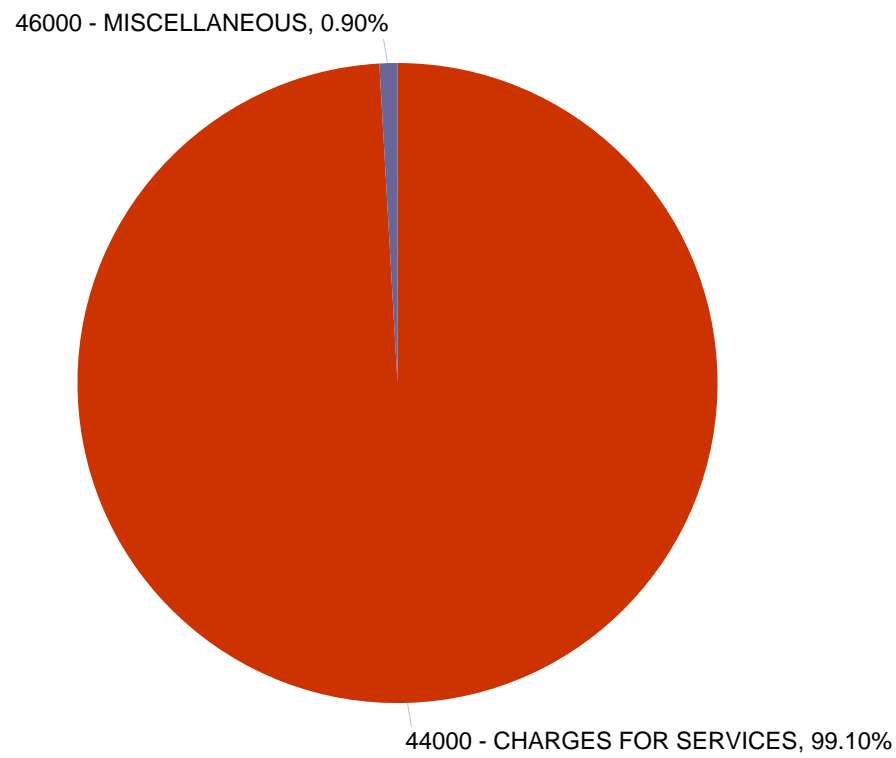
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
42300 - FEES	42306 - MISC FEES & CHARGES	0	195	0	0	0	0
<b>42000 - LICENSES/PERMITS/FEES</b>		<b>0</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
44100 - UNCLASSIFIED CHARGES	44109 - DIRECT REIMBURSEMENT	835	0	0	0	0	0
	44119 - TIPPING FEES	3,992,907	4,015,123	4,039,423	4,031,649	4,051,649	4,051,649
	44120 - RECYCLING FEES	489,623	500,473	408,484	410,000	357,000	357,000
	44145 - RECLAMATION TRUST FUND	58,415	58,642	58,000	53,627	58,000	58,000
<b>44000 - CHARGES FOR SERVICES</b>		<b>4,541,780</b>	<b>4,574,238</b>	<b>4,505,907</b>	<b>4,495,276</b>	<b>4,466,649</b>	<b>4,466,649</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	61,142	57,657	44,464	44,563	40,758	40,758
<b>46000 - MISCELLANEOUS</b>		<b>61,142</b>	<b>57,657</b>	<b>44,464</b>	<b>44,563</b>	<b>40,758</b>	<b>40,758</b>
47000 - OTHER FINANCING SOURCES	47007 - USE OF SURPLUS: CARRYOVER	0	0	55,831	0	-8,162	-8,162
47200 - INTERFUND APPROPRIATION	47201 - CAPITAL PROJECTS FUND	0	52,978	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>0</b>	<b>52,978</b>	<b>55,831</b>	<b>0</b>	<b>-8,162</b>	<b>-8,162</b>
48100 - LT DEBT PROCEEDS	48101 - SALE OF BONDS	0	0	105,000	105,000	0	0
<b>48000 - PROCEEDS LONG TRM FINANCE</b>		<b>0</b>	<b>0</b>	<b>105,000</b>	<b>105,000</b>	<b>0</b>	<b>0</b>
<b>Revenue Total</b>		<b>4,602,922</b>	<b>4,685,069</b>	<b>4,711,202</b>	<b>4,644,839</b>	<b>4,499,245</b>	<b>4,499,245</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**SOLID WASTE**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
42000 - LICENSES/PERMITS/FEES	0	195	0	0	0	0
44000 - CHARGES FOR SERVICES	4,541,780	4,574,238	4,505,907	4,495,276	4,466,649	4,466,649
46000 - MISCELLANEOUS	61,142	57,657	44,464	44,563	40,758	40,758
47000 - OTHER FINANCING SOURCES	0	52,978	55,831	0	<b>-8,162</b>	<b>-8,162</b>
48000 - PROCEEDS LONG TRM FINANCE	0	0	105,000	105,000	0	0
<b>Grand Total</b>	<b>4,602,922</b>	<b>4,685,069</b>	<b>4,711,202</b>	<b>4,644,839</b>	<b>4,499,245</b>	<b>4,499,245</b>

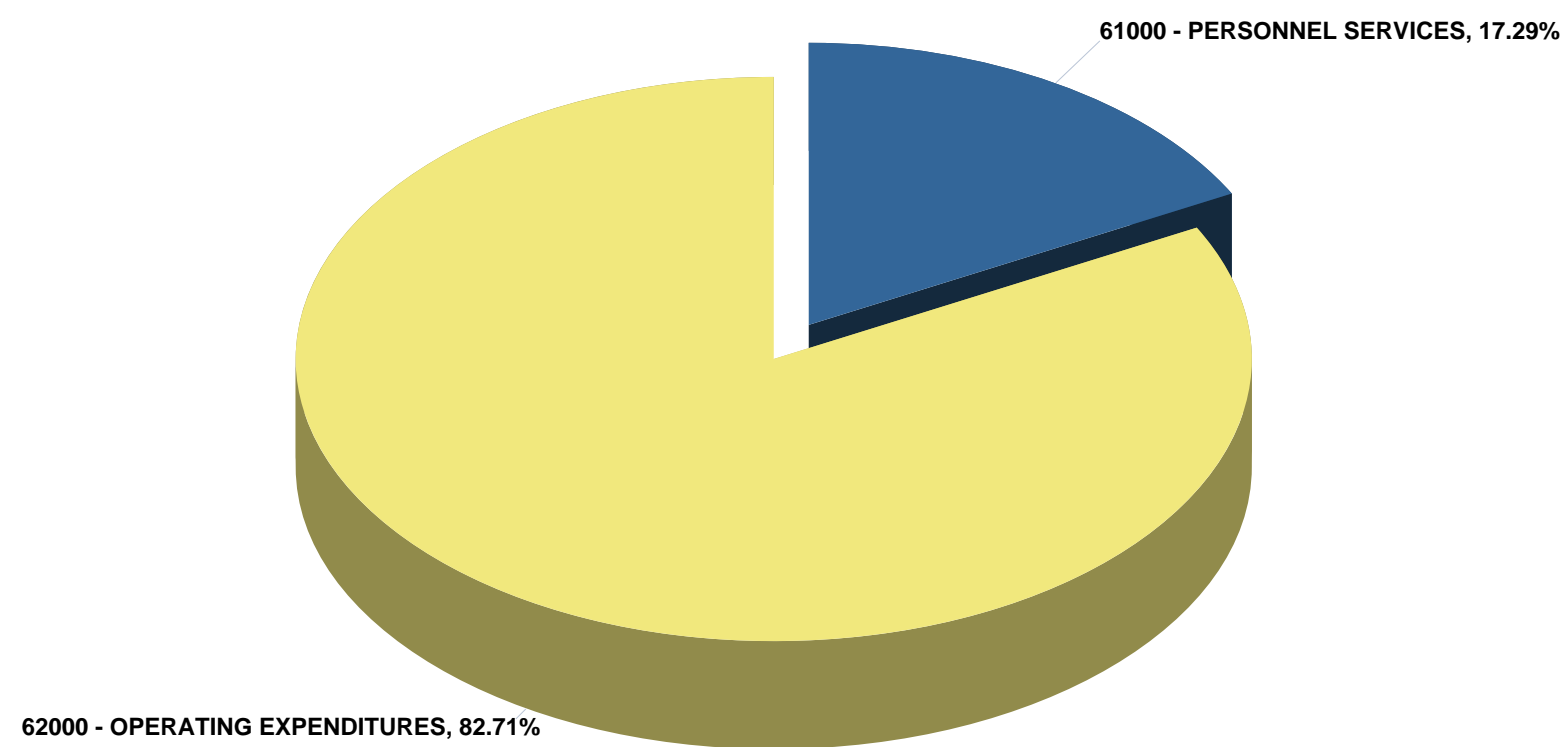
**Fiscal 2017 Anticipated Revenue By Category**



Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**SOLID WASTE**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	718,706	704,196	777,262	702,769	777,828	0	777,828	777,828
62000 - OPERATING EXPENDITURES	3,840,806	3,833,961	3,933,940	3,646,997	3,721,417	0	3,721,417	3,721,417
<b>Department Total</b>	<b>4,559,512</b>	<b>4,538,158</b>	<b>4,711,202</b>	<b>4,349,767</b>	<b>4,499,245</b>	<b>0</b>	<b>4,499,245</b>	<b>4,499,245</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>SOLID WASTE - PUBLIC WORKS</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	71,171	65,470	74,510	73,936	74,221	0	74,221	74,221
61304 - GENERAL PERSONNEL	297,674	292,445	311,701	292,547	313,502	0	313,502	313,502
61307 - PART TIME EMPLOYEES	73,891	71,957	82,779	66,046	88,300	0	88,300	88,300
61501 - REGULAR OVERTIME	57,199	52,501	61,090	53,962	62,192	0	62,192	62,192
61701 - HEALTH INSURANCE	127,082	129,848	138,720	117,423	129,783	0	129,783	129,783
61702 - DENTAL INSURANCE	8,373	9,277	10,394	9,717	10,394	0	10,394	10,394
61703 - RETIREMENT CONTRIBUTIONS	45,882	44,070	49,963	46,197	50,255	0	50,255	50,255
61704 - SOCIAL SECURITY	36,841	35,731	40,561	35,837	41,174	0	41,174	41,174
61705 - WORKERS COMPENSATION	395	2,771	7,543	6,633	8,007	0	8,007	8,007
61901 - RECRUITMENT	197	126	0	471	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>718,706</b>	<b>704,196</b>	<b>777,262</b>	<b>702,769</b>	<b>777,828</b>	<b>0</b>	<b>777,828</b>	<b>777,828</b>
62103 - TECHNICAL SERVICES	18,796	22,577	88,064	32,062	92,467	0	92,467	92,467
62120 - LABORATORY SERVICES	3,797	3,325	15,750	5,699	15,750	0	15,750	15,750
62121 - MONITORING/INSPECTIONS	10,335	10,218	29,699	25,777	29,996	0	29,996	29,996
62176 - CITY ADMIN CHARGE	479,688	491,581	457,172	457,172	491,982	0	491,982	491,982
62201 - JANITORIAL	0	0	6,500	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	948	853	833	833	832	0	832	832
62206 - PW FLEET CHARGE	78,072	80,321	86,484	86,484	90,673	0	90,673	90,673
62301 - OFFICE EQUIPMENT MAINT.	1,322	553	2,600	2,600	2,600	0	2,600	2,600
62310 - SAFETY PROGRAM MAINT.	1,105	1,050	2,200	749	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	43,036	50,036	25,500	34,062	25,500	0	25,500	25,500
62314 - SYSTEMS MAINTENANCE	64,323	94,174	71,000	63,696	71,000	0	71,000	71,000
62350 - BUILDING MAINTENANCE	30,499	21,854	25,000	23,265	25,000	0	25,000	25,000
62425 - ADVERTISING	12,181	12,051	9,000	9,716	9,000	0	9,000	9,000
62435 - TRAINING	862	581	1,500	1,500	1,500	0	1,500	1,500
62436 - MEETINGS & DUES	1,220	800	1,200	1,664	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	535	14,007	10,000	9,800	10,000	0	10,000	10,000
62448 - HAULING AND DISPOSAL	2,808,028	2,718,182	2,705,702	2,516,022	2,551,374	0	2,551,374	2,551,374
62455 - CONTRACTED SERVICES	66,035	61,901	55,650	52,122	54,650	0	54,650	54,650
62503 - ELECTRICITY	2,957	8,543	1,200	3,813	3,600	0	3,600	3,600
62510 - TELEPHONE	1,176	1,325	1,200	1,200	1,200	0	1,200	1,200
62604 - EQUIPMENT RENTAL	500	1,884	1,200	600	1,200	0	1,200	1,200
62733 - TOOLS	162	384	500	500	500	0	500	500
62755 - UNIFORMS	3,612	3,475	3,700	2,317	3,700	0	3,700	3,700
62760 - OPERATING SUPPLIES	57,985	89,497	67,400	53,723	63,800	0	63,800	63,800
65101 - PRINCIPAL	35,556	35,278	35,278	35,278	48,444	0	48,444	48,444
65102 - INTEREST ON BONDED DEBT	12,754	11,190	9,608	9,608	11,512	0	11,512	11,512



<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
65301 - LEASE PAYMENTS	58,323	58,323	70,000	60,236	60,236	0	60,236	60,236
68010 - CAPITAL RESERVE	0	40,000	45,000	45,000	45,000	0	45,000	45,000
68011 - CAPITAL PROJECT TRANSFER	47,000	0	105,000	105,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>3,840,806</b>	<b>3,833,961</b>	<b>3,933,940</b>	<b>3,646,997</b>	<b>3,721,417</b>	<b>0</b>	<b>3,721,417</b>	<b>3,721,417</b>
<b>Department Total</b>	<b>4,559,512</b>	<b>4,538,158</b>	<b>4,711,202</b>	<b>4,349,767</b>	<b>4,499,245</b>	<b>0</b>	<b>4,499,245</b>	<b>4,499,245</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>SOLID WASTE</b>
<b>10000 - SW ADMINISTRATION</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	71,171	65,470	74,510	73,936	74,221	0	74,221	74,221
61701 - HEALTH INSURANCE	16,846	15,630	18,256	10,834	11,446	0	11,446	11,446
61702 - DENTAL INSURANCE	1,136	1,098	1,352	1,352	1,352	0	1,352	1,352
61703 - RETIREMENT CONTRIBUTIONS	7,665	7,059	8,323	8,259	8,291	0	8,291	8,291
61704 - SOCIAL SECURITY	5,271	4,920	5,700	5,627	5,678	0	5,678	5,678
61705 - WORKERS COMPENSATION	61	353	913	927	930	0	930	930
61901 - RECRUITMENT	15	57	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>102,165</b>	<b>94,587</b>	<b>109,054</b>	<b>100,935</b>	<b>101,917</b>	<b>0</b>	<b>101,917</b>	<b>101,917</b>
62120 - LABORATORY SERVICES	201	350	0	397	0	0	0	0
62176 - CITY ADMIN CHARGE	479,688	491,581	457,172	457,172	491,982	0	491,982	491,982
62425 - ADVERTISING	12,181	12,051	9,000	9,716	9,000	0	9,000	9,000
62435 - TRAINING	712	581	750	750	750	0	750	750
62436 - MEETINGS & DUES	1,220	800	1,200	1,664	1,200	0	1,200	1,200
62447 - PUBLIC AWARENESS	535	14,007	10,000	9,800	10,000	0	10,000	10,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>494,538</b>	<b>519,369</b>	<b>478,122</b>	<b>479,499</b>	<b>512,932</b>	<b>0</b>	<b>512,932</b>	<b>512,932</b>
<b>10000 - SW ADMINISTRATION Total</b>	<b>596,703</b>	<b>613,956</b>	<b>587,176</b>	<b>580,434</b>	<b>614,849</b>	<b>0</b>	<b>614,849</b>	<b>614,849</b>

<b>SOLID WASTE</b>
<b>10001 - TFR/RECYCLING FACILITY</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	3,219	2,148	99	0	0	0	0	0
61307 - PART TIME EMPLOYEES	41,569	40,250	47,430	33,612	52,942	0	52,942	52,942
61501 - REGULAR OVERTIME	11	8	0	0	0	0	0	0
61701 - HEALTH INSURANCE	4,078	120	0	0	0	0	0	0
61702 - DENTAL INSURANCE	245	68	0	0	0	0	0	0
61703 - RETIREMENT CONTRIBUTIONS	348	108	11	0	0	0	0	0
61704 - SOCIAL SECURITY	2,878	2,666	3,636	2,000	4,050	0	4,050	4,050
61705 - WORKERS COMPENSATION	7	116	307	117	752	0	752	752
61901 - RECRUITMENT	57	0	0	301	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>52,411</b>	<b>45,485</b>	<b>51,483</b>	<b>36,030</b>	<b>57,744</b>	<b>0</b>	<b>57,744</b>	<b>57,744</b>
62201 - JANITORIAL	0	0	6,500	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	948	853	833	833	832	0	832	832
62301 - OFFICE EQUIPMENT MAINT.	1,322	553	2,600	2,600	2,600	0	2,600	2,600
62350 - BUILDING MAINTENANCE	28,995	14,036	25,000	21,655	25,000	0	25,000	25,000
62503 - ELECTRICITY	2,957	8,543	1,200	3,813	3,600	0	3,600	3,600
62510 - TELEPHONE	1,176	1,325	1,200	1,200	1,200	0	1,200	1,200
62760 - OPERATING SUPPLIES	4,484	4,539	3,000	2,489	3,000	0	3,000	3,000

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
65101 - PRINCIPAL	27,500	27,500	27,500	27,500	38,000	0	38,000	38,000
65102 - INTEREST ON BONDED DEBT	11,128	9,890	8,625	8,625	10,887	0	10,887	10,887
<b>62000 - OPERATING EXPENDITURES</b>	<b>78,509</b>	<b>67,239</b>	<b>76,458</b>	<b>75,215</b>	<b>91,619</b>	<b>0</b>	<b>91,619</b>	<b>91,619</b>
<b>10001 - TFR/RECYCLING FACILITY Total</b>	<b>130,920</b>	<b>112,724</b>	<b>127,941</b>	<b>111,245</b>	<b>149,363</b>	<b>0</b>	<b>149,363</b>	<b>149,363</b>

<b>SOLID WASTE 10002 - SW OPERATIONS</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	87,495	94,075	97,929	93,298	100,342	0	100,342	100,342
61501 - REGULAR OVERTIME	24,862	25,383	26,745	21,837	27,280	0	27,280	27,280
61701 - HEALTH INSURANCE	31,687	37,092	39,187	36,219	38,532	0	38,532	38,532
61702 - DENTAL INSURANCE	2,675	3,163	3,520	3,366	3,520	0	3,520	3,520
61703 - RETIREMENT CONTRIBUTIONS	12,099	12,863	13,926	12,860	14,255	0	14,255	14,255
61704 - SOCIAL SECURITY	8,383	9,016	9,538	8,666	9,763	0	9,763	9,763
61705 - WORKERS COMPENSATION	101	826	2,116	1,887	2,166	0	2,166	2,166
<b>61000 - PERSONNEL SERVICES</b>	<b>167,302</b>	<b>182,418</b>	<b>192,960</b>	<b>178,133</b>	<b>195,858</b>	<b>0</b>	<b>195,858</b>	<b>195,858</b>
62311 - EQUIPMENT MAINTENANCE	23,968	34,340	7,500	9,537	7,500	0	7,500	7,500
62448 - HAULING AND DISPOSAL	2,717,370	2,618,819	2,586,102	2,422,774	2,442,774	0	2,442,774	2,442,774
62455 - CONTRACTED SERVICES	38,069	34,946	28,750	35,493	28,750	0	28,750	28,750
62760 - OPERATING SUPPLIES	43,006	60,939	34,900	21,968	31,300	0	31,300	31,300
65301 - LEASE PAYMENTS	58,323	58,323	70,000	60,236	60,236	0	60,236	60,236
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,880,736</b>	<b>2,807,367</b>	<b>2,727,252</b>	<b>2,550,008</b>	<b>2,570,560</b>	<b>0</b>	<b>2,570,560</b>	<b>2,570,560</b>
<b>10002 - SW OPERATIONS Total</b>	<b>3,048,038</b>	<b>2,989,784</b>	<b>2,920,212</b>	<b>2,728,141</b>	<b>2,766,418</b>	<b>0</b>	<b>2,766,418</b>	<b>2,766,418</b>

<b>SOLID WASTE 10003 - SW RECYCLING</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	206,960	196,222	213,673	199,249	213,161	0	213,161	213,161
61501 - REGULAR OVERTIME	31,081	25,074	31,438	30,593	31,947	0	31,947	31,947
61701 - HEALTH INSURANCE	74,471	77,006	81,277	70,370	79,805	0	79,805	79,805
61702 - DENTAL INSURANCE	4,316	4,947	5,522	4,999	5,522	0	5,522	5,522
61703 - RETIREMENT CONTRIBUTIONS	25,637	23,820	27,379	24,908	27,378	0	27,378	27,378
61704 - SOCIAL SECURITY	17,744	16,550	18,751	17,223	18,751	0	18,751	18,751
61705 - WORKERS COMPENSATION	223	1,269	3,639	3,249	3,623	0	3,623	3,623
61901 - RECRUITMENT	126	70	0	170	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>360,559</b>	<b>344,959</b>	<b>381,679</b>	<b>350,761</b>	<b>380,186</b>	<b>0</b>	<b>380,186</b>	<b>380,186</b>
62206 - PW FLEET CHARGE	78,072	80,321	86,484	86,484	90,673	0	90,673	90,673
62310 - SAFETY PROGRAM MAINT.	1,105	1,050	2,200	749	2,200	0	2,200	2,200
62311 - EQUIPMENT MAINTENANCE	12,110	11,064	15,000	21,525	15,000	0	15,000	15,000
62350 - BUILDING MAINTENANCE	1,504	7,818	0	1,610	0	0	0	0

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62435 - TRAINING	150	0	750	750	750	0	750	750
62448 - HAULING AND DISPOSAL	9,148	13,595	7,600	8,868	7,600	0	7,600	7,600
62455 - CONTRACTED SERVICES	27,966	26,955	26,900	16,629	25,900	0	25,900	25,900
62733 - TOOLS	162	384	500	500	500	0	500	500
62755 - UNIFORMS	3,612	3,475	3,700	2,317	3,700	0	3,700	3,700
62760 - OPERATING SUPPLIES	3,131	10,336	13,500	12,977	13,500	0	13,500	13,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>136,960</b>	<b>154,998</b>	<b>156,634</b>	<b>152,409</b>	<b>159,823</b>	<b>0</b>	<b>159,823</b>	<b>159,823</b>
<b>10003 - SW RECYCLING Total</b>	<b>497,519</b>	<b>499,957</b>	<b>538,313</b>	<b>503,170</b>	<b>540,009</b>	<b>0</b>	<b>540,009</b>	<b>540,009</b>

<b>SOLID WASTE</b>
<b>10005 - SW HAZARDOUS WASTE</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61501 - REGULAR OVERTIME	1,245	2,036	2,907	1,532	2,965	0	2,965	2,965
61703 - RETIREMENT CONTRIBUTIONS	134	219	325	170	331	0	331	331
61704 - SOCIAL SECURITY	92	154	222	114	227	0	227	227
61705 - WORKERS COMPENSATION	1	9	43	27	44	0	44	44
<b>61000 - PERSONNEL SERVICES</b>	<b>1,472</b>	<b>2,417</b>	<b>3,497</b>	<b>1,843</b>	<b>3,567</b>	<b>0</b>	<b>3,567</b>	<b>3,567</b>
62103 - TECHNICAL SERVICES	18,796	22,577	88,064	32,062	92,467	0	92,467	92,467
65101 - PRINCIPAL	8,056	7,778	7,778	7,778	10,444	0	10,444	10,444
65102 - INTEREST ON BONDED DEBT	1,626	1,300	983	983	625	0	625	625
<b>62000 - OPERATING EXPENDITURES</b>	<b>28,478</b>	<b>31,655</b>	<b>96,825</b>	<b>40,823</b>	<b>103,537</b>	<b>0</b>	<b>103,537</b>	<b>103,537</b>
<b>10005 - SW HAZARDOUS WASTE Total</b>	<b>29,950</b>	<b>34,072</b>	<b>100,322</b>	<b>42,666</b>	<b>107,104</b>	<b>0</b>	<b>107,104</b>	<b>107,104</b>

<b>SOLID WASTE</b>
<b>10006 - SW DEMOLITION TFR/DISP</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61307 - PART TIME EMPLOYEES	32,322	31,707	35,349	32,434	35,358	0	35,358	35,358
61704 - SOCIAL SECURITY	2,472	2,426	2,715	2,207	2,705	0	2,705	2,705
61705 - WORKERS COMPENSATION	2	198	525	426	492	0	492	492
<b>61000 - PERSONNEL SERVICES</b>	<b>34,796</b>	<b>34,330</b>	<b>38,589</b>	<b>35,067</b>	<b>38,555</b>	<b>0</b>	<b>38,555</b>	<b>38,555</b>
62448 - HAULING AND DISPOSAL	81,510	85,768	112,000	84,380	101,000	0	101,000	101,000
62604 - EQUIPMENT RENTAL	500	1,884	1,200	600	1,200	0	1,200	1,200
<b>62000 - OPERATING EXPENDITURES</b>	<b>82,010</b>	<b>87,652</b>	<b>113,200</b>	<b>84,980</b>	<b>102,200</b>	<b>0</b>	<b>102,200</b>	<b>102,200</b>
<b>10006 - SW DEMOLITION TFR/DISP Total</b>	<b>116,806</b>	<b>121,982</b>	<b>151,789</b>	<b>120,047</b>	<b>140,755</b>	<b>0</b>	<b>140,755</b>	<b>140,755</b>

<b>SOLID WASTE</b>
<b>10008 - SW LANDFILL MONITORING</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62120 - LABORATORY SERVICES	3,595	2,975	15,750	5,302	15,750	0	15,750	15,750
62121 - MONITORING/INSPECTIONS	10,335	10,218	29,699	25,777	29,996	0	29,996	29,996

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62760 - OPERATING SUPPLIES	7,363	13,683	16,000	16,289	16,000	0	16,000	16,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>21,293</b>	<b>26,877</b>	<b>61,449</b>	<b>47,368</b>	<b>61,746</b>	<b>0</b>	<b>61,746</b>	<b>61,746</b>
<b>10008 - SW LANDFILL MONITORING Total</b>	<b>21,293</b>	<b>26,877</b>	<b>61,449</b>	<b>47,368</b>	<b>61,746</b>	<b>0</b>	<b>61,746</b>	<b>61,746</b>

<b>SOLID WASTE 10009 - SW LANDFILL GAS SYSTEM</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62311 - EQUIPMENT MAINTENANCE	6,959	4,631	3,000	3,000	3,000	0	3,000	3,000
62314 - SYSTEMS MAINTENANCE	64,323	94,174	71,000	63,696	71,000	0	71,000	71,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>71,282</b>	<b>98,805</b>	<b>74,000</b>	<b>66,696</b>	<b>74,000</b>	<b>0</b>	<b>74,000</b>	<b>74,000</b>
<b>10009 - SW LANDFILL GAS SYSTEM Total</b>	<b>71,282</b>	<b>98,805</b>	<b>74,000</b>	<b>66,696</b>	<b>74,000</b>	<b>0</b>	<b>74,000</b>	<b>74,000</b>

<b>SOLID WASTE 10050 - CAPITAL APPROPRIATIONS</b>
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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
68010 - CAPITAL RESERVE	0	40,000	45,000	45,000	45,000	0	45,000	45,000
68011 - CAPITAL PROJECT TRANSFER	47,000	0	105,000	105,000	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>47,000</b>	<b>40,000</b>	<b>150,000</b>	<b>150,000</b>	<b>45,000</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>
<b>10050 - CAPITAL APPROPRIATIONS Total</b>	<b>47,000</b>	<b>40,000</b>	<b>150,000</b>	<b>150,000</b>	<b>45,000</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>

Fund Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>SOLID WASTE</b>	<b>4,559,512</b>	<b>4,538,158</b>	<b>4,711,202</b>	<b>4,349,767</b>	<b>4,499,245</b>	<b>0</b>	<b>4,499,245</b>	<b>4,499,245</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2016/2017 Operating Budget**  
**STATEMENT OF SOLID WASTE FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2016/2017</u>	<u>INTEREST 2016/2017</u>	<u>PRINCIPAL BALANCE 06/30/17</u>
Household Haz. Waste Proc. Facil. - Refunding (1997)	12/27/2006	8/15/2017	avg 3.93%	\$ 84,860	\$ 10,445	\$ 625	\$ 10,296
Transfer Station Addition	3/1/2002	3/1/2022	avg 4.57%	520,000	27,500	7,250	117,500
				\$ 604,860	\$ 37,945	\$ 7,875	\$ 127,796
<b>Authorized, Unissued: R-2015-23</b>							105,000
							\$ -
<b>Total Anticipated Bond Issue - new</b>							\$ 105,000

**CALCULATION OF SOLID WASTE FUND DEBT LIMIT AND BORROWING CAPACITY**

Solid Waste Fund does not have a debt limit outside that of the General Fund, therefore the principal balance of the issues noted above have been subtracted from the available debt limit identified in the General Fund.

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY 2016/17 SOLID WASTE FUND CAPITAL APPROPRIATIONS**

<u>Project Description</u>	<u>Capital Project Appropriation FY 15</u>	<u>Capital Project Appropriation FY 16</u>	<u>Capital Project Appropriation FY 17</u>
<u>Capital Reserve Appropriations:</u>			
Recycling Center/Transfer Station Capital Reserve	\$ 40,000	\$ 45,000	\$ 45,000
Total General Revenue Capital Reserve Appropriation	\$ 40,000	\$ 45,000	\$ 45,000
<u>Capital Project Appropriations:</u>			
Transfer Station Tipping Floor Rehabilitation	\$ -	\$ 105,000	\$ -
Total Capital Project Appropriation	\$ -	\$ 105,000	\$ -
<b>TOTAL CAPITAL RESERVE AND PROJECT APPROPRIATIONS</b>	<b>\$ 40,000</b>	<b>\$ 150,000</b>	<b>\$ 45,000</b>

<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>	<b>FUND:</b>	<b>SEWER</b>
<b>DIVISION(s):</b>	<b>Sewer</b>		
<b>Cost Center(s):</b>	<b>08000 through 08006</b>		
<b>MISSION:</b>	<b>To reduce the community's impact on its natural environment through proper maintenance and operation of its collection and treatment infrastructure while continuing to maintain compliance with state and federal regulations and fiscal responsibility.</b>		

In FY17 the WWTP Dewatering Equipment Replacement project will be complete. An Emergency Plan will be developed for the Martell Court Pump Station, and a treatment technology will be selected to replace the solids grinders at Martell Court. The Water and Sewer Division staff will remain diligent in its sewer line maintenance while coordinating with the City Engineer on critical sewer infrastructure projects. FY17 objectives include:

- Complete the construction and installation of the WWTP Solids Dewatering Equipment
- Inspect 70 of the City's estimated 115 grease traps.
- Complete the rehabilitation of the Perham Street sewer main.
- Complete the video inspection and condition assessment of approximately 20 miles of sewer main that were not inspected during the Priority Cleaning Program.

The FY16 Sewer Fund activities focused on supporting infrastructure improvement through the Capital Improvement Program and moving forward with progressive maintenance of existing infrastructure. Accomplishments in FY16 included:

- Completed the WWTP Upgrade Project.
- Complete Phase 2 of the Inflow and Infiltration Evaluation of the City's sanitary sewer system.
- Completed 28 sewer spot repairs identified through the Priority Inspection Program.
- Cleaned/Flushed 205,000 feet of sewer main and begin to televise the mains that were not inspected during the Priority Cleaning Program.
- Installed 7 water-tight manhole covers on manholes along Beaver Brook in areas prone to flooding.

### **Background**

The Sewer Enterprise Fund is made up of five different focus areas:

- Wastewater collection
- Wastewater Treatment Plant (WWTP)
- Wastewater process and compliance testing
- Maintenance of wastewater infrastructure and equipment
- Wastewater system engineering

Together these areas provide services that accomplish the basic mission of transporting, treating, and discharging domestic, commercial, and industrial wastewater in a manner consistent with regulatory, fiscal, and community expectations.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		Align w/Comp Plan		
Operate and maintain more than 86 miles of gravity sewer and force mains and treat all wastewater to meet customer expectations and state and federal standards.			Infrastructure	
Maintain reliable operation of wastewater infrastructure and all supporting collection, pumping, and treatment facilities through preventive, predictive, scheduled and emergency maintenance.			Infrastructure	
Create and administer sampling and inspection plans for the wastewater system and industrial pretreatment programs to protect public health and system reliability.			Infrastructure	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		STATUTE	CMP	VOICE
Reduce the number of sanitary sewer overflows through sewer main maintenance, replacement, and repair, and main and grease trap inspections		CWA-NPDES	Infrastructure	<b>C</b>
Repair 30-year old sludge pumps at WWTP to defer their replacement date.		Env-Wq-808.08b	Future Land Use & Policy	<b>E</b>
Begin the construction and replacement of the WWTP sludge dewatering equipment		CWA-NPDES	Infrastructure	<b>C</b>
Implement the Wastewater Gate and Mixer Replacement project		CWA-NPDES	Infrastructure	<b>C</b>
Rehabilitate the Edgewood Interceptor		CWA-NPDES	Infrastructure	<b>C</b>
Complete the Emergency Plan for Martell Court Pump Station		CWA-NPDES	Infrastructure	<b>E</b>
Complete equipment selection for the Martell Ct. Pump Station Headworks Treatment		CWA-NPDES	Infrastructure	<b>E</b>
<b>METRICS:</b>		FY15	FY16 est	FY17
Million gallons of wastewater transported and treated		1,005	892	925
Number of blockages cleared		27	32	30
Percent of scheduled sewer main flushed (linear feet)		92% (161,502')	100% (205,000)	100% (58,863)
Number of samples analyzed		8160	8160	8160
Number of grease traps inspected (out of 115)		70	70	70
Kilowatts of electricity used in sewer fund sites		2,571,145	2,339,634	2,105,670
Wastewater Treatment Plant discharge permit violations (goal =0)		7	5	3
Sanitary sewer overflows not related to private sources (goal =0)		3	3	0



**CITY OF KEENE, NEW HAMPSHIRE**  
**SEWER FUND OPERATING REVENUES and EXPENSES**  
**HISTORICAL ANALYSIS and BUDGET**

	ACTUAL FY 13/14	ACTUAL FY 14/15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Taxes	\$43,473	\$41,777	\$40,194	\$38,852	\$38,841	\$38,841	\$36,518	
Intergovernmental	1,501,143	137,450	108,189	112,659	118,000	118,000	118,885	119,777
Charges for Services	5,911,507	6,186,268	6,688,667	6,469,121	6,608,362	6,608,362	6,372,558	6,614,288
Miscellaneous	18,025	27,321	4,000	8,100	8,100	8,100	9,500	9,571
Use of (Addition to) Surplus			(1,402,625)					
<b>TOTAL REVENUES</b>	<b>\$7,474,148</b>	<b>\$6,392,816</b>	<b>\$5,438,425</b>	<b>\$6,628,732</b>	<b>\$6,773,303</b>	<b>\$6,773,303</b>	<b>\$6,537,461</b>	<b>\$6,743,636</b>
<b>EXPENSES</b>								
Sewer Administration	\$1,287,060	\$1,443,242	\$1,298,645	\$1,283,622	\$1,294,228	\$1,294,228	\$1,293,689	\$1,313,641
Mains & Manholes	342,057	278,855	343,867	313,878	342,270	342,270	347,918	353,659
Services	5,594	16,424	7,848	8,201	10,036	10,036	10,203	10,371
Martell Court Pump Station	223,401	154,764	248,945	216,558	250,045	250,045	250,058	250,010
Laboratory	198,315	194,775	215,174	211,443	217,350	217,350	220,937	224,583
Maintenance	100,643	97,346	138,558	114,390	137,962	137,962	140,238	142,552
WWTP	3,002,530	2,929,123	3,185,387	3,055,770	3,452,387	3,452,387	3,486,806	3,520,674
Capital Program expense	299,174	166,336						
<b>TOTAL EXPENSES</b>	<b>\$5,458,774</b>	<b>\$5,280,865</b>	<b>\$5,438,425</b>	<b>\$5,203,862</b>	<b>\$5,704,278</b>	<b>\$5,704,278</b>	<b>\$5,749,849</b>	<b>\$5,815,490</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$2,015,374</b>	<b>\$1,111,951</b>	<b>\$0</b>	<b>\$1,424,870</b>	<b>\$1,069,025</b>	<b>\$1,069,025</b>	<b>\$787,613</b>	<b>\$928,146</b>

Note: Capital program expense is outlay in capital program cost centers which has not been capitalized.

**CITY OF KEENE, NEW HAMPSHIRE  
SEWER FUND CAPITAL PROGRAM  
HISTORICAL ANALYSIS and BUDGET**

	PROGRAM FY 13/14	PROGRAM FY 14/15	PROGRAM FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>CAPITAL PROGRAM</b>							
Reserve: Martell Court	\$250,000						\$50,000
Reserve: Sewer Infrastructure	125,000	350,000	450,000	500,000	500,000	500,000	575,000
Reserve: Wastewater Treatment Plant	450,000	400,000	250,000	250,000	250,000	250,000	250,000
Collection System Infiltration Eval.			48,750				
WWTP Disinfection System							
Advanced Treatment							
MC Grinder Rehabilitation / Headworks	101,023		200,000				1,142,560
Martell Court Force Main Emerg. Plan				45,000	45,000		
Martell Court Pump & Control Repl.							
Martell Court Phase 2						10,925	58,667
Martell Court Roof Replacement	10,135		10,135				
Rose Lane WWTP Closure	83,500	798,303				40,000	43,500
Sewer Main - Bridge Improvements							360,291
Sewer Main - State By Pass Project	660,307		906,322	967,741	967,741	145,700	145,259
Sewer Main Improvements	200,000	154,500	159,135	163,909	163,909	168,826	173,891
Sewer Structural Repairs		3,276,000					
Solids Dewatering Equipment							
Transfer Switch Replacement							
WWTP Aeration Gate Replacement	13,080		13,080	197,260	197,260		21,131
WWTP Generator Replacement							
WWTP Grit Removal	20,420						
WWTP HVAC Replacement							
WWTP Blower Replacement	61,076						68,741
WWTP Laboratory Equipment			38,575	15,293	15,293		
WWTP Non-Potable Water System							65,400
WWTP NPDES Permitting		31,000	40,500				
WWTP Roof Replacement		198,380					
WWTP Sludge Pump Replacement				52,000	52,000		
<b>SUBTOTAL - APPROPRIATION</b>	\$1,974,541	\$5,208,183	\$2,161,597	\$2,191,203	\$2,191,203	\$1,115,451	\$2,954,440
<b>USE OF CAPITAL RESERVE</b>	866,041	3,198,380	1,213,212	1,277,294	1,277,294	196,625	701,913
<b>OTHER FUNDING SOURCES</b>	200,000	952,803	69,000				1,203,636
<b>NET CAPITAL PROGRAM</b>	\$908,500	\$1,057,000	\$879,385	\$913,909	\$913,909	\$918,826	\$1,048,891

# CITY OF KEENE, NEW HAMPSHIRE

## SEWER FUND CAPITAL PROGRAM

### HISTORICAL ANALYSIS and BUDGET

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.*

Add Back: Depreciation	\$1,378,451	\$1,378,451	\$1,390,550	\$1,398,550
State Aid Grant Principal Receipts	118,591	118,591	116,488	57,078
Subtract: Debt Svc Principal (see Note 3)	(1,652,158)	(1,652,158)	(1,375,824)	(1,334,883)
Tfrs to Capital Reserve (see Note 3)	(750,000)	(750,000)	(750,000)	(875,000)
Capital Outlays (see Note 3)	(163,909)	(163,909)	(168,826)	(173,891)
<i>Projected Annual Cash Surplus (Deficit)</i>	\$0	\$0	\$0	\$0

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays and capital reserves.

Note 3: In 14, federal grant funding for infrastructure work was received, which inflates Intergovernmental Revenues.

Note 4: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

## SEWER FUND REVENUE

### TAXES

**41125-TAX INCREMENT FINANCING:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

### INTERGOVERNMENTAL

**43207-STATE BOND REIMBURSEMENT:** the State's portion of the bond for the construction of the Waste Water Treatment Plant, Marlboro Interceptor, Ultraviolet Disinfection

**43403-OTHER TOWNS:** charges to surrounding towns for usage of wastewater system

### CHARGES FOR SERVICES

**44105-SEWER CHARGES:** fees paid by the City of Keene wastewater system users

**44106-SEPTIC WASTE:** revenue generated from treating septic tank and holding tank wastes

**44107-SEWER SERVICES:** revenue generated from City forces performing new installation and

maintenance activities on private service lines

**44108-INDUSTRIAL PRE-TREATMENT:** charge to industrial sewer users for industrial pretreatment services

**44109- DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44110-TESTING:** pretreatment tests

**44115-INSPECTION SERVICES:** charges for job inspection

### MISCELLANEOUS

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46103-INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

### OTHER FINANCING SOURCES

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**47007- USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**47003 and 47290: CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting for capital project activity

### PROCEEDS LONG TERM FINANCE

**48101- SALE OF BONDS:** proceeds expected from bonding to cover capital project items

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**SEWER FUND**

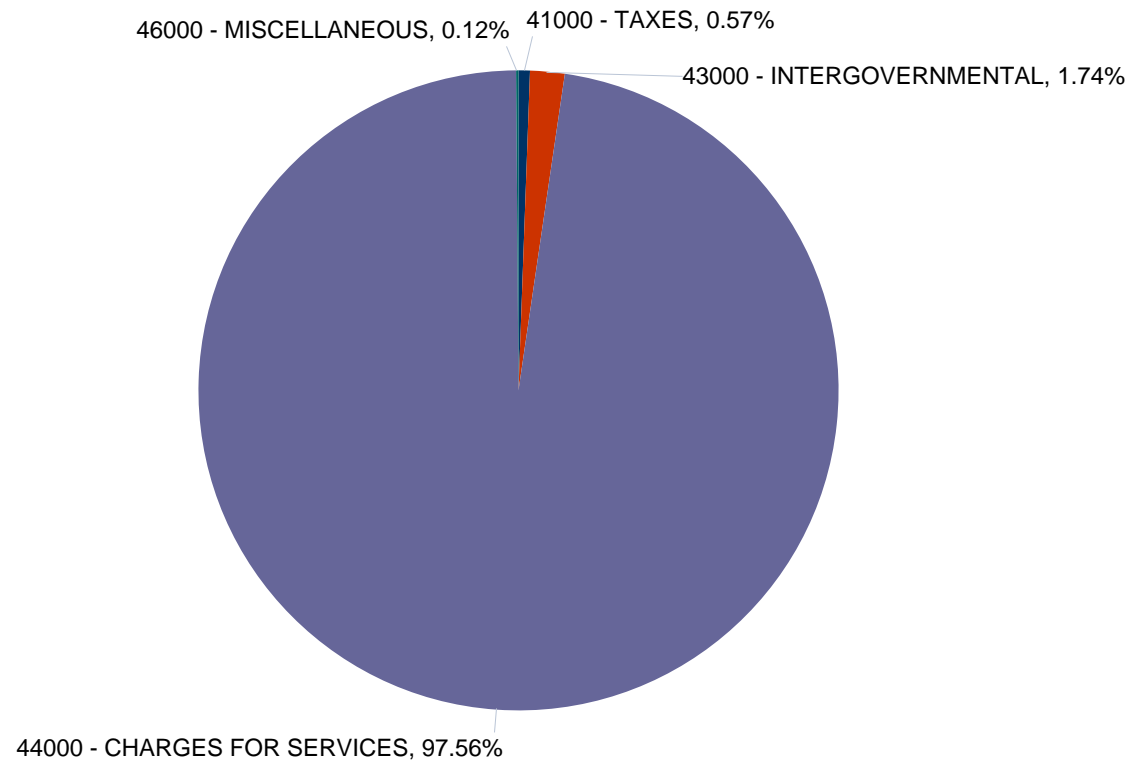
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41100 - PROPERTY TAXES	41125 - TAX INCREMENT FINANCING	43,473	41,777	40,194	38,852	38,841	38,841
<b>41000 - TAXES</b>		<b>43,473</b>	<b>41,777</b>	<b>40,194</b>	<b>38,852</b>	<b>38,841</b>	<b>38,841</b>
43100 - FEDERAL	43117 - ARRA STIMULUS: DES	109,881	0	0	0	0	0
43200 - STATE	43207 - STATE BOND REIMBURSEMENT	1,131,996	162	0	80	0	0
	43214 - STATE AID (UTILITIES)	148,451	0	0	0	0	0
43400 - OTHER LOCAL	43403 - OTHER TOWNS	110,815	137,288	108,189	112,579	118,000	118,000
<b>43000 - INTERGOVERNMENTAL</b>		<b>1,501,143</b>	<b>137,450</b>	<b>108,189</b>	<b>112,659</b>	<b>118,000</b>	<b>118,000</b>
44100 - UNCLASSIFIED CHARGES	44105 - SEWER CHARGES	5,071,834	5,727,776	6,349,167	6,093,472	6,235,762	6,235,762
	44106 - SEPTIC WASTE	410,935	303,168	300,000	335,500	335,500	335,500
	44107 - SEWER SERVICES	2,359	2,245	1,500	1,104	1,100	1,100
	44108 - INDUSTRIAL PRE-TREATMENT	33,023	35,906	34,000	33,000	33,000	33,000
	44109 - DIRECT REIMBURSEMENT	390,133	114,269	0	3,045	0	0
	44110 - TESTING	3,223	2,904	4,000	3,000	3,000	3,000
<b>44000 - CHARGES FOR SERVICES</b>		<b>5,911,507</b>	<b>6,186,268</b>	<b>6,688,667</b>	<b>6,469,121</b>	<b>6,608,362</b>	<b>6,608,362</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	18,903	21,451	4,000	8,100	8,100	8,100
	46103 - INTEREST: A/R	-878	1,448	0	0	0	0
<b>46000 - MISCELLANEOUS</b>		<b>18,025</b>	<b>22,899</b>	<b>4,000</b>	<b>8,100</b>	<b>8,100</b>	<b>8,100</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	-1,461,151	0	-1,069,025	-1,069,025
	47003 - CAPITAL RESERVE	0	-0	0	0	0	0
	47006 - UNREALIZED GAIN/LOSS	0	4,422	0	0	0	0
	47007 - USE OF SURPLUS: CARRYOVER	0	0	58,526	0	0	0
	47290 - INTRAFUND APPROPRIATION	0	-0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>0</b>	<b>4,422</b>	<b>-1,402,625</b>	<b>0</b>	<b>-1,069,025</b>	<b>-1,069,025</b>
<b>Revenue Total</b>		<b>7,474,148</b>	<b>6,392,816</b>	<b>5,438,425</b>	<b>6,628,732</b>	<b>5,704,278</b>	<b>5,704,278</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**SEWER FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41000 - TAXES	43,473	41,777	40,194	38,852	38,841	38,841
43000 - INTERGOVERNMENTAL	1,501,143	137,450	108,189	112,659	118,000	118,000
44000 - CHARGES FOR SERVICES	5,911,507	6,186,268	6,688,667	6,469,121	6,608,362	6,608,362
46000 - MISCELLANEOUS	18,025	22,899	4,000	8,100	8,100	8,100
47000 - OTHER FINANCING SOURCES	0	4,422	-1,402,625	0	-1,069,025	-1,069,025
48000 - PROCEEDS LONG TRM FINANCE	0	0	0	0	0	0
<b>Grand Total</b>	<b>7,474,148</b>	<b>6,392,816</b>	<b>5,438,425</b>	<b>6,628,732</b>	<b>5,704,278</b>	<b>5,704,278</b>

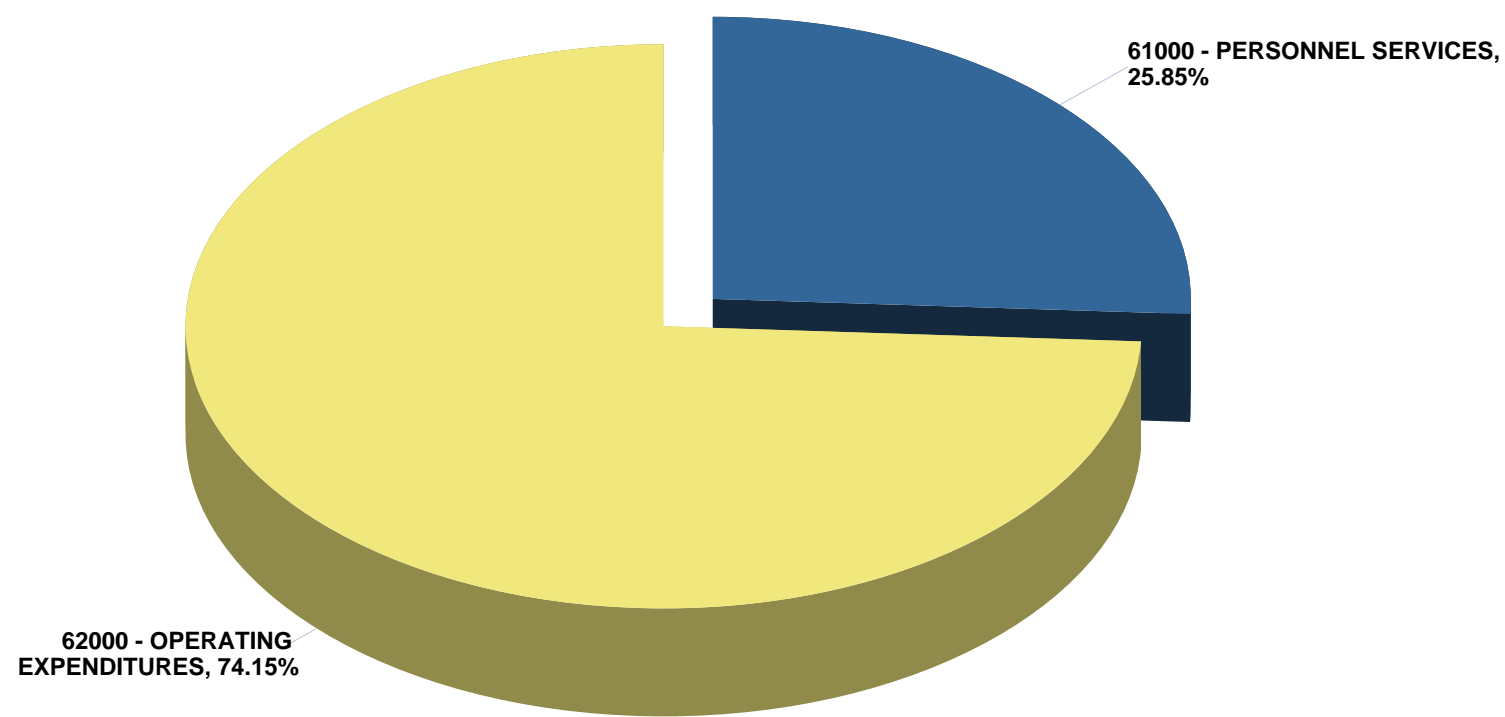
**Fiscal 2017 Anticipated Revenue By Category**



Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**SEWER FUND**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	1,419,969	1,353,279	1,445,305	1,381,578	1,457,382	0	1,457,382	1,457,382
62000 - OPERATING EXPENDITURES	3,739,630	3,761,251	3,993,121	3,822,284	4,246,896	0	4,246,896	4,246,896
<b>Department Total</b>	<b>5,159,599</b>	<b>5,114,529</b>	<b>5,438,426</b>	<b>5,203,862</b>	<b>5,704,278</b>	<b>0</b>	<b>5,704,278</b>	<b>5,704,278</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>SEWER FUND - PUBLIC WORKS</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	175,493	178,596	183,727	182,295	176,811	0	176,811	176,811
61304 - GENERAL PERSONNEL	683,155	622,853	681,103	640,486	695,488	0	695,488	695,488
61305 - ADMINISTRATIVE PERSONNEL	4,334	2,848	4,777	4,475	4,813	0	4,813	4,813
61501 - REGULAR OVERTIME	44,346	47,222	43,956	43,193	44,265	0	44,265	44,265
61502 - DOUBLE OVERTIME	773	1,165	887	887	907	0	907	907
61508 - SUPERVISORY OVERTIME	2,849	2,849	1,850	2,849	2,849	0	2,849	2,849
61602 - STAND-BY PAY	26,418	29,086	28,270	28,696	28,270	0	28,270	28,270
61701 - HEALTH INSURANCE	281,812	278,398	290,103	276,606	296,122	0	296,122	296,122
61702 - DENTAL INSURANCE	18,114	18,831	20,629	20,019	21,884	0	21,884	21,884
61703 - RETIREMENT CONTRIBUTIONS	100,954	95,315	105,509	100,904	102,369	0	102,369	102,369
61704 - SOCIAL SECURITY	70,267	66,379	72,260	69,034	71,379	0	71,379	71,379
61705 - WORKERS COMPENSATION	844	4,968	12,232	11,975	12,224	0	12,224	12,224
61715 - RETIREMENT BENEFITS	10,611	4,768	0	0	0	0	0	0
61901 - RECRUITMENT	0	0	0	160	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>1,419,969</b>	<b>1,353,279</b>	<b>1,445,305</b>	<b>1,381,578</b>	<b>1,457,382</b>	<b>0</b>	<b>1,457,382</b>	<b>1,457,382</b>
62000 - OPERATING EXPENDITURE	0	0	0	16	0	0	0	0
62102 - PROFESSIONAL SERVICES	32,365	23,215	2,540	2,540	0	0	0	0
62103 - TECHNICAL SERVICES	14,673	2,488	8,675	8,675	8,675	0	8,675	8,675
62120 - LABORATORY SERVICES	9,844	7,095	14,537	11,592	14,087	0	14,087	14,087
62175 - OTHER SERVICES	294	679	0	0	0	0	0	0
62176 - CITY ADMIN CHARGE	649,776	658,402	623,776	623,776	640,674	0	640,674	640,674
62201 - JANITORIAL	0	0	6,500	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	2,425	2,173	2,174	2,174	1,847	0	1,847	1,847
62206 - PW FLEET CHARGE	95,760	97,621	99,552	99,552	111,665	0	111,665	111,665
62306 - SOFTWARE MAINTENANCE	10,817	10,704	16,889	20,900	16,889	0	16,889	16,889
62310 - SAFETY PROGRAM MAINT.	11,193	14,241	11,445	11,525	11,445	0	11,445	11,445
62311 - EQUIPMENT MAINTENANCE	163,272	135,756	188,486	167,666	170,266	0	170,266	170,266
62314 - SYSTEMS MAINTENANCE	34,281	1,450	36,663	24,366	25,950	0	25,950	25,950
62316 - ESCO MAINTENANCE	2,961	2,673	5,348	5,348	5,526	0	5,526	5,526
62331 - ROAD AND STREET MAINT.	0	945	6,500	6,500	6,500	0	6,500	6,500
62350 - BUILDING MAINTENANCE	29,921	17,107	23,484	22,752	23,484	0	23,484	23,484
62370 - OTHER IMPROVEMNTS - MAINT	0	24,059	10,500	10,500	10,500	0	10,500	10,500
62371 - RIVER GAUGE STATION MAINT	0	7,650	18,965	23,870	11,175	0	11,175	11,175
62375 - PERMITS	306	0	960	720	960	0	960	960
62430 - TRAVEL	1,407	1,342	1,139	1,367	1,272	0	1,272	1,272
62435 - TRAINING	7,568	2,110	7,282	6,540	7,112	0	7,112	7,112
62436 - MEETINGS & DUES	626	1,060	1,555	1,707	1,555	0	1,555	1,555



Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62438 - LICENSES & CERTIFICATIONS	150	178	450	470	450	0	450	450
62448 - HAULING AND DISPOSAL	526,500	534,203	513,294	513,791	523,712	0	523,712	523,712
62501 - WATER	11,444	11,578	10,121	10,001	10,121	0	10,121	10,121
62502 - SEWER	4,533	2,460	2,500	2,480	2,500	0	2,500	2,500
62503 - ELECTRICITY	280,756	322,666	333,997	259,819	294,930	0	294,930	294,930
62504 - HEATING FUEL	73,019	76,181	55,083	48,922	55,083	0	55,083	55,083
62510 - TELEPHONE	7,393	8,576	7,823	7,855	8,211	0	8,211	8,211
62512 - INDUSTRIAL PRE-TREATMENT	3,345	2,619	6,404	4,300	5,401	0	5,401	5,401
62601 - LAND RENTAL	142,044	144,460	146,772	146,772	148,240	0	148,240	148,240
62602 - OFFICE SPACE RENTAL	66,211	67,337	68,414	68,414	69,098	0	69,098	69,098
62604 - EQUIPMENT RENTAL	187	319	500	300	500	0	500	500
62606 - OTHER RENTALS	0	0	1,200	600	600	0	600	600
62701 - OFFICE SUPPLIES	2,159	3,705	2,615	3,009	3,007	0	3,007	3,007
62733 - TOOLS	1,116	658	750	737	750	0	750	750
62734 - MINOR EQUIPMENT	22,591	10,965	19,951	22,942	4,950	0	4,950	4,950
62735 - BUILDING MAINT. SUPPLIES	5,178	1,730	3,800	3,646	3,798	0	3,798	3,798
62736 - GROUNDS MAINT SUPPLIES	57	0	800	761	800	0	800	800
62737 - JANITORIAL SUPPLIES	212	132	350	356	350	0	350	350
62744 - MINOR COMPUTER EQUIPMENT	0	0	0	37	0	0	0	0
62755 - UNIFORMS	7,828	6,607	7,670	6,245	7,670	0	7,670	7,670
62760 - OPERATING SUPPLIES	52,086	39,715	50,632	50,757	52,632	0	52,632	52,632
62762 - LICENSES & PERMITS	885	821	1,000	850	1,000	0	1,000	1,000
62764 - CHEMICALS	364,086	387,062	341,538	292,062	297,652	0	297,652	297,652
63403 - FURNITURE & FIXTURE ACQ	0	0	1,250	1,613	0	0	0	0
65102 - INTEREST ON BONDED DEBT	180,422	179,082	160,274	151,597	143,524	0	143,524	143,524
65202 - INTEREST ON NOTES PAYABLE	5,374	142,570	204,263	204,263	157,384	0	157,384	157,384
66102 - CAPITALIZED EXPENDITURES	-8,950	-8,000	0	0	0	0	0	0
66104 - LOSS ON FIXED ASSETS	12,315	0	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	11,500	0	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	197,705	197,705	202,200	202,100	202,200	0	202,200	202,200
66202 - DEPRECIATION - OTHER IMPR	426,705	477,627	430,500	430,500	495,400	0	495,400	495,400
66203 - DEPRECIATION - MACH/EQUIP	275,291	139,526	332,000	328,500	680,851	0	680,851	680,851
<b>62000 - OPERATING EXPENDITURES</b>	<b>3,739,630</b>	<b>3,761,251</b>	<b>3,993,121</b>	<b>3,822,284</b>	<b>4,246,896</b>	<b>0</b>	<b>4,246,896</b>	<b>4,246,896</b>
<b>Department Total</b>	<b>5,159,599</b>	<b>5,114,529</b>	<b>5,438,426</b>	<b>5,203,862</b>	<b>5,704,278</b>	<b>0</b>	<b>5,704,278</b>	<b>5,704,278</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>SEWER FUND</b>
<b>08000 - SEWER ADMINISTRATION</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	10,750	10,940	11,254	11,019	11,211	0	11,211	11,211
61304 - GENERAL PERSONNEL	130,222	133,879	142,753	132,747	142,511	0	142,511	142,511
61305 - ADMINISTRATIVE PERSONNEL	4,334	2,848	4,777	4,475	4,813	0	4,813	4,813
61501 - REGULAR OVERTIME	271	263	0	115	0	0	0	0
61602 - STAND-BY PAY	5,635	5,943	6,388	6,388	6,388	0	6,388	6,388
61701 - HEALTH INSURANCE	68,692	58,540	50,454	46,273	47,232	0	47,232	47,232
61702 - DENTAL INSURANCE	4,595	4,308	3,982	3,838	3,925	0	3,925	3,925
61703 - RETIREMENT CONTRIBUTIONS	16,285	16,589	18,450	17,124	17,669	0	17,669	17,669
61704 - SOCIAL SECURITY	11,285	11,482	12,636	11,485	12,128	0	12,128	12,128
61705 - WORKERS COMPENSATION	226	1,652	3,911	3,841	3,912	0	3,912	3,912
61715 - RETIREMENT BENEFITS	10,611	4,768	0	0	0	0	0	0
61901 - RECRUITMENT	0	0	0	80	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>262,906</b>	<b>251,210</b>	<b>254,606</b>	<b>237,385</b>	<b>249,788</b>	<b>0</b>	<b>249,788</b>	<b>249,788</b>
62120 - LABORATORY SERVICES	129	276	337	406	337	0	337	337
62176 - CITY ADMIN CHARGE	338,268	332,032	321,347	321,347	285,313	0	285,313	285,313
62205 - PC REPLACEMENT CHARGE	360	368	368	368	362	0	362	362
62306 - SOFTWARE MAINTENANCE	6,968	7,864	9,580	9,520	9,580	0	9,580	9,580
62310 - SAFETY PROGRAM MAINT.	1,682	2,751	1,500	1,964	1,500	0	1,500	1,500
62430 - TRAVEL	696	572	589	565	589	0	589	589
62435 - TRAINING	1,332	-435	1,000	1,500	1,000	0	1,000	1,000
62436 - MEETINGS & DUES	236	253	470	470	470	0	470	470
62438 - LICENSES & CERTIFICATIONS	0	0	150	220	150	0	150	150
62510 - TELEPHONE	1,572	2,063	1,510	1,898	1,898	0	1,898	1,898
62602 - OFFICE SPACE RENTAL	66,211	67,337	68,414	68,414	69,098	0	69,098	69,098
62701 - OFFICE SUPPLIES	1,133	1,662	845	1,637	1,237	0	1,237	1,237
62734 - MINOR EQUIPMENT	0	1,662	11,851	11,851	0	0	0	0
62755 - UNIFORMS	2,971	2,261	2,850	2,850	2,850	0	2,850	2,850
65102 - INTEREST ON BONDED DEBT	146,993	153,462	128,195	128,195	124,252	0	124,252	124,252
65202 - INTEREST ON NOTES PAYABLE	5,374	142,570	55,033	55,033	50,704	0	50,704	50,704
66104 - LOSS ON FIXED ASSETS	12,315	0	0	0	0	0	0	0
66105 - CLAIMS & JUDGEMENTS	11,500	0	0	0	0	0	0	0
66202 - DEPRECIATION - OTHER IMPR	426,367	477,289	430,000	430,000	495,000	0	495,000	495,000
66203 - DEPRECIATION - MACH/EQUIP	47	47	10,000	10,000	100	0	100	100
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,024,154</b>	<b>1,192,032</b>	<b>1,044,039</b>	<b>1,046,237</b>	<b>1,044,440</b>	<b>0</b>	<b>1,044,440</b>	<b>1,044,440</b>
<b>08000 - SEWER ADMINISTRATION Total</b>	<b>1,287,060</b>	<b>1,443,242</b>	<b>1,298,645</b>	<b>1,283,622</b>	<b>1,294,228</b>	<b>0</b>	<b>1,294,228</b>	<b>1,294,228</b>

<b>SEWER FUND</b>
<b>08001 - SEWER MAINS &amp; MANHOLES</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	150,793	111,426	113,199	107,872	114,259	0	114,259	114,259
61501 - REGULAR OVERTIME	11,348	10,390	10,136	10,136	10,625	0	10,625	10,625
61701 - HEALTH INSURANCE	19,307	28,106	41,521	33,992	41,068	0	41,068	41,068
61702 - DENTAL INSURANCE	1,100	1,899	2,942	2,529	2,901	0	2,901	2,901
61703 - RETIREMENT CONTRIBUTIONS	17,462	13,132	13,776	12,151	12,176	0	12,176	12,176
61704 - SOCIAL SECURITY	11,969	9,019	9,435	8,516	9,554	0	9,554	9,554
61705 - WORKERS COMPENSATION	189	744	1,803	1,687	1,816	0	1,816	1,816
<b>61000 - PERSONNEL SERVICES</b>	<b>212,169</b>	<b>174,716</b>	<b>192,811</b>	<b>176,883</b>	<b>192,398</b>	<b>0</b>	<b>192,398</b>	<b>192,398</b>
62120 - LABORATORY SERVICES	384	0	1,100	650	650	0	650	650
62206 - PW FLEET CHARGE	64,992	66,304	66,644	66,644	76,951	0	76,951	76,951
62310 - SAFETY PROGRAM MAINT.	474	0	0	0	0	0	0	0
62314 - SYSTEMS MAINTENANCE	34,281	0	36,663	22,518	24,000	0	24,000	24,000
62331 - ROAD AND STREET MAINT.	0	945	6,500	6,500	6,500	0	6,500	6,500
62370 - OTHER IMPROVEMNTS - MAINT	0	24,059	10,500	10,500	10,500	0	10,500	10,500
62430 - TRAVEL	74	60	0	37	0	0	0	0
62448 - HAULING AND DISPOSAL	2,727	8,503	5,454	6,551	5,676	0	5,676	5,676
62606 - OTHER RENTALS	0	0	1,200	600	600	0	600	600
62733 - TOOLS	248	0	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	26,709	12,268	22,995	22,995	24,995	0	24,995	24,995
66102 - CAPITALIZED EXPENDITURES	0	-8,000	0	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>129,888</b>	<b>104,139</b>	<b>151,056</b>	<b>136,995</b>	<b>149,872</b>	<b>0</b>	<b>149,872</b>	<b>149,872</b>
<b>08001 - SEWER MAINS &amp; MANHOLES Total</b>	<b>342,057</b>	<b>278,855</b>	<b>343,867</b>	<b>313,878</b>	<b>342,270</b>	<b>0</b>	<b>342,270</b>	<b>342,270</b>

<b>SEWER FUND</b>
<b>08002 - SEWER SERVICES</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	774	622	2,617	1,281	2,642	0	2,642	2,642
61501 - REGULAR OVERTIME	5	240	0	10	0	0	0	0
61701 - HEALTH INSURANCE	878	884	965	796	955	0	955	955
61702 - DENTAL INSURANCE	50	60	68	59	68	0	68	68
61703 - RETIREMENT CONTRIBUTIONS	84	93	292	286	256	0	256	256
61704 - SOCIAL SECURITY	59	64	200	142	202	0	202	202
61705 - WORKERS COMPENSATION	0	5	39	97	40	0	40	40
<b>61000 - PERSONNEL SERVICES</b>	<b>1,849</b>	<b>1,969</b>	<b>4,182</b>	<b>2,671</b>	<b>4,162</b>	<b>0</b>	<b>4,162</b>	<b>4,162</b>
62000 - OPERATING EXPENDITURE	0	0	0	16	0	0	0	0
62206 - PW FLEET CHARGE	1,620	1,658	1,666	1,666	1,924	0	1,924	1,924
62314 - SYSTEMS MAINTENANCE	0	1,450	0	1,848	1,950	0	1,950	1,950
62430 - TRAVEL	0	63	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	2,125	11,284	2,000	2,000	2,000	0	2,000	2,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>3,745</b>	<b>14,455</b>	<b>3,666</b>	<b>5,530</b>	<b>5,874</b>	<b>0</b>	<b>5,874</b>	<b>5,874</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>08002 - SEWER SERVICES Total</b>	<b>5,594</b>	<b>16,424</b>	<b>7,848</b>	<b>8,201</b>	<b>10,036</b>	<b>0</b>	<b>10,036</b>	<b>10,036</b>

<b>SEWER FUND</b>
<b>08003 - MARTEL COURT PUMPING STN</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	19,337	17,841	27,329	23,788	27,986	0	27,986	27,986
61501 - REGULAR OVERTIME	1,169	832	811	670	811	0	811	811
61602 - STAND-BY PAY	0	3	1,267	1,693	1,267	0	1,267	1,267
61701 - HEALTH INSURANCE	9,728	9,612	9,940	7,390	10,697	0	10,697	10,697
61702 - DENTAL INSURANCE	651	661	702	621	860	0	860	860
61703 - RETIREMENT CONTRIBUTIONS	2,209	2,015	3,285	1,715	3,126	0	3,126	3,126
61704 - SOCIAL SECURITY	1,553	1,419	2,250	1,151	2,141	0	2,141	2,141
61705 - WORKERS COMPENSATION	21	72	261	132	245	0	245	245
<b>61000 - PERSONNEL SERVICES</b>	<b>34,668</b>	<b>32,455</b>	<b>45,845</b>	<b>37,161</b>	<b>47,133</b>	<b>0</b>	<b>47,133</b>	<b>47,133</b>
62206 - PW FLEET CHARGE	2,616	2,552	2,620	2,620	2,694	0	2,694	2,694
62310 - SAFETY PROGRAM MAINT.	1,325	2,914	2,252	2,233	2,252	0	2,252	2,252
62311 - EQUIPMENT MAINTENANCE	12,612	17,621	25,552	24,897	25,552	0	25,552	25,552
62316 - ESCO MAINTENANCE	1,106	1,149	2,674	2,674	2,763	0	2,763	2,763
62350 - BUILDING MAINTENANCE	9,629	5,967	2,380	2,279	2,380	0	2,380	2,380
62375 - PERMITS	60	0	240	240	240	0	240	240
62448 - HAULING AND DISPOSAL	0	2,922	0	0	0	0	0	0
62501 - WATER	300	1,466	1,100	629	1,100	0	1,100	1,100
62503 - ELECTRICITY	52,131	54,236	60,550	50,256	54,500	0	54,500	54,500
62504 - HEATING FUEL	2,269	1,206	810	946	810	0	810	810
62510 - TELEPHONE	240	667	300	300	300	0	300	300
62734 - MINOR EQUIPMENT	0	0	100	97	100	0	100	100
62735 - BUILDING MAINT. SUPPLIES	69	81	100	100	98	0	98	98
62736 - GROUNDS MAINT SUPPLIES	0	0	200	189	200	0	200	200
62737 - JANITORIAL SUPPLIES	0	0	100	92	100	0	100	100
65102 - INTEREST ON BONDED DEBT	26,423	20,221	18,922	10,245	16,522	0	16,522	16,522
66201 - DEPRECIATION - BUILDINGS	3,046	3,046	3,200	3,100	3,200	0	3,200	3,200
66203 - DEPRECIATION - MACH/EQUIP	76,907	8,261	82,000	78,500	90,101	0	90,101	90,101
<b>62000 - OPERATING EXPENDITURES</b>	<b>188,733</b>	<b>122,309</b>	<b>203,100</b>	<b>179,397</b>	<b>202,912</b>	<b>0</b>	<b>202,912</b>	<b>202,912</b>
<b>08003 - MARTEL COURT PUMPING STN Total</b>	<b>223,401</b>	<b>154,764</b>	<b>248,945</b>	<b>216,558</b>	<b>250,045</b>	<b>0</b>	<b>250,045</b>	<b>250,045</b>

<b>SEWER FUND</b>
<b>08004 - LABORATORY - SEWER</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	35,585	36,215	37,255	36,476	37,111	0	37,111	37,111
61304 - GENERAL PERSONNEL	66,054	67,286	68,295	67,883	71,187	0	71,187	71,187



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61501 - REGULAR OVERTIME	144	348	217	709	425	0	425	425
61701 - HEALTH INSURANCE	29,703	27,709	27,091	28,023	28,797	0	28,797	28,797
61702 - DENTAL INSURANCE	1,844	1,696	1,853	1,862	1,887	0	1,887	1,887
61703 - RETIREMENT CONTRIBUTIONS	10,962	11,196	11,815	11,736	12,144	0	12,144	12,144
61704 - SOCIAL SECURITY	7,534	7,683	8,092	8,092	8,318	0	8,318	8,318
61705 - WORKERS COMPENSATION	114	709	1,674	1,674	1,749	0	1,749	1,749
<b>61000 - PERSONNEL SERVICES</b>	<b>151,940</b>	<b>152,841</b>	<b>156,291</b>	<b>156,454</b>	<b>161,617</b>	<b>0</b>	<b>161,617</b>	<b>161,617</b>
62120 - LABORATORY SERVICES	8,782	6,438	12,600	10,000	12,600	0	12,600	12,600
62205 - PC REPLACEMENT CHARGE	408	385	386	386	321	0	321	321
62206 - PW FLEET CHARGE	3,240	3,333	3,361	3,361	3,432	0	3,432	3,432
62311 - EQUIPMENT MAINTENANCE	8,984	9,125	12,000	12,000	12,000	0	12,000	12,000
62435 - TRAINING	2,240	248	2,170	1,500	2,000	0	2,000	2,000
62438 - LICENSES & CERTIFICATIONS	50	78	100	100	100	0	100	100
62448 - HAULING AND DISPOSAL	0	1,341	767	167	600	0	600	600
62701 - OFFICE SUPPLIES	297	495	350	350	350	0	350	350
62734 - MINOR EQUIPMENT	4,622	0	3,150	3,150	0	0	0	0
62760 - OPERATING SUPPLIES	7,509	9,297	12,000	12,125	12,000	0	12,000	12,000
62762 - LICENSES & PERMITS	836	814	1,000	850	1,000	0	1,000	1,000
62764 - CHEMICALS	9,407	10,381	11,000	11,000	11,330	0	11,330	11,330
<b>62000 - OPERATING EXPENDITURES</b>	<b>46,375</b>	<b>41,934</b>	<b>58,884</b>	<b>54,989</b>	<b>55,733</b>	<b>0</b>	<b>55,733</b>	<b>55,733</b>
<b>08004 - LABORATORY - SEWER Total</b>	<b>198,315</b>	<b>194,775</b>	<b>215,174</b>	<b>211,443</b>	<b>217,350</b>	<b>0</b>	<b>217,350</b>	<b>217,350</b>

<b>SEWER FUND</b>
<b>08005 - SEWER SYSTEM MAINTENANCE</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	16,367	16,657	17,135	16,717	17,069	0	17,069	17,069
61304 - GENERAL PERSONNEL	15,330	7,676	28,739	8,742	29,509	0	29,509	29,509
61501 - REGULAR OVERTIME	1,096	754	4,483	1,876	2,200	0	2,200	2,200
61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
61602 - STAND-BY PAY	7,959	6,830	7,840	7,840	7,840	0	7,840	7,840
61701 - HEALTH INSURANCE	14,351	14,218	14,570	14,570	17,683	0	17,683	17,683
61702 - DENTAL INSURANCE	961	973	1,031	1,060	1,278	0	1,278	1,278
61703 - RETIREMENT CONTRIBUTIONS	4,481	3,532	6,707	6,707	5,203	0	5,203	5,203
61704 - SOCIAL SECURITY	3,149	2,494	4,593	4,593	3,563	0	3,563	3,563
61705 - WORKERS COMPENSATION	29	133	543	543	436	0	436	436
61901 - RECRUITMENT	0	0	0	80	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>64,574</b>	<b>54,116</b>	<b>87,492</b>	<b>64,578</b>	<b>86,631</b>	<b>0</b>	<b>86,631</b>	<b>86,631</b>
62120 - LABORATORY SERVICES	182	0	0	0	0	0	0	0
62175 - OTHER SERVICES	0	679	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	457	411	411	411	408	0	408	408

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62206 - PW FLEET CHARGE	5,676	6,218	6,938	6,938	7,206	0	7,206	7,206
62306 - SOFTWARE MAINTENANCE	1,748	1,783	1,857	1,857	1,857	0	1,857	1,857
62310 - SAFETY PROGRAM MAINT.	1,812	4,724	3,668	3,578	3,668	0	3,668	3,668
62311 - EQUIPMENT MAINTENANCE	13,032	17,414	17,214	16,892	17,214	0	17,214	17,214
62350 - BUILDING MAINTENANCE	2,582	2,136	7,654	7,236	7,654	0	7,654	7,654
62375 - PERMITS	60	0	480	240	480	0	480	480
62435 - TRAINING	1,946	620	2,500	2,350	2,500	0	2,500	2,500
62436 - MEETINGS & DUES	180	215	200	352	200	0	200	200
62503 - ELECTRICITY	5,090	5,987	6,359	6,465	6,359	0	6,359	6,359
62504 - HEATING FUEL	358	714	770	634	770	0	770	770
62510 - TELEPHONE	1,374	1,205	940	1,047	940	0	940	940
62604 - EQUIPMENT RENTAL	187	319	500	300	500	0	500	500
62701 - OFFICE SUPPLIES	152	80	425	400	425	0	425	425
62733 - TOOLS	868	658	750	737	750	0	750	750
62734 - MINOR EQUIPMENT	11	0	100	94	100	0	100	100
62735 - BUILDING MAINT. SUPPLIES	345	67	200	190	200	0	200	200
62736 - GROUNDS MAINT SUPPLIES	8	0	100	91	100	0	100	100
<b>62000 - OPERATING EXPENDITURES</b>	<b>36,069</b>	<b>43,230</b>	<b>51,066</b>	<b>49,812</b>	<b>51,331</b>	<b>0</b>	<b>51,331</b>	<b>51,331</b>
<b>08005 - SEWER SYSTEM MAINTENANCE Total</b>	<b>100,643</b>	<b>97,346</b>	<b>138,558</b>	<b>114,390</b>	<b>137,962</b>	<b>0</b>	<b>137,962</b>	<b>137,962</b>

<b>SEWER FUND</b>
<b>08006 - WASTEWATER TREATMENT</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	112,791	114,785	118,083	118,083	111,421	0	111,421	111,421
61304 - GENERAL PERSONNEL	300,644	284,123	298,172	298,173	307,395	0	307,395	307,395
61501 - REGULAR OVERTIME	30,313	34,395	28,309	29,677	30,204	0	30,204	30,204
61502 - DOUBLE OVERTIME	773	1,165	887	887	907	0	907	907
61508 - SUPERVISORY OVERTIME	1,998	1,998	0	999	999	0	999	999
61602 - STAND-BY PAY	12,824	16,310	12,775	12,775	12,775	0	12,775	12,775
61701 - HEALTH INSURANCE	139,154	139,329	145,562	145,562	149,691	0	149,691	149,691
61702 - DENTAL INSURANCE	8,912	9,235	10,050	10,050	10,965	0	10,965	10,965
61703 - RETIREMENT CONTRIBUTIONS	49,471	48,759	51,184	51,184	51,796	0	51,796	51,796
61704 - SOCIAL SECURITY	34,719	34,219	35,055	35,055	35,473	0	35,473	35,473
61705 - WORKERS COMPENSATION	265	1,654	4,001	4,001	4,026	0	4,026	4,026
<b>61000 - PERSONNEL SERVICES</b>	<b>691,864</b>	<b>685,971</b>	<b>704,077</b>	<b>706,446</b>	<b>715,653</b>	<b>0</b>	<b>715,653</b>	<b>715,653</b>
62102 - PROFESSIONAL SERVICES	32,365	23,215	2,540	2,540	0	0	0	0
62103 - TECHNICAL SERVICES	14,673	2,488	8,675	8,675	8,675	0	8,675	8,675
62120 - LABORATORY SERVICES	366	381	500	536	500	0	500	500
62175 - OTHER SERVICES	294	0	0	0	0	0	0	0
62176 - CITY ADMIN CHARGE	311,508	326,370	302,429	302,429	355,361	0	355,361	355,361

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62201 - JANITORIAL	0	0	6,500	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	1,200	1,009	1,009	1,009	756	0	756	756
62206 - PW FLEET CHARGE	17,616	17,556	18,323	18,323	19,458	0	19,458	19,458
62306 - SOFTWARE MAINTENANCE	2,100	1,058	5,452	9,523	5,452	0	5,452	5,452
62310 - SAFETY PROGRAM MAINT.	5,899	3,853	4,025	3,750	4,025	0	4,025	4,025
62311 - EQUIPMENT MAINTENANCE	128,644	91,596	133,720	113,877	115,500	0	115,500	115,500
62316 - ESCO MAINTENANCE	1,856	1,524	2,674	2,674	2,763	0	2,763	2,763
62350 - BUILDING MAINTENANCE	17,710	9,003	13,450	13,237	13,450	0	13,450	13,450
62371 - RIVER GAUGE STATION MAINT	0	7,650	18,965	23,870	11,175	0	11,175	11,175
62375 - PERMITS	186	0	240	240	240	0	240	240
62430 - TRAVEL	637	647	550	765	683	0	683	683
62435 - TRAINING	2,050	1,678	1,612	1,190	1,612	0	1,612	1,612
62436 - MEETINGS & DUES	210	592	885	885	885	0	885	885
62438 - LICENSES & CERTIFICATIONS	100	100	200	150	200	0	200	200
62448 - HAULING AND DISPOSAL	523,773	521,436	507,073	507,073	517,436	0	517,436	517,436
62501 - WATER	11,144	10,112	9,021	9,372	9,021	0	9,021	9,021
62502 - SEWER	4,533	2,460	2,500	2,480	2,500	0	2,500	2,500
62503 - ELECTRICITY	223,535	262,443	267,088	203,098	234,071	0	234,071	234,071
62504 - HEATING FUEL	70,392	74,261	53,503	47,342	53,503	0	53,503	53,503
62510 - TELEPHONE	4,207	4,641	5,073	4,610	5,073	0	5,073	5,073
62512 - INDUSTRIAL PRE-TREATMENT	3,345	2,619	6,404	4,300	5,401	0	5,401	5,401
62601 - LAND RENTAL	142,044	144,460	146,772	146,772	148,240	0	148,240	148,240
62701 - OFFICE SUPPLIES	577	1,468	995	622	995	0	995	995
62734 - MINOR EQUIPMENT	17,958	9,303	4,750	7,750	4,750	0	4,750	4,750
62735 - BUILDING MAINT. SUPPLIES	4,764	1,582	3,500	3,356	3,500	0	3,500	3,500
62736 - GROUNDS MAINT SUPPLIES	49	0	500	481	500	0	500	500
62737 - JANITORIAL SUPPLIES	212	132	250	264	250	0	250	250
62744 - MINOR COMPUTER EQUIPMENT	0	0	0	37	0	0	0	0
62755 - UNIFORMS	4,857	4,346	4,820	3,395	4,820	0	4,820	4,820
62760 - OPERATING SUPPLIES	15,743	6,866	13,637	13,637	13,637	0	13,637	13,637
62762 - LICENSES & PERMITS	49	8	0	0	0	0	0	0
62764 - CHEMICALS	354,679	376,681	330,538	281,062	286,322	0	286,322	286,322
63403 - FURNITURE & FIXTURE ACQ	0	0	1,250	1,613	0	0	0	0
65102 - INTEREST ON BONDED DEBT	7,005	5,399	13,157	13,157	2,750	0	2,750	2,750
65202 - INTEREST ON NOTES PAYABLE	0	0	149,230	149,230	106,680	0	106,680	106,680
66102 - CAPITALIZED EXPENDITURES	-8,950	0	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	194,659	194,659	199,000	199,000	199,000	0	199,000	199,000
66202 - DEPRECIATION - OTHER IMPR	338	338	500	500	400	0	400	400
66203 - DEPRECIATION - MACH/EQUIP	198,338	131,219	240,000	240,000	590,650	0	590,650	590,650
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,310,666</b>	<b>2,243,151</b>	<b>2,481,310</b>	<b>2,349,324</b>	<b>2,736,734</b>	<b>0</b>	<b>2,736,734</b>	<b>2,736,734</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>08006 - WASTEWATER TREATMENT Total</b>	<b>3,002,530</b>	<b>2,929,123</b>	<b>3,185,387</b>	<b>3,055,770</b>	<b>3,452,387</b>	<b>0</b>	<b>3,452,387</b>	<b>3,452,387</b>

Fund Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>SEWER FUND</b>	<b>5,159,599</b>	<b>5,114,529</b>	<b>5,438,426</b>	<b>5,203,862</b>	<b>5,704,278</b>	<b>0</b>	<b>5,704,278</b>	<b>5,704,278</b>



**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2016/2017 Operating Budget**  
**STATEMENT OF SEWER FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2016/2017</u>	<u>INTEREST 2016/2017</u>	<u>PRINCIPAL BALANCE 06/30/17</u>
Black Brook Corporate Park - Refunding 1996	12/27/2006	8/15/2017	avg 3.93%	380,621	36,720	2,120	35,802
Sewer Rehab - refunding 1999	12/27/2006	8/15/2019	avg 3.93%	131,501	13,056	1,739	37,367
Sewer Main Improvements	7/15/2007	7/15/2027	avg 4.195%	1,185,000	60,000	28,223	645,000
Sewer Main Improvements	7/1/2008	7/1/2028	avg 4.0198479%	1,275,000	64,675	34,428	757,600
Advanced Wastewater Treatment (R-2008-23)	12/1/2011	12/1/2021	avg 1.627218%	1,388,300	275,000	2,750	0
Sewer Main Improvements	5/2/2013	1/15/2033	avg 2.225	945,000	50,000	17,443	728,400
Martell Court Pump and Motor Controls	5/2/2013	1/15/2023	2.00%	1,184,300	120,000	16,522	706,100
Advance WW Treatment 2005 Adv. Refunding 2013	5/2/2013	1/15/2026	2.00%	212,900	20,000	3,998	179,900
Sewer Main Improvments 2005 Advance Refunding 2013	5/2/2103	1/15/2026	2.00%	713,900	75,000	13,700	610,000
Rose Lane WWTP Closure (estimated)	6/12/2015	6/12/2025	avg 2.17%	805,000	40,000	22,600	720,000
				\$ 8,221,522	\$ 754,451	\$ 143,524	\$ 4,420,169
<b>ARRA loan through NH-DES - FY 10 Infrastructure</b>	<b>9/1/2013</b>	<b>9/1/2023</b>	<b>1.85%</b>	<b>1,378,114</b>	<b>137,811</b>	<b>20,341</b>	<b>964,680</b>
<b>ARRA loan through NH-DES - FY 09 Infrastructure</b>	<b>12/1/2014</b>	<b>12/1/2024</b>	<b>1.98%</b>	<b>1,129,608</b>	<b>112,961</b>	<b>30,363</b>	<b>790,726</b>
<b>WWTP Advanced Treatment through NH-DES</b>	<b>est 05/2016</b>	<b>est 05/2026</b>	<b>1.94%</b>	<b>6,469,354</b>	<b>646,935</b>	<b>106,680</b>	<b>5,175,484</b>
<b>Authorized, Unissued:</b>							
Martell Court Pump & Motor Controls							\$ 645,000
WWTP Advanced Treatment							2,855,000
WWTP Disinfection System							3,190,000
							<u>\$ 6,690,000</u>
<b>Anticipated, FY16/17:</b>							
N/A							<u>\$ -</u>
<b>Total Anticipated Bond Issue - new</b>							<u>\$ -</u>

**CALCULATION OF SEWER FUND DEBT LIMIT AND BORROWING CAPACITY**

No specific debt limit is identified in RSA's; all projects, both mandated and voluntary for sewer systems and improvements are excluded from the City's calculation of overall debt limit (RSA 33:5 and 33:5-b)

<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>	<b>FUND:</b>	WATER
<b>DIVISION(s):</b>	Water		
<b>Cost Center(s):</b>	05000 through 05008		
<b>MISSION:</b>	To reliably provide good quality drinking water that consistently meets consumer expectations and State and Federal standards in sufficient quantities and pressure for fire protection and commercial and domestic use.		

In FY17 the Water Operations and Water/Sewer Divisions progress with their work to improve the treatment and distribution systems to maintain economical, high quality drinking water for its customers. This work includes a comprehensive system-wide water main flushing and maintenance of fire hydrant and water main gates. In-house staff will continue its repair of some of the deficiencies identified by the Water Sites Evaluation Study.

Highlights of the fiscal year include creation of a single pressure zone in the Glen Road/Darling Road/Mountain View Road area. It is anticipated that rehabilitation of Babbidge Dam will begin and the design of the Woodward Dam rehabilitation will also begin.

FY16 Water Fund activities continued the Department’s focus on infrastructure and water quality improvement at the capital and operating budget levels. FY16 accomplishments included:

- Fourth Grade Science Fair involving students from 5 schools
- Sustained maintenance of 750 fire hydrants through the winter of 2015/2016 and gave immediate response to frozen water services, meters and lines
- Maintained groundwater monitoring in the West Street and White Brook well fields
- Completion of an energy assessment at the water system sites
- Replacement of the Water Treatment Facility’s process computer control panel
- Upsized Hurricane Road water main

**Background**

The Water Enterprise fund is made up of six complimentary focus areas that work together to support the Fund’s mission of providing clean water for use in drinking, fire protection, and commercial/industrial activities in the City of Keene and the North Swanzey Water and Fire Precinct. The focus areas are:

- Water meters
- Water distribution
- Water treatment
- Water testing
- Water maintenance
- Water system engineering

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/Comp Plan</b>		
Maintain and operate water mains, valves, fire hydrants, water meters, water service lines to the curb stop, 4 gravel pack wells, the water treatment facility, and the well head and water supply lands.			Infrastructure	
Provide preventive, predictive, unscheduled, scheduled, and emergency maintenance services to water infrastructure and all supporting storage, treatment, pumping, and distribution facilities.			Infrastructure	
Create and administer the sampling and inspection plans for the drinking water system.			Infrastructure	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Carry forward with implementation of the Tighe and Bond water infrastructure recommendations using in-house labor		SDWA	Infrastructure	<b>V,C</b>
Restore capacity and operation of water mains through the on-going cleaning and lining program and routine main flushing			Infrastructure	<b>V,C</b>
Identify and reduce non-revenue water through ongoing meter installation and change out and leak detection activities.			Infrastructure	<b>C,E</b>
Perform evaluation of the Water Treatment Facility Pressure Reducing Valve			Infrastructure	<b>C,E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16 est</b>	<b>FY17</b>
Million gallons of water treated		794	751	793
Number of water main breaks/leaks		14	21	19
Number of fire hydrants exercised (out of a total of 858 hydrants)		720	632	680
Number of water meters changed (out of 9,200 total)		303	386	500
Number of samples analyzed		6,300	6,300	6,300
Number of kilowatts of electricity used in water fund sites		536,751	562,717	551,034
Percent of unaccounted for water		16	11	11
Number of water quality complaints		18	10	10
Violations of water quality regulations (goal =0)		0	0	0
Number of discolored water calls (Baseline FY2010 100 goal = 0)		42	35	35

**CITY OF KEENE, NEW HAMPSHIRE**  
**WATER FUND OPERATING REVENUES and EXPENSES**  
**HISTORICAL ANALYSIS and BUDGET**

	ACTUAL FY 13/14	ACTUAL FY 14/15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Taxes	\$123,173	\$118,367	\$110,317	\$109,315	\$106,600	\$106,600	\$100,228	
Intergovernmental	49,349							
Charges for Services	3,622,938	3,864,510	3,597,510	3,582,509	3,652,375	3,652,375	4,031,889	4,105,521
Miscellaneous	24,642	19,304	9,500	9,345	9,643	9,643	9,715	9,788
Use of (Addition to) Surplus			(1,709)					
<b>TOTAL REVENUES</b>	<b>\$3,820,102</b>	<b>\$4,002,181</b>	<b>\$3,715,618</b>	<b>\$3,701,169</b>	<b>\$3,768,618</b>	<b>\$3,768,618</b>	<b>\$4,141,832</b>	<b>\$4,115,309</b>
<b>EXPENSES</b>								
Water Administration	\$1,626,003	\$1,534,571	\$1,516,586	\$1,503,953	\$1,505,485	\$1,505,485	\$1,535,051	\$1,553,922
Water Main & Trench Repairs	171,659	174,701	213,508	192,784	216,740	216,740	\$221,725	\$226,825
Water Supply	146,827	145,421	163,564	136,656	171,313	171,313	\$175,253	\$179,284
Hydrants	98,788	153,862	118,097	99,454	122,867	122,867	\$125,693	\$128,584
Meters	316,150	362,245	381,547	372,330	385,962	385,962	\$394,839	\$403,920
Water Services	37,915	54,604	44,343	54,926	46,338	46,338	\$47,404	\$48,494
Water Treatment Facility	860,096	836,865	898,130	880,136	913,758	913,758	\$932,712	\$951,974
Laboratory	209,891	182,353	241,820	215,096	230,664	230,664	\$235,969	\$241,396
Maintenance	106,585	121,059	138,022	126,798	128,503	128,503	\$131,459	\$134,483
Capital Program expense	538,741	147,173						
<b>TOTAL EXPENSES</b>	<b>\$4,112,655</b>	<b>\$3,712,852</b>	<b>\$3,715,618</b>	<b>\$3,582,134</b>	<b>\$3,721,631</b>	<b>\$3,721,631</b>	<b>\$3,800,105</b>	<b>\$3,868,882</b>
<b>NET REVENUE (EXPENSE)</b>	<b>(\$292,553)</b>	<b>\$289,329</b>	<b>\$0</b>	<b>\$119,035</b>	<b>\$46,987</b>	<b>\$46,987</b>	<b>\$341,727</b>	<b>\$246,427</b>

Note: Capital program expense is outlay in capital program cost centers which has not been capitalized.

**CITY OF KEENE, NEW HAMPSHIRE  
WATER FUND OPERATING CAPITAL PROGRAM  
HISTORICAL ANALYSIS and BUDGET**

	PROGRAM FY 13/14	PROGRAM FY 14/15	PROGRAM FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>CAPITAL PROGRAM</b>							
Reserve: Water Treatment Facility	\$50,000	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Reserve: Water Infrastructure	325,000	375,000	400,000	450,000	450,000	550,000	575,000
Water Distribution Improvements	462,505	436,206	363,605	146,896	146,896	392,401	397,321
Chlorine Injection Systems	20,500	14,272					
Dam Improvements	150,000			1,743,119	1,743,119		
Fox Ave Pump Station Upgrade						20,215	
Glenn Rd Booster Station Upgrade						20,215	
Watershed Management		67,500					
Water Main - Bridge Improvements			40,100			40,000	38,300
Water Mains - State By-Pass Project							203,814
Water Main Lining and Cleaning	461,534	212,180		225,102	225,102	231,855	238,810
Water Tank Mixers		79,568					
Water Valve Replacement	78,247	80,594	83,012	85,406	85,406	87,872	90,508
WTF Instrumentation Upgrade	28,386	34,714					49,522
WTF Laboratory Equipment			38,575				
WTF PLC Replacement	13,675	62,565					
WTF Pressure Reduction Valve				15,590	15,590		86,058
WTF Evaluation							
WTF Improvements							
<b>SUBTOTAL - APPROPRIATION</b>	<b>\$1,589,847</b>	<b>\$1,412,599</b>	<b>\$1,025,292</b>	<b>\$2,766,113</b>	<b>\$2,766,113</b>	<b>\$1,442,558</b>	<b>\$1,779,333</b>
<b>USE OF CAPITAL RESERVE</b>	<b>42,061</b>	<b>397,279</b>	<b>378,675</b>	<b>1,012,486</b>	<b>1,012,486</b>	<b>405,430</b>	<b>702,964</b>
<b>OTHER FUNDING SOURCES</b>	<b>600,000</b>	<b>212,180</b>	<b>37,820</b>	<b>893,119</b>	<b>893,119</b>		
<b>NET CAPITAL PROGRAM</b>	<b>\$947,786</b>	<b>\$803,140</b>	<b>\$608,797</b>	<b>\$860,508</b>	<b>\$860,508</b>	<b>\$1,037,128</b>	<b>\$1,076,369</b>

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.*

Add Back: Depreciation

State Aid Grant Principal Payments

Subtract: Debt Svc Principal (see Note 3)

Tfrs to Capital Reserve (see Note 3)

Capital Outlays (see Note 3)

Projected Annual Cash Surplus (Deficit)

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue including use of surplus will fund cash requirements for capital outlays and capital reserves.

Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

\$894,100	\$894,100	\$903,556	\$913,114
(265,579)	(265,579)	(308,155)	(183,172)
(550,000)	(550,000)	(650,000)	(675,000)
(310,508)	(310,508)	(387,128)	(401,369)
(\$185,000)	(\$185,000)	(\$100,000)	(\$100,000)

## WATER FUND REVENUE

### TAXES

**41125-TAX INCREMENT FINANCE:** taxes raised in development district, based on increased value over the value at the time of its establishment, dedicated to debt service associated with public improvements within that district

### INTERGOVERNMENTAL

**43207-STATE BOND REIMBURSEMENT:** the State's portion of the bond for the construction of the Water Treatment Facility

### CHARGES FOR SERVICES

**44101-WATER SALES:** the sale of water to City of Keene water system users, metered and flat

rate, and to the North Swanzey Water and Fire Precinct system

**44102-WATER SERVICES:** the revenue generated from City forces performing new installation and

maintenance activities on private service lines

**44103-FIRE PROTECTION:** charges for the fire protection provided by private fire lines to service sprinklers and other fire protection apparatus

**44104-HYDRANT RENTAL:** charges for fire protection provided by private hydrants in Keene and the North Swanzey Water and Fire Precinct

**44109- DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44137-BACKFLOW PREVENTION:** money received for permits to operate a backflow device

### MISCELLANEOUS

**46000-MISCELLANEOUS:** money received not accounted for elsewhere

**46101-INTEREST EARNINGS:** income earned on investment of temporarily idle cash in time deposits and overnight investments

**46103-INTEREST ON A/R:** amount charged on Accounts Receivable bills over 30 days old

### OTHER FINANCING SOURCES

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**47007- USE OF SURPLUS: CARRYOVER:** appropriations extended beyond fiscal year in which they were originally approved.

**47003 and 47290: CAPITAL RESERVE AND INTERFUND TRANSFERS:** internal charges for the funding of and accounting for capital project activity

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**WATER FUND**

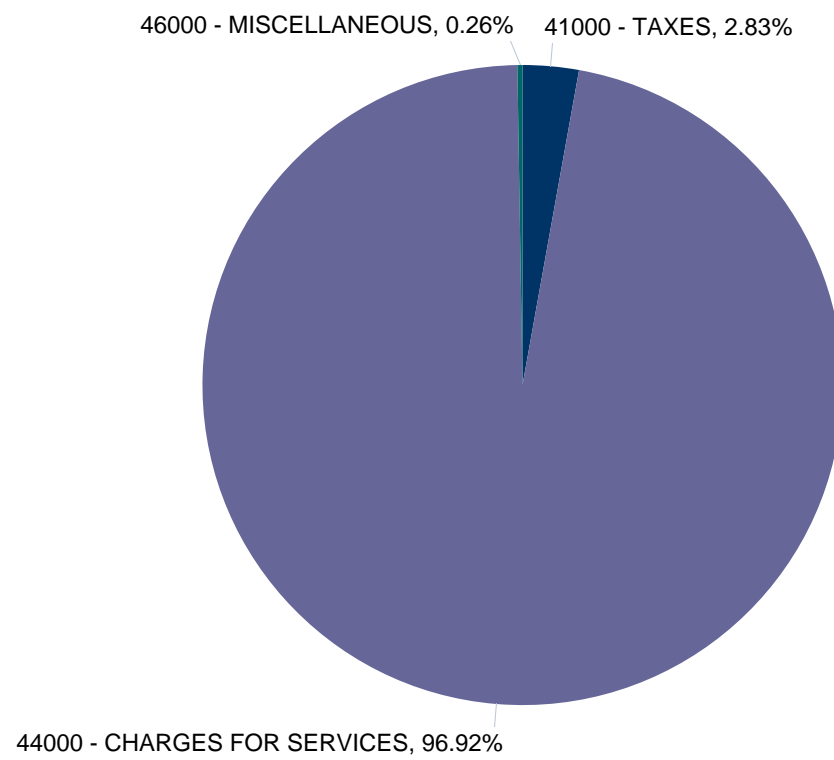
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41100 - PROPERTY TAXES	41125 - TAX INCREMENT FINANCING	123,173	118,367	110,317	109,315	106,600	106,600
<b>41000 - TAXES</b>		<b>123,173</b>	<b>118,367</b>	<b>110,317</b>	<b>109,315</b>	<b>106,600</b>	<b>106,600</b>
43200 - STATE	43214 - STATE AID (UTILITIES)	49,349	0	0	0	0	0
<b>43000 - INTERGOVERNMENTAL</b>		<b>49,349</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
44100 - UNCLASSIFIED CHARGES	44101 - WATER SALES	3,375,251	3,602,386	3,354,070	3,329,375	3,404,145	3,404,145
	44102 - WATER SERVICES	9,632	13,617	7,000	12,682	10,500	10,500
	44103 - FIRE PROTECTION	153,623	161,620	153,041	153,495	153,495	153,495
	44104 - HYDRANT RENTAL	82,818	86,887	83,399	84,235	84,235	84,235
	44109 - DIRECT REIMBURSEMENT	1,616	0	0	2,722	0	0
<b>44000 - CHARGES FOR SERVICES</b>		<b>3,622,938</b>	<b>3,864,510</b>	<b>3,597,510</b>	<b>3,582,509</b>	<b>3,652,375</b>	<b>3,652,375</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	24,409	17,208	9,500	9,345	9,643	9,643
	46103 - INTEREST: A/R	233	202	0	0	0	0
<b>46000 - MISCELLANEOUS</b>		<b>24,642</b>	<b>17,410</b>	<b>9,500</b>	<b>9,345</b>	<b>9,643</b>	<b>9,643</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	-38,208	0	-46,987	-46,987
	47003 - CAPITAL RESERVE	0	0	0	0	0	0
	47006 - UNREALIZED GAIN/LOSS	0	1,894	0	0	0	0
	47007 - USE OF SURPLUS: CARRYOVER	0	0	36,499	0	0	0
	47290 - INTRAFUND APPROPRIATION	-0	-0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>-0</b>	<b>1,894</b>	<b>-1,709</b>	<b>0</b>	<b>-46,987</b>	<b>-46,987</b>
<b>Revenue Total</b>		<b>3,820,102</b>	<b>4,002,181</b>	<b>3,715,618</b>	<b>3,701,169</b>	<b>3,721,631</b>	<b>3,721,631</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**WATER FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
41000 - TAXES	123,173	118,367	110,317	109,315	106,600	106,600
43000 - INTERGOVERNMENTAL	49,349	0	0	0	0	0
44000 - CHARGES FOR SERVICES	3,622,938	3,864,510	3,597,510	3,582,509	3,652,375	3,652,375
46000 - MISCELLANEOUS	24,642	17,410	9,500	9,345	9,643	9,643
47000 - OTHER FINANCING SOURCES	0	1,894	-1,709	0	-46,987	-46,987
<b>Grand Total</b>	<b>3,820,102</b>	<b>4,002,181</b>	<b>3,715,618</b>	<b>3,701,169</b>	<b>3,721,631</b>	<b>3,721,631</b>

**Fiscal 2017 Anticipated Revenue By Category**

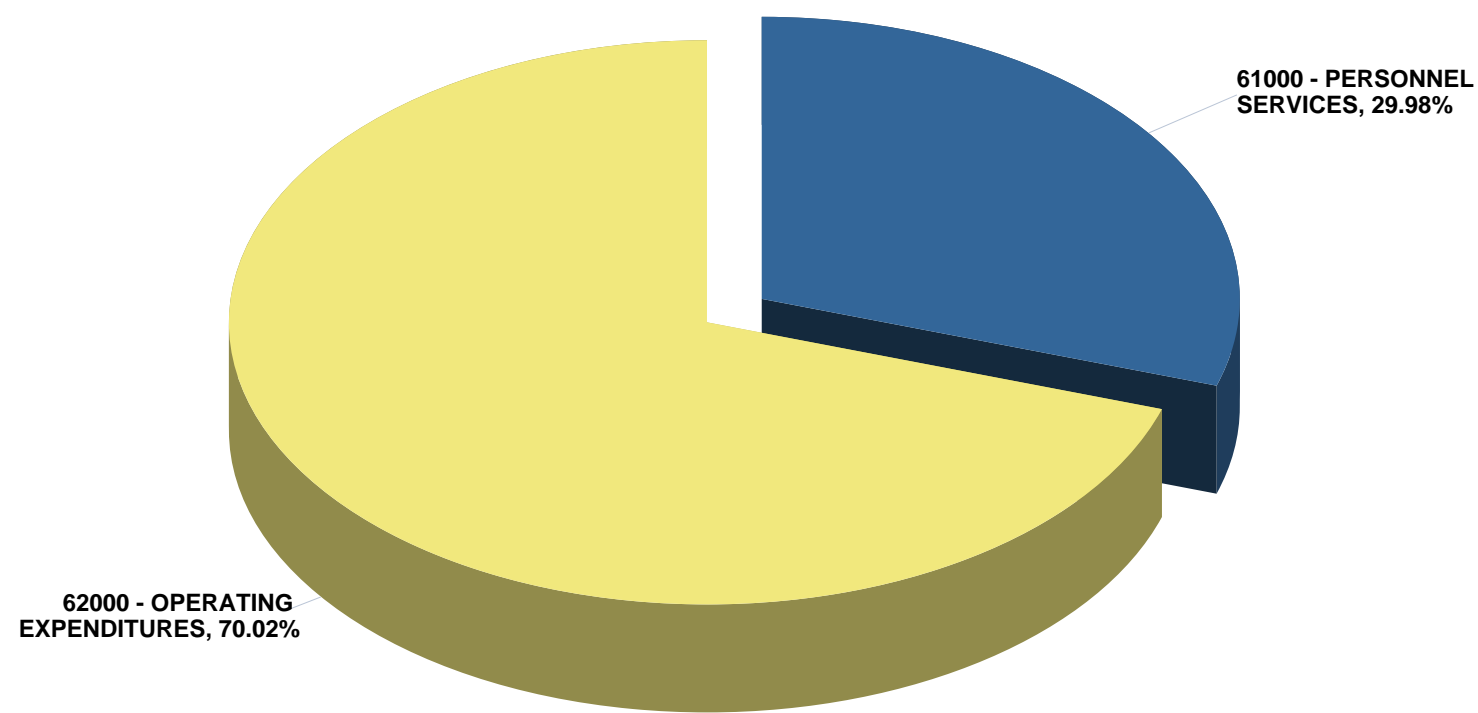




Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**WATER FUND**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	957,547	1,046,258	1,087,994	1,000,174	1,104,169	0	1,104,169	1,104,169
62000 - OPERATING EXPENDITURES	2,616,367	2,519,421	2,627,624	2,581,960	2,610,368	7,094	2,617,462	2,617,462
<b>Department Total</b>	<b>3,573,914</b>	<b>3,565,679</b>	<b>3,715,618</b>	<b>3,582,134</b>	<b>3,714,537</b>	<b>7,094</b>	<b>3,721,631</b>	<b>3,721,631</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>WATER FUND - PUBLIC WORKS</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	122,570	127,283	134,124	132,692	142,610	0	142,610	142,610
61304 - GENERAL PERSONNEL	437,121	486,506	502,707	458,568	511,888	0	511,888	511,888
61305 - ADMINISTRATIVE PERSONNEL	4,000	2,629	4,410	4,410	4,443	0	4,443	4,443
61501 - REGULAR OVERTIME	28,118	40,082	34,028	29,677	35,243	0	35,243	35,243
61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
61602 - STAND-BY PAY	24,773	22,140	23,748	23,748	23,748	0	23,748	23,748
61609 - STIPEND	6,731	6,811	6,833	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	190,383	202,383	221,519	201,783	222,535	0	222,535	222,535
61702 - DENTAL INSURANCE	11,815	13,073	15,190	14,443	15,529	0	15,529	15,529
61703 - RETIREMENT CONTRIBUTIONS	66,871	73,985	79,804	71,723	78,258	0	78,258	78,258
61704 - SOCIAL SECURITY	46,716	51,212	54,655	48,525	54,719	0	54,719	54,719
61705 - WORKERS COMPENSATION	555	3,776	9,125	8,595	9,184	0	9,184	9,184
61715 - RETIREMENT BENEFITS	17,018	15,527	0	0	0	0	0	0
61901 - RECRUITMENT	25	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>957,547</b>	<b>1,046,258</b>	<b>1,087,994</b>	<b>1,000,174</b>	<b>1,104,169</b>	<b>0</b>	<b>1,104,169</b>	<b>1,104,169</b>
62102 - PROFESSIONAL SERVICES	0	0	0	3,000	0	0	0	0
62103 - TECHNICAL SERVICES	21,025	9,526	13,590	10,468	13,590	0	13,590	13,590
62120 - LABORATORY SERVICES	17,074	18,158	27,918	20,425	27,711	2,294	30,005	30,005
62121 - MONITORING/INSPECTIONS	42,665	5,068	40,950	30,000	30,000	4,800	34,800	34,800
62176 - CITY ADMIN CHARGE	456,036	440,052	460,507	460,507	435,357	0	435,357	435,357
62205 - PC REPLACEMENT CHARGE	2,616	2,999	2,614	2,614	2,587	0	2,587	2,587
62206 - PW FLEET CHARGE	146,748	150,568	157,937	157,937	174,615	0	174,615	174,615
62208 - TAXES	73,653	83,600	82,369	76,992	82,369	0	82,369	82,369
62305 - COPIER MAINTENANCE	1,620	1,184	2,005	1,272	1,234	0	1,234	1,234
62306 - SOFTWARE MAINTENANCE	12,066	13,007	16,857	21,233	16,855	0	16,855	16,855
62310 - SAFETY PROGRAM MAINT.	3,019	3,886	3,889	3,700	3,889	0	3,889	3,889
62311 - EQUIPMENT MAINTENANCE	68,661	85,571	92,542	90,568	77,299	0	77,299	77,299
62313 - REPAIRS & MAINTENANCE	0	25	0	0	0	0	0	0
62314 - SYSTEMS MAINTENANCE	3,000	3,000	4,990	4,886	4,990	0	4,990	4,990
62316 - ESCO MAINTENANCE	1,481	1,883	5,348	5,348	5,437	0	5,437	5,437
62317 - EQUIPMENT REPAIR	0	2,523	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	3,503	10,360	15,365	11,500	13,742	0	13,742	13,742
62350 - BUILDING MAINTENANCE	9,073	6,000	11,224	10,432	11,224	0	11,224	11,224
62375 - PERMITS	210	250	150	150	150	0	150	150
62430 - TRAVEL	429	488	571	942	728	0	728	728
62435 - TRAINING	14,713	2,695	10,443	9,863	10,427	0	10,427	10,427
62436 - MEETINGS & DUES	3,169	3,533	2,990	3,140	2,990	0	2,990	2,990

Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
62438 - LICENSES & CERTIFICATIONS	1,380	235	1,600	1,600	1,000	0	1,000	1,000
62447 - PUBLIC AWARENESS	6,470	6,723	6,630	13,651	6,630	0	6,630	6,630
62448 - HAULING AND DISPOSAL	0	0	600	0	600	0	600	600
62501 - WATER	676	437	695	560	695	0	695	695
62502 - SEWER	175,495	137,621	155,233	166,432	159,850	0	159,850	159,850
62503 - ELECTRICITY	94,275	102,235	87,702	82,639	90,702	0	90,702	90,702
62504 - HEATING FUEL	16,490	17,554	11,458	11,483	11,458	0	11,458	11,458
62510 - TELEPHONE	5,832	6,788	6,074	6,217	6,439	0	6,439	6,439
62512 - INDUSTRIAL PRE-TREATMENT	179	176	360	360	360	0	360	360
62602 - OFFICE SPACE RENTAL	66,211	67,337	67,337	67,337	69,098	0	69,098	69,098
62604 - EQUIPMENT RENTAL	145	145	2,250	1,449	2,250	0	2,250	2,250
62701 - OFFICE SUPPLIES	1,624	1,608	1,425	1,387	1,425	0	1,425	1,425
62710 - POSTAGE	0	89	0	0	0	0	0	0
62733 - TOOLS	3,270	4,341	4,695	4,202	4,175	0	4,175	4,175
62734 - MINOR EQUIPMENT	10,721	17,638	3,525	4,639	200	0	200	200
62735 - BUILDING MAINT. SUPPLIES	679	507	994	980	994	0	994	994
62736 - GROUNDS MAINT SUPPLIES	0	1,978	200	300	297	0	297	297
62737 - JANITORIAL SUPPLIES	40	0	200	100	100	0	100	100
62755 - UNIFORMS	4,318	4,362	4,793	4,615	4,793	0	4,793	4,793
62760 - OPERATING SUPPLIES	193,308	223,615	210,642	211,902	212,830	0	212,830	212,830
62762 - LICENSES & PERMITS	1,315	2,390	5,150	4,800	5,300	0	5,300	5,300
62764 - CHEMICALS	142,960	132,058	183,317	151,972	183,591	0	183,591	183,591
63409 - EQUIPMENT ACQUISITION	0	0	1,575	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	26,163	20,124	10,584	12,032	20,887	0	20,887	20,887
65202 - INTEREST ON NOTES PAYABLE	66,562	27,073	20,326	20,326	17,400	0	17,400	17,400
66104 - LOSS ON FIXED ASSETS	49,790	15,216	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	110,828	110,828	117,000	117,000	111,100	0	111,100	111,100
66202 - DEPRECIATION - OTHER IMPR	565,503	579,295	573,000	573,000	584,000	0	584,000	584,000
66203 - DEPRECIATION - MACH/EQUIP	191,374	194,674	198,000	198,000	199,000	0	199,000	199,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>2,616,367</b>	<b>2,519,421</b>	<b>2,627,624</b>	<b>2,581,960</b>	<b>2,610,368</b>	<b>7,094</b>	<b>2,617,462</b>	<b>2,617,462</b>
<b>Department Total</b>	<b>3,573,914</b>	<b>3,565,679</b>	<b>3,715,618</b>	<b>3,582,134</b>	<b>3,714,537</b>	<b>7,094</b>	<b>3,721,631</b>	<b>3,721,631</b>

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

<b>WATER FUND</b>
<b>05000 - WATER ADMINISTRATION</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	10,750	10,940	11,254	11,019	11,211	0	11,211	11,211
61304 - GENERAL PERSONNEL	77,394	68,370	77,458	68,467	77,479	0	77,479	77,479
61305 - ADMINISTRATIVE PERSONNEL	4,000	2,629	4,410	4,410	4,443	0	4,443	4,443
61501 - REGULAR OVERTIME	313	275	0	22	0	0	0	0
61602 - STAND-BY PAY	7,154	6,636	6,388	6,388	6,388	0	6,388	6,388
61609 - STIPEND	4,226	4,176	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	42,898	31,642	26,510	23,417	24,273	0	24,273	24,273
61702 - DENTAL INSURANCE	2,944	2,411	2,213	2,213	2,160	0	2,160	2,160
61703 - RETIREMENT CONTRIBUTIONS	11,184	10,029	12,045	10,547	12,006	0	12,006	12,006
61704 - SOCIAL SECURITY	7,689	6,875	8,249	6,940	8,250	0	8,250	8,250
61705 - WORKERS COMPENSATION	138	901	2,199	2,103	2,242	0	2,242	2,242
61715 - RETIREMENT BENEFITS	17,018	15,527	0	0	0	0	0	0
61901 - RECRUITMENT	25	0	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>185,732</b>	<b>160,411</b>	<b>154,886</b>	<b>139,686</b>	<b>152,611</b>	<b>0</b>	<b>152,611</b>	<b>152,611</b>
62103 - TECHNICAL SERVICES	0	47	0	0	0	0	0	0
62120 - LABORATORY SERVICES	339	210	657	325	450	0	450	450
62176 - CITY ADMIN CHARGE	456,036	440,052	460,507	460,507	435,357	0	435,357	435,357
62205 - PC REPLACEMENT CHARGE	504	737	737	737	608	0	608	608
62208 - TAXES	73,653	83,600	82,369	76,992	82,369	0	82,369	82,369
62306 - SOFTWARE MAINTENANCE	8,217	9,102	9,102	9,102	9,102	0	9,102	9,102
62310 - SAFETY PROGRAM MAINT.	1,200	821	1,500	1,500	1,500	0	1,500	1,500
62316 - ESCO MAINTENANCE	750	1,524	2,674	2,674	2,674	0	2,674	2,674
62430 - TRAVEL	229	312	263	685	420	0	420	420
62435 - TRAINING	3,497	1,690	4,100	4,100	4,100	0	4,100	4,100
62436 - MEETINGS & DUES	2,890	3,398	2,890	2,890	2,890	0	2,890	2,890
62438 - LICENSES & CERTIFICATIONS	580	0	450	450	450	0	450	450
62447 - PUBLIC AWARENESS	6,470	6,723	6,630	13,651	6,630	0	6,630	6,630
62510 - TELEPHONE	2,435	2,923	2,274	2,560	2,639	0	2,639	2,639
62602 - OFFICE SPACE RENTAL	66,211	67,337	67,337	67,337	69,098	0	69,098	69,098
62604 - EQUIPMENT RENTAL	145	145	2,250	1,350	2,250	0	2,250	2,250
62701 - OFFICE SUPPLIES	861	812	875	875	875	0	875	875
62733 - TOOLS	2,348	3,159	2,325	2,325	2,325	0	2,325	2,325
62734 - MINOR EQUIPMENT	0	1,662	0	0	0	0	0	0
62755 - UNIFORMS	2,631	2,488	2,850	2,850	2,850	0	2,850	2,850
62760 - OPERATING SUPPLIES	432	200	0	0	0	0	0	0
65102 - INTEREST ON BONDED DEBT	26,163	20,124	10,584	12,032	20,887	0	20,887	20,887
65202 - INTEREST ON NOTES PAYABLE	66,562	27,073	20,326	20,326	17,400	0	17,400	17,400

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
66104 - LOSS ON FIXED ASSETS	49,790	15,216	0	0	0	0	0	0
66201 - DEPRECIATION - BUILDINGS	26,810	26,810	30,000	30,000	27,000	0	27,000	27,000
66202 - DEPRECIATION - OTHER IMPR	562,220	577,654	565,000	565,000	580,000	0	580,000	580,000
66203 - DEPRECIATION - MACH/EQUIP	79,297	80,340	86,000	86,000	81,000	0	81,000	81,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,440,271</b>	<b>1,374,159</b>	<b>1,361,700</b>	<b>1,364,268</b>	<b>1,352,874</b>	<b>0</b>	<b>1,352,874</b>	<b>1,352,874</b>
<b>05000 - WATER ADMINISTRATION Total</b>	<b>1,626,003</b>	<b>1,534,571</b>	<b>1,516,586</b>	<b>1,503,953</b>	<b>1,505,485</b>	<b>0</b>	<b>1,505,485</b>	<b>1,505,485</b>

### WATER FUND

#### 05001 - WATER MAIN/TRENCH REPAIRS

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	56,784	46,696	62,742	55,848	63,155	0	63,155	63,155
61501 - REGULAR OVERTIME	9,403	11,043	12,063	8,778	11,807	0	11,807	11,807
61701 - HEALTH INSURANCE	15,037	15,918	22,934	18,758	22,684	0	22,684	22,684
61702 - DENTAL INSURANCE	892	1,076	1,624	1,395	1,602	0	1,602	1,602
61703 - RETIREMENT CONTRIBUTIONS	7,172	6,224	8,356	7,030	7,388	0	7,388	7,388
61704 - SOCIAL SECURITY	4,939	4,270	5,722	4,706	5,734	0	5,734	5,734
61705 - WORKERS COMPENSATION	25	345	1,074	971	1,074	0	1,074	1,074
<b>61000 - PERSONNEL SERVICES</b>	<b>94,252</b>	<b>85,573</b>	<b>114,516</b>	<b>97,486</b>	<b>113,444</b>	<b>0</b>	<b>113,444</b>	<b>113,444</b>
62206 - PW FLEET CHARGE	37,368	38,125	38,322	38,322	44,249	0	44,249	44,249
62310 - SAFETY PROGRAM MAINT.	0	212	0	0	0	0	0	0
62331 - ROAD AND STREET MAINT.	3,503	10,360	15,365	11,500	13,742	0	13,742	13,742
62733 - TOOLS	0	0	0	191	0	0	0	0
62760 - OPERATING SUPPLIES	36,537	40,431	45,305	45,285	45,305	0	45,305	45,305
<b>62000 - OPERATING EXPENDITURES</b>	<b>77,407</b>	<b>89,128</b>	<b>98,992</b>	<b>95,298</b>	<b>103,296</b>	<b>0</b>	<b>103,296</b>	<b>103,296</b>
<b>05001 - WATER MAIN/TRENCH REPAIRS Total</b>	<b>171,659</b>	<b>174,701</b>	<b>213,508</b>	<b>192,784</b>	<b>216,740</b>	<b>0</b>	<b>216,740</b>	<b>216,740</b>

### WATER FUND

#### 05002 - WATER SUPPLY

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	5,026	6,770	18,317	2,321	18,495	0	18,495	18,495
61501 - REGULAR OVERTIME	33	1,570	1,070	1,620	1,070	0	1,070	1,070
61701 - HEALTH INSURANCE	8,096	6,188	6,758	5,573	6,682	0	6,682	6,682
61702 - DENTAL INSURANCE	480	418	479	414	473	0	473	473
61703 - RETIREMENT CONTRIBUTIONS	545	901	2,165	418	1,910	0	1,910	1,910
61704 - SOCIAL SECURITY	381	622	1,483	293	1,497	0	1,497	1,497
61705 - WORKERS COMPENSATION	0	52	285	49	287	0	287	287
<b>61000 - PERSONNEL SERVICES</b>	<b>14,562</b>	<b>16,520</b>	<b>30,557</b>	<b>10,688</b>	<b>30,414</b>	<b>0</b>	<b>30,414</b>	<b>30,414</b>
62121 - MONITORING/INSPECTIONS	0	0	0	0	0	4,800	4,800	4,800
62206 - PW FLEET CHARGE	19,500	19,891	19,993	19,993	23,085	0	23,085	23,085
62311 - EQUIPMENT MAINTENANCE	0	37	0	0	0	0	0	0



## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62313 - REPAIRS & MAINTENANCE	0	25	0	0	0	0	0	0
62314 - SYSTEMS MAINTENANCE	3,000	3,000	4,990	4,886	4,990	0	4,990	4,990
62503 - ELECTRICITY	81,956	83,571	78,102	70,504	78,102	0	78,102	78,102
62504 - HEATING FUEL	3,903	4,318	2,870	1,908	2,870	0	2,870	2,870
62760 - OPERATING SUPPLIES	4,060	10,066	7,210	8,662	7,210	0	7,210	7,210
62762 - LICENSES & PERMITS	300	300	3,300	3,300	3,300	0	3,300	3,300
62764 - CHEMICALS	19,547	7,693	16,542	16,715	16,542	0	16,542	16,542
<b>62000 - OPERATING EXPENDITURES</b>	<b>132,266</b>	<b>128,900</b>	<b>133,007</b>	<b>125,968</b>	<b>136,099</b>	<b>4,800</b>	<b>140,899</b>	<b>140,899</b>
<b>05002 - WATER SUPPLY Total</b>	<b>146,827</b>	<b>145,421</b>	<b>163,564</b>	<b>136,656</b>	<b>166,513</b>	<b>4,800</b>	<b>171,313</b>	<b>171,313</b>

<b>WATER FUND</b>
<b>05003 - WATER HYDRANTS</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	28,155	48,128	37,346	24,133	37,768	0	37,768	37,768
61501 - REGULAR OVERTIME	1,813	9,156	3,091	3,090	4,007	0	4,007	4,007
61701 - HEALTH INSURANCE	8,096	8,953	13,279	11,067	13,489	0	13,489	13,489
61702 - DENTAL INSURANCE	480	605	939	823	966	0	966	966
61703 - RETIREMENT CONTRIBUTIONS	2,831	6,173	4,517	2,649	4,076	0	4,076	4,076
61704 - SOCIAL SECURITY	2,235	4,203	3,094	1,896	2,889	0	2,889	2,889
61705 - WORKERS COMPENSATION	29	394	600	585	575	0	575	575
<b>61000 - PERSONNEL SERVICES</b>	<b>43,640</b>	<b>77,612</b>	<b>62,866</b>	<b>44,243</b>	<b>63,770</b>	<b>0</b>	<b>63,770</b>	<b>63,770</b>
62206 - PW FLEET CHARGE	24,372	24,864	24,991	24,991	28,857	0	28,857	28,857
62760 - OPERATING SUPPLIES	30,776	51,386	30,240	30,220	30,240	0	30,240	30,240
<b>62000 - OPERATING EXPENDITURES</b>	<b>55,148</b>	<b>76,250</b>	<b>55,231</b>	<b>55,211</b>	<b>59,097</b>	<b>0</b>	<b>59,097</b>	<b>59,097</b>
<b>05003 - WATER HYDRANTS Total</b>	<b>98,788</b>	<b>153,862</b>	<b>118,097</b>	<b>99,454</b>	<b>122,867</b>	<b>0</b>	<b>122,867</b>	<b>122,867</b>

<b>WATER FUND</b>
<b>05004 - WATER METERS</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	107,509	134,119	139,988	133,869	142,532	0	142,532	142,532
61501 - REGULAR OVERTIME	2,323	3,163	2,408	4,577	2,998	0	2,998	2,998
61701 - HEALTH INSURANCE	45,792	62,110	66,219	62,889	64,692	0	64,692	64,692
61702 - DENTAL INSURANCE	2,841	4,060	4,564	4,482	4,523	0	4,523	4,523
61703 - RETIREMENT CONTRIBUTIONS	11,829	14,826	15,906	15,389	16,256	0	16,256	16,256
61704 - SOCIAL SECURITY	8,311	10,379	10,893	10,341	11,133	0	11,133	11,133
61705 - WORKERS COMPENSATION	149	567	1,406	1,340	1,409	0	1,409	1,409
<b>61000 - PERSONNEL SERVICES</b>	<b>178,754</b>	<b>229,225</b>	<b>241,382</b>	<b>232,887</b>	<b>243,543</b>	<b>0</b>	<b>243,543</b>	<b>243,543</b>
62120 - LABORATORY SERVICES	0	105	0	0	0	0	0	0
62206 - PW FLEET CHARGE	25,920	26,689	26,893	26,893	27,444	0	27,444	27,444
62306 - SOFTWARE MAINTENANCE	0	0	750	750	750	0	750	750

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62733 - TOOLS	324	217	1,370	650	850	0	850	850
62760 - OPERATING SUPPLIES	111,152	106,009	111,152	111,150	113,375	0	113,375	113,375
<b>62000 - OPERATING EXPENDITURES</b>	<b>137,396</b>	<b>133,020</b>	<b>140,165</b>	<b>139,443</b>	<b>142,419</b>	<b>0</b>	<b>142,419</b>	<b>142,419</b>
<b>05004 - WATER METERS Total</b>	<b>316,150</b>	<b>362,245</b>	<b>381,547</b>	<b>372,330</b>	<b>385,962</b>	<b>0</b>	<b>385,962</b>	<b>385,962</b>

<b>WATER FUND</b>
<b>05005 - WATER SERVICES</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61304 - GENERAL PERSONNEL	13,025	21,280	10,239	20,202	10,313	0	10,313	10,313
61501 - REGULAR OVERTIME	1,449	2,220	2,199	2,199	2,050	0	2,050	2,050
61701 - HEALTH INSURANCE	0	1,521	3,625	2,834	3,592	0	3,592	3,592
61702 - DENTAL INSURANCE	0	102	255	255	250	0	250	250
61703 - RETIREMENT CONTRIBUTIONS	1,559	2,532	1,389	2,135	1,184	0	1,184	1,184
61704 - SOCIAL SECURITY	1,083	1,746	951	1,621	946	0	946	946
61705 - WORKERS COMPENSATION	2	134	190	335	189	0	189	189
<b>61000 - PERSONNEL SERVICES</b>	<b>17,118</b>	<b>29,535</b>	<b>18,848</b>	<b>29,581</b>	<b>18,524</b>	<b>0</b>	<b>18,524</b>	<b>18,524</b>
62206 - PW FLEET CHARGE	14,628	14,918	14,995	14,995	17,314	0	17,314	17,314
62430 - TRAVEL	0	11	0	0	0	0	0	0
62760 - OPERATING SUPPLIES	6,169	10,141	10,500	10,350	10,500	0	10,500	10,500
<b>62000 - OPERATING EXPENDITURES</b>	<b>20,797</b>	<b>25,069</b>	<b>25,495</b>	<b>25,345</b>	<b>27,814</b>	<b>0</b>	<b>27,814</b>	<b>27,814</b>
<b>05005 - WATER SERVICES Total</b>	<b>37,915</b>	<b>54,604</b>	<b>44,343</b>	<b>54,926</b>	<b>46,338</b>	<b>0</b>	<b>46,338</b>	<b>46,338</b>

<b>WATER FUND</b>
<b>05006 - WATER TREATMENT FACILITY</b>

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	59,868	63,472	68,480	68,480	77,220	0	77,220	77,220
61304 - GENERAL PERSONNEL	81,845	76,698	71,194	71,194	74,009	0	74,009	74,009
61501 - REGULAR OVERTIME	11,259	10,434	10,741	6,778	10,741	0	10,741	10,741
61602 - STAND-BY PAY	12,824	12,964	12,775	12,775	12,775	0	12,775	12,775
61609 - STIPEND	2,505	2,635	2,673	0	0	0	0	0
61701 - HEALTH INSURANCE	30,917	37,364	42,086	42,086	43,401	0	43,401	43,401
61702 - DENTAL INSURANCE	1,643	1,895	2,388	2,388	2,529	0	2,529	2,529
61703 - RETIREMENT CONTRIBUTIONS	18,126	17,898	18,817	18,817	19,519	0	19,519	19,519
61704 - SOCIAL SECURITY	12,651	12,462	12,887	12,887	13,368	0	13,368	13,368
61705 - WORKERS COMPENSATION	108	660	1,607	1,607	1,681	0	1,681	1,681
<b>61000 - PERSONNEL SERVICES</b>	<b>231,748</b>	<b>236,482</b>	<b>243,648</b>	<b>237,012</b>	<b>255,243</b>	<b>0</b>	<b>255,243</b>	<b>255,243</b>
62102 - PROFESSIONAL SERVICES	0	0	0	3,000	0	0	0	0
62103 - TECHNICAL SERVICES	13,587	9,479	13,590	10,468	13,590	0	13,590	13,590
62120 - LABORATORY SERVICES	129	0	100	100	100	0	100	100
62205 - PC REPLACEMENT CHARGE	1,248	1,079	1,079	1,079	1,250	0	1,250	1,250

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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62206 - PW FLEET CHARGE	9,564	9,864	15,722	15,722	16,164	0	16,164	16,164
62305 - COPIER MAINTENANCE	1,620	1,184	1,234	1,272	1,234	0	1,234	1,234
62306 - SOFTWARE MAINTENANCE	2,100	2,122	5,148	9,524	5,148	0	5,148	5,148
62310 - SAFETY PROGRAM MAINT.	1,819	2,853	2,389	2,200	2,389	0	2,389	2,389
62311 - EQUIPMENT MAINTENANCE	49,214	58,681	52,964	52,964	51,928	0	51,928	51,928
62316 - ESCO MAINTENANCE	731	359	2,674	2,674	2,763	0	2,763	2,763
62350 - BUILDING MAINTENANCE	5,478	4,220	9,784	8,737	9,784	0	9,784	9,784
62375 - PERMITS	150	250	150	150	150	0	150	150
62430 - TRAVEL	200	166	308	257	308	0	308	308
62435 - TRAINING	6,984	263	1,577	1,288	1,577	0	1,577	1,577
62438 - LICENSES & CERTIFICATIONS	800	0	700	700	100	0	100	100
62501 - WATER	676	437	695	560	695	0	695	695
62502 - SEWER	175,495	137,621	155,233	166,432	159,850	0	159,850	159,850
62503 - ELECTRICITY	12,319	18,664	9,600	12,135	12,600	0	12,600	12,600
62504 - HEATING FUEL	12,587	13,236	8,588	9,575	8,588	0	8,588	8,588
62510 - TELEPHONE	2,802	3,298	2,870	3,050	2,870	0	2,870	2,870
62512 - INDUSTRIAL PRE-TREATMENT	179	176	360	360	360	0	360	360
62604 - EQUIPMENT RENTAL	0	0	0	99	0	0	0	0
62701 - OFFICE SUPPLIES	445	450	350	312	350	0	350	350
62710 - POSTAGE	0	89	0	0	0	0	0	0
62733 - TOOLS	171	278	250	300	250	0	250	250
62734 - MINOR EQUIPMENT	10,721	15,976	1,750	4,450	0	0	0	0
62735 - BUILDING MAINT. SUPPLIES	653	507	494	494	494	0	494	494
62736 - GROUNDS MAINT SUPPLIES	0	0	200	200	200	0	200	200
62737 - JANITORIAL SUPPLIES	40	0	100	100	100	0	100	100
62755 - UNIFORMS	1,687	1,874	1,943	1,765	1,943	0	1,943	1,943
62764 - CHEMICALS	117,574	117,265	157,630	126,157	157,630	0	157,630	157,630
66201 - DEPRECIATION - BUILDINGS	84,018	84,018	87,000	87,000	84,100	0	84,100	84,100
66202 - DEPRECIATION - OTHER IMPR	3,282	1,641	8,000	8,000	4,000	0	4,000	4,000
66203 - DEPRECIATION - MACH/EQUIP	112,076	114,334	112,000	112,000	118,000	0	118,000	118,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>628,348</b>	<b>600,382</b>	<b>654,482</b>	<b>643,124</b>	<b>658,515</b>	<b>0</b>	<b>658,515</b>	<b>658,515</b>
<b>05006 - WATER TREATMENT FACILITY Total</b>	<b>860,096</b>	<b>836,865</b>	<b>898,130</b>	<b>880,136</b>	<b>913,758</b>	<b>0</b>	<b>913,758</b>	<b>913,758</b>

### WATER FUND

#### 05007 - LABORATORY - WATER

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	35,585	36,214	37,255	36,476	37,111	0	37,111	37,111
61304 - GENERAL PERSONNEL	48,946	49,968	50,525	50,383	52,305	0	52,305	52,305
61501 - REGULAR OVERTIME	71	171	83	348	197	0	197	197
61701 - HEALTH INSURANCE	23,201	22,546	23,589	22,767	23,414	0	23,414	23,414



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Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61702 - DENTAL INSURANCE	1,440	1,404	1,562	1,541	1,562	0	1,562	1,562
61703 - RETIREMENT CONTRIBUTIONS	9,112	9,310	9,815	9,741	10,010	0	10,010	10,010
61704 - SOCIAL SECURITY	6,254	6,384	6,722	6,422	6,855	0	6,855	6,855
61705 - WORKERS COMPENSATION	80	503	1,188	1,186	1,233	0	1,233	1,233
<b>61000 - PERSONNEL SERVICES</b>	<b>124,689</b>	<b>126,500</b>	<b>130,738</b>	<b>128,864</b>	<b>132,687</b>	<b>0</b>	<b>132,687</b>	<b>132,687</b>
62120 - LABORATORY SERVICES	16,606	17,843	27,161	20,000	27,161	2,294	29,455	29,455
62121 - MONITORING/INSPECTIONS	42,665	5,068	40,950	30,000	30,000	0	30,000	30,000
62205 - PC REPLACEMENT CHARGE	408	771	386	386	321	0	321	321
62206 - PW FLEET CHARGE	3,240	3,333	3,361	3,361	3,432	0	3,432	3,432
62305 - COPIER MAINTENANCE	0	0	771	0	0	0	0	0
62311 - EQUIPMENT MAINTENANCE	8,962	13,433	14,807	13,000	13,900	0	13,900	13,900
62435 - TRAINING	1,967	253	2,016	2,000	2,000	0	2,000	2,000
62438 - LICENSES & CERTIFICATIONS	0	235	450	450	450	0	450	450
62448 - HAULING AND DISPOSAL	0	0	600	0	600	0	600	600
62701 - OFFICE SUPPLIES	318	345	200	200	200	0	200	200
62734 - MINOR EQUIPMENT	0	0	1,575	0	0	0	0	0
62760 - OPERATING SUPPLIES	4,182	5,382	6,235	6,235	6,200	0	6,200	6,200
62762 - LICENSES & PERMITS	1,015	2,090	1,850	1,500	2,000	0	2,000	2,000
62764 - CHEMICALS	5,839	7,100	9,145	9,100	9,419	0	9,419	9,419
63409 - EQUIPMENT ACQUISITION	0	0	1,575	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>85,202</b>	<b>55,853</b>	<b>111,082</b>	<b>86,232</b>	<b>95,683</b>	<b>2,294</b>	<b>97,977</b>	<b>97,977</b>
<b>05007 - LABORATORY - WATER Total</b>	<b>209,891</b>	<b>182,353</b>	<b>241,820</b>	<b>215,096</b>	<b>228,370</b>	<b>2,294</b>	<b>230,664</b>	<b>230,664</b>

### WATER FUND

#### 05008 - WATER SYSTEM MAINTENANCE

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
61303 - SUPERVISORY PERSONNEL	16,367	16,657	17,135	16,717	17,069	0	17,069	17,069
61304 - GENERAL PERSONNEL	18,437	34,478	34,898	32,151	35,832	0	35,832	35,832
61501 - REGULAR OVERTIME	1,455	2,048	2,373	2,265	2,373	0	2,373	2,373
61508 - SUPERVISORY OVERTIME	851	851	1,850	1,850	1,850	0	1,850	1,850
61602 - STAND-BY PAY	4,795	2,540	4,585	4,585	4,585	0	4,585	4,585
61701 - HEALTH INSURANCE	16,345	16,141	16,520	12,392	20,308	0	20,308	20,308
61702 - DENTAL INSURANCE	1,094	1,103	1,166	932	1,465	0	1,465	1,465
61703 - RETIREMENT CONTRIBUTIONS	4,513	6,090	6,795	4,997	5,909	0	5,909	5,909
61704 - SOCIAL SECURITY	3,172	4,272	4,655	3,419	4,047	0	4,047	4,047
61705 - WORKERS COMPENSATION	24	219	575	419	494	0	494	494
<b>61000 - PERSONNEL SERVICES</b>	<b>67,053</b>	<b>84,399</b>	<b>90,552</b>	<b>79,727</b>	<b>93,932</b>	<b>0</b>	<b>93,932</b>	<b>93,932</b>
62103 - TECHNICAL SERVICES	7,438	0	0	0	0	0	0	0
62205 - PC REPLACEMENT CHARGE	456	412	412	412	408	0	408	408
62206 - PW FLEET CHARGE	12,156	12,884	13,660	13,660	14,070	0	14,070	14,070

## Expenditure Budget by Cost Center Fiscal Year 2016 - 2017

Account	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
62306 - SOFTWARE MAINTENANCE	1,748	1,783	1,857	1,857	1,855	0	1,855	1,855
62311 - EQUIPMENT MAINTENANCE	10,485	13,421	24,771	24,604	11,471	0	11,471	11,471
62317 - EQUIPMENT REPAIR	0	2,523	0	0	0	0	0	0
62350 - BUILDING MAINTENANCE	3,595	1,781	1,440	1,695	1,440	0	1,440	1,440
62375 - PERMITS	60	0	0	0	0	0	0	0
62435 - TRAINING	2,266	490	2,750	2,475	2,750	0	2,750	2,750
62436 - MEETINGS & DUES	279	135	100	250	100	0	100	100
62510 - TELEPHONE	596	566	930	607	930	0	930	930
62733 - TOOLS	428	687	750	736	750	0	750	750
62734 - MINOR EQUIPMENT	0	0	200	189	200	0	200	200
62735 - BUILDING MAINT. SUPPLIES	26	0	500	486	500	0	500	500
62736 - GROUNDS MAINT SUPPLIES	0	1,978	0	100	97	0	97	97
62737 - JANITORIAL SUPPLIES	0	0	100	0	0	0	0	0
<b>62000 - OPERATING EXPENDITURES</b>	<b>39,532</b>	<b>36,660</b>	<b>47,470</b>	<b>47,071</b>	<b>34,571</b>	<b>0</b>	<b>34,571</b>	<b>34,571</b>
<b>05008 - WATER SYSTEM MAINTENANCE Total</b>	<b>106,585</b>	<b>121,059</b>	<b>138,022</b>	<b>126,798</b>	<b>128,503</b>	<b>0</b>	<b>128,503</b>	<b>128,503</b>

Fund Total	2013 - 2014 Actual	2014 - 2015 Actual	2015 -2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Base	2016 - 2017 Department Supplemental	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
<b>WATER FUND</b>	<b>3,573,914</b>	<b>3,565,679</b>	<b>3,715,618</b>	<b>3,582,134</b>	<b>3,714,537</b>	<b>7,094</b>	<b>3,721,631</b>	<b>3,721,631</b>

**CITY OF KEENE, NEW HAMPSHIRE**  
**FY2016/2017 Operating Budget**  
**STATEMENT OF WATER FUND LONG-TERM DEBT**

<u>ISSUE</u>	<u>DATED</u>	<u>MATURITY</u>	<u>RATE</u>	<u>ORIGINAL BOND</u>	<u>PRINCIPAL 2016/2017</u>	<u>INTEREST 2016/2017</u>	<u>PRINCIPAL BALANCE 06/30/17</u>
Black Brook Corporate Park - Refunding 1996	12/27/2006	8/15/2017	avg 3.93%	\$ 1,044,635	\$ 100,780	\$ 5,820	\$ 98,261
Water Distribution Improvements - Refunding 1997	12/27/2006	8/15/2017	avg 3.93%	74,490	5,222	313	5,148
				\$ 1,119,125	\$ 106,002	\$ 6,133	\$ 103,409
ARRA loan through NH-DES - FY 10 Infrastructure	9/1/2012	9/1/2021	1.94%	666,379	68,297	8,345	361,879
ARRA loan through NH-DES - FY 09 Infrastructure	8/30/2013	11/1/2022	1.70%	655,395	67,721	8,482	431,199
NH-DES SRF Loan - Tank Mixers/Fox Ave	10/17/2013	11/1/2017	0.85%	164,496	23,559	573	24,096

**Authorized, Unissued:**

N/A \$ -

\$ -

**Unauthorized, Unissued:**

\$ -

\$ -

**Anticipated, FY16/17:**

Reservoir Dam Repairs \$ 850,000

\$ 850,000

**Total Anticipated Bond Issue - new** **\$ 850,000**

**CALCULATION OF WATER FUND DEBT LIMIT AND BORROWING CAPACITY**

Debt Limit on 07/01/16 computed at 10% of 2014 equalized assessed value at \$1,777,392,078 per RSA 33:4-a	\$ 177,739,208
LESS: outstanding principal balance @ 07/01/16	(1,186,162)
- EXCLUSIONS: debt financed by tax increment financing (RSA 162-K:8)	199,041
<b>WATER FUND BORROWING CAPACITY FOR FY15/16</b>	<b>\$ 176,752,086</b>

<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>	<b>FUND:</b>	<b>EQUIPMENT</b>
<b>DIVISION(s):</b>	<b>Fleet Services Division</b>		
<b>Cost Center(s):</b>	<b>11000</b>		
<b>MISSION:</b>	<b>Provide City Departments with environmentally friendly, dependable, cost effective and safe vehicles and equipment.</b>		

As part of an ongoing effort toward sustainable funding for the replacement of the City’s equipment and vehicles in FY17, Fleet staff consults with the internal Equipment and Vehicle Committee to make recommendations that will include vehicles that can perform multiple functions, implement the “new” used vehicles replacement option, and evaluate each piece of equipment and the job it performs to be certain the right piece of equipment is performing the required functions or whether alternatives can be procured.

In FY17, it is expected that fuel prices will increase slightly. Fleet Services uses data from the U.S. Department of Energy to forecast fuel pricing. The budget is based on an average (diesel and gasoline) of \$2.52 per gallon for fuel. The City does not pay Federal gas tax, reducing the price by approximately \$0.18 per gallon as compared with commercial stations. The Division will continue to track fuel prices and usage closely and will work with the City’s Equipment and Vehicle Committee, the City Manager, and Fleet Division customers to manage changing conditions.

**Background**

The Fleet Division is responsible for the procurement, maintenance, and repair of the City’s vehicle and equipment fleet which includes General Administration, Public Works, Parks and Recreation, Police, Fire, and Airport Departments. There are 266 vehicles/equipment serviced by Fleet Services Division, however not all of the vehicles/equipment are part of the Fleet capital replacement program. The Fleet Division supports the City’s internal Equipment and Vehicle Committee which provides policies, evaluation, and recommendations for City’s vehicle and equipment replacement program.

The Fleet Division is staffed with 1 Operations Manager, 1 Administrative Coordinator, and 4 mechanics servicing an average of 3.1 vehicles per day. The Fleet Division staff is unique in that they have the skills necessary to service a broad variety of vehicles that range from heavy equipment to light duty trucks and specialty vehicles such as fire engines, ambulances, and police cruisers. It is a skill set that is unmatched by any repair facility in the area. With the ability to perform this wide range of maintenance, including preventative maintenance, equipment and vehicles can remain in service longer and delay costly replacement. The Fleet Services Division tracks shop rates from area heavy duty and light duty vehicle shop rates to compare the City’s performance against the private sector. The City’s shop rate is \$109.10 per hour. In a repair facility with the diversity of vehicles and equipment that is supported by the Fleet Services Division, it is expected that the shop rate would be in the middle range. It is an indicator that rates charged to service vehicles are competitive with the private sector. In addition, the City maintains a parts department which allows Fleet Services to keep the equipment operational and minimize downtime.

Fleet Services manages and maintains a diesel fuel station at 350 Marlboro Street and administers gas and diesel purchases for the City fleet as well as several outside users. Total fuel used (gasoline and diesel) by internal and external users exceeds 107,000 gallons per year.

Vehicle purchases are evaluated by the Fleet Services Division and recommendations are made to the City’s Equipment and Vehicle Committee. Changes to the replacement program continue to be made with the goal of reducing the cost of the vehicle replacement, increasing fuel efficiency, and increasing vehicle and equipment functionality. In the past three years the Fleet Services Division along with the City’s Purchasing Agent oversaw a change in the purchasing policies, with City Council approval, to enable Fleet Services to purchase “new” used and “demo” vehicles when appropriate opportunities arise at a much lower price. In FY 16 the Division replaced five vehicles with demo vehicles (1 towable compressor, 2 sidewalk tractors, 1 full size dump truck, and 1 pickup truck), resulting in considerable savings.

<b>PRIMARY SERVICES &amp; RESPONSIBILITIES:</b>		<b>Align w/CMP</b>		
Provide regular maintenance, repair, fuel, and 24-hour emergency services for the City fleet.			Transportation	
Develop and prepare specifications for purchase of all vehicles and equipment in City fleet as outlined in the Capital Budget.			Transportation	
Consult with City Departments that have equipment scheduled to be replaced and evaluate the justification for replacement vehicles and equipment.			Transportation	
<b>FISCAL YEAR 2016/2017 OBJECTIVES:</b>		<b>STATUTE</b>	<b>CMP</b>	<b>VOICE</b>
Maintain workload at a level of 80% scheduled, 20% unscheduled maintenance			Municipal Governance & Fin Stability	<b>C, E</b>
Provide appropriate training and tools for service technicians to maintain skills			Leadership	<b>V, E</b>
Complete 90% of preventative maintenance work orders on schedule			Infrastructure	<b>C, E</b>
Monitor fuel consumption, administer fuel billing, and promote conservation			Climate Change	<b>I, E</b>
Evaluate and procure "new" used vehicles when determined to be a better alternative than new			Leadership	<b>I, E</b>
<b>METRICS:</b>		<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Staff training hours		150	100	150
% Fleet availability		98%	98%	98%
% Scheduled vs. unscheduled maintenance		80%-20%	80%-20%	80%-20%
% Completion of preventative work orders on schedule		90%	90%	90%

**CITY OF KEENE, NEW HAMPSHIRE**  
**EQUIPMENT FUND OPERATING REVENUES and EXPENSES**  
**HISTORICAL ANALYSIS and BUDGET**

	ACTUAL FY 13-14	ACTUAL FY 14-15	BUDGET FY 15/16	ESTIMATE FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>REVENUES</b>								
Charges for Services	2,219,535	2,244,641	2,218,027	2,184,897	2,289,587	2,289,587	2,386,811	2,488,216
Miscellaneous	13,199	8,891	13,500	19,759	10,200	10,200	10,302	10,405
Use of (Addition to) Surplus			(35,476)					
<b>TOTAL REVENUES</b>	<b>\$2,232,734</b>	<b>\$2,253,532</b>	<b>\$2,196,051</b>	<b>\$2,204,656</b>	<b>\$2,299,787</b>	<b>\$2,299,787</b>	<b>\$2,397,113</b>	<b>\$2,498,621</b>
<b>EXPENSES</b>								
Fleet Management	\$2,166,876	\$2,184,308	\$2,196,051	\$2,037,745	\$2,230,101	\$2,230,101	\$2,284,569	\$2,336,206
Capital Program expense	\$56,095	\$18,275						
<b>TOTAL EXPENSE</b>	<b>\$2,222,971</b>	<b>\$2,202,583</b>	<b>\$2,196,051</b>	<b>\$2,037,745</b>	<b>\$2,230,101</b>	<b>\$2,230,101</b>	<b>\$2,284,569</b>	<b>\$2,336,206</b>
<b>NET REVENUE (EXPENSE)</b>	<b>\$9,763</b>	<b>\$50,949</b>	<b>\$0</b>	<b>\$166,911</b>	<b>\$69,686</b>	<b>\$69,686</b>	<b>\$112,544</b>	<b>\$162,415</b>

Note: Capital program expense is outlay in capital program cost centers which has not been capitalized.

**CITY OF KEENE, NEW HAMPSHIRE  
EQUIPMENT FUND CAPITAL PROGRAM  
HISTORICAL ANALYSIS and BUDGET**

	PROGRAM FY 13/14	PROGRAM FY 14/15	PROGRAM FY 15/16	DEPT REQ FY 16/17	CITY MGR FY 16/17	PROJECTED FY 17/18	PROJECTED FY 18/19
<b>CAPITAL PROGRAM</b>							
Reserve: Equipment Replacement	\$410,000	\$450,000	\$450,000	\$575,000	\$575,000	\$625,000	\$650,000
Lift Replacement	\$76,800	\$34,862					
Equipment Replacement	509,562	373,689	422,461	893,451	893,451	731,752	708,302
<b>SUBTOTAL - APPROPRIATION</b>	<b>\$996,362</b>	<b>\$858,551</b>	<b>\$872,461</b>	<b>\$1,468,451</b>	<b>\$1,468,451</b>	<b>\$1,356,752</b>	<b>\$1,358,302</b>
<b>USE OF CAPITAL RESERVE</b>	<b>509,562</b>	<b>373,689</b>	<b>422,461</b>	<b>893,451</b>	<b>893,451</b>	<b>731,752</b>	<b>708,302</b>
<b>NET CAPITAL PROGRAM</b>	<b>\$486,800</b>	<b>\$484,862</b>	<b>\$450,000</b>	<b>\$575,000</b>	<b>\$575,000</b>	<b>\$625,000</b>	<b>\$650,000</b>

*This section adjusts Net Revenue (Expense) to include uses of cash not recorded as expense, and to exclude depreciation, an expense that does not require the use of cash. The purpose of the adjustment is to reflect the projected uses of cash generated by operations.*

Add Back: Depreciation  
 Subtract: Debt Svc Principal (see Note 3)  
           Trfs to Capital Reserve (see Note 3)  
           Capital Outlays (see Note 3)  
*Projected Annual Cash Surplus (Deficit)*  
*Projected operating cash balance*

\$395,000	\$395,000	\$415,000	\$425,000
(575,000)	(575,000)	(625,000)	(650,000)
0	0	0	0
(\$110,314)	(\$110,314)	(\$97,456)	(\$62,585)
	\$388,149	\$290,693	\$228,108

Note 1: Net Revenue (Expense) indicates the anticipated increase (decrease) in retained earnings at the end of the year.

Note 2: Net revenue and use of retained earnings will fund cash requirements for capital outlays and capital reserves in current and future years.

Note 3: Debt Service principal, capital outlays, and transfers to reserves are balance sheet transactions, and are not included in expenses.

## **EQUIPMENT FUND REVENUE**

### **CHARGES FOR SERVICES**

**44109-DIRECT REIMBURSEMENT:** reimbursement for materials and services provided to other entities

**44112-EQUIPMENT CHARGES:** fees charged for rental of equipment by other entities

**44128-FLEET CHARGES:** internal charges for vehicles and equipment

### **MISCELLANEOUS**

**46101-INTEREST EARNINGS:** interest earned on investment of temporarily idle cash in time deposits and overnight bank investments

**46206-INSURANCE PAYMENTS:** payments from insurance companies for damage to city vehicles and equipment

**47303-SALE OF SURPLUS EQUIPMENT:** money received from the sale of vehicles & equipment

### **OTHER FINANCING SOURCES**

**47001-USE OF SURPLUS:** use of prior year's excess revenue to cover current costs

**47290-INTRAFUND APPROPRIATIONS:** internal charges for the funding of and accounting for capital project activity



**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**FLEET MANAGEMENT FUND**

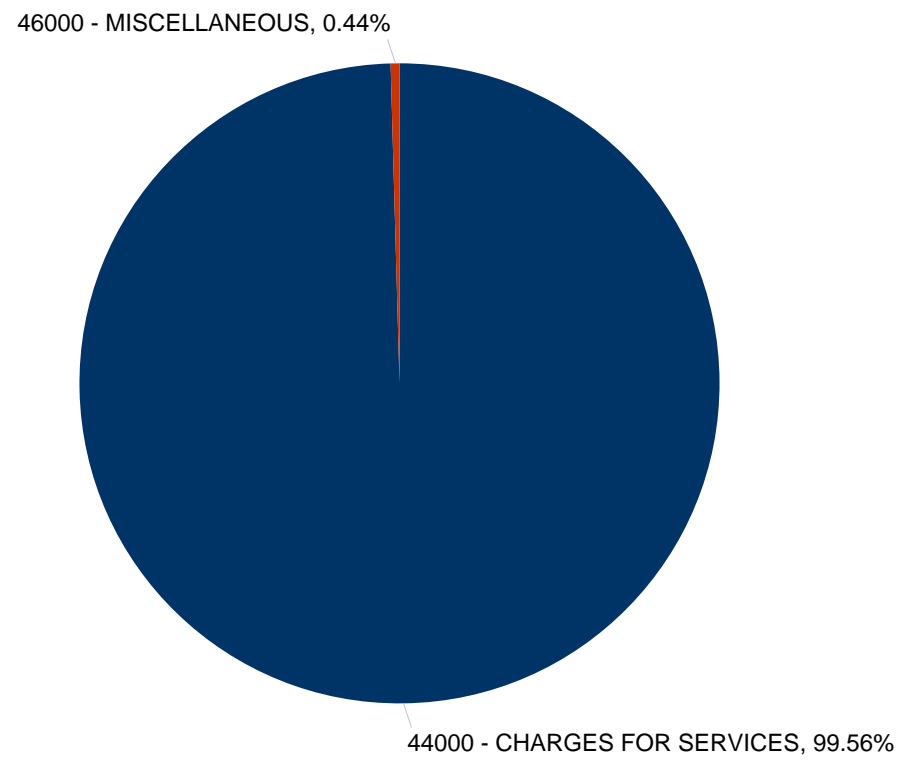
		2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
44100 - UNCLASSIFIED CHARGES	44109 - DIRECT REIMBURSEMENT	214,305	138,207	108,000	60,346	61,000	61,000
	44112 - EQUIPMENT CHARGES	32,418	43,019	25,375	39,899	40,000	40,000
44200 - FACILITY CHARGES	44128 - FLEET CHARGES	1,972,812	2,063,415	2,084,652	2,084,652	2,188,587	2,188,587
<b>44000 - CHARGES FOR SERVICES</b>		<b>2,219,535</b>	<b>2,244,641</b>	<b>2,218,027</b>	<b>2,184,897</b>	<b>2,289,587</b>	<b>2,289,587</b>
46100 - GENERAL	46101 - INTEREST EARNINGS	3,791	3,167	1,000	1,679	1,700	1,700
	46103 - INTEREST: A/R	11	-11	0	0	0	0
46200 - CONTRIBUTIONS & DONATIONS	46206 - INSURANCE PAYMENTS	6,407	5,130	5,000	18,080	5,000	5,000
47300 - SALES	47303 - SALE OF SURPLUS EQUIPMNT	2,990	0	7,500	0	3,500	3,500
<b>46000 - MISCELLANEOUS</b>		<b>13,199</b>	<b>8,286</b>	<b>13,500</b>	<b>19,759</b>	<b>10,200</b>	<b>10,200</b>
47000 - OTHER FINANCING SOURCES	47001 - USE( ADDITION) TO SURPLUS	0	0	-42,764	0	-69,686	-69,686
	47006 - UNREALIZED GAIN/LOSS	0	605	0	0	0	0
	47007 - USE OF SURPLUS: CARRYOVER	0	0	7,288	0	0	0
	47290 - INTRAFUND APPROPRIATION	-0	0	0	0	0	0
<b>47000 - OTHER FINANCING SOURCES</b>		<b>-0</b>	<b>605</b>	<b>-35,476</b>	<b>0</b>	<b>-69,686</b>	<b>-69,686</b>
<b>Revenue Total</b>		<b>2,232,734</b>	<b>2,253,532</b>	<b>2,196,051</b>	<b>2,204,656</b>	<b>2,230,101</b>	<b>2,230,101</b>

**City of Keene, New Hampshire  
Fiscal Year 2016 - 2017**

**FLEET MANAGEMENT FUND**

Revenue Category	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Budget	2015 - 2016 Estimate	2016 - 2017 Department Request	2016 - 2017 Manager Recommended
44000 - CHARGES FOR SERVICES	2,219,535	2,244,641	2,218,027	2,184,897	2,289,587	2,289,587
46000 - MISCELLANEOUS	13,199	8,286	13,500	19,759	10,200	10,200
47000 - OTHER FINANCING SOURCES	0	605	-35,476	0	-69,686	-69,686
<b>Grand Total</b>	<b>2,232,734</b>	<b>2,253,532</b>	<b>2,196,051</b>	<b>2,204,656</b>	<b>2,230,101</b>	<b>2,230,101</b>

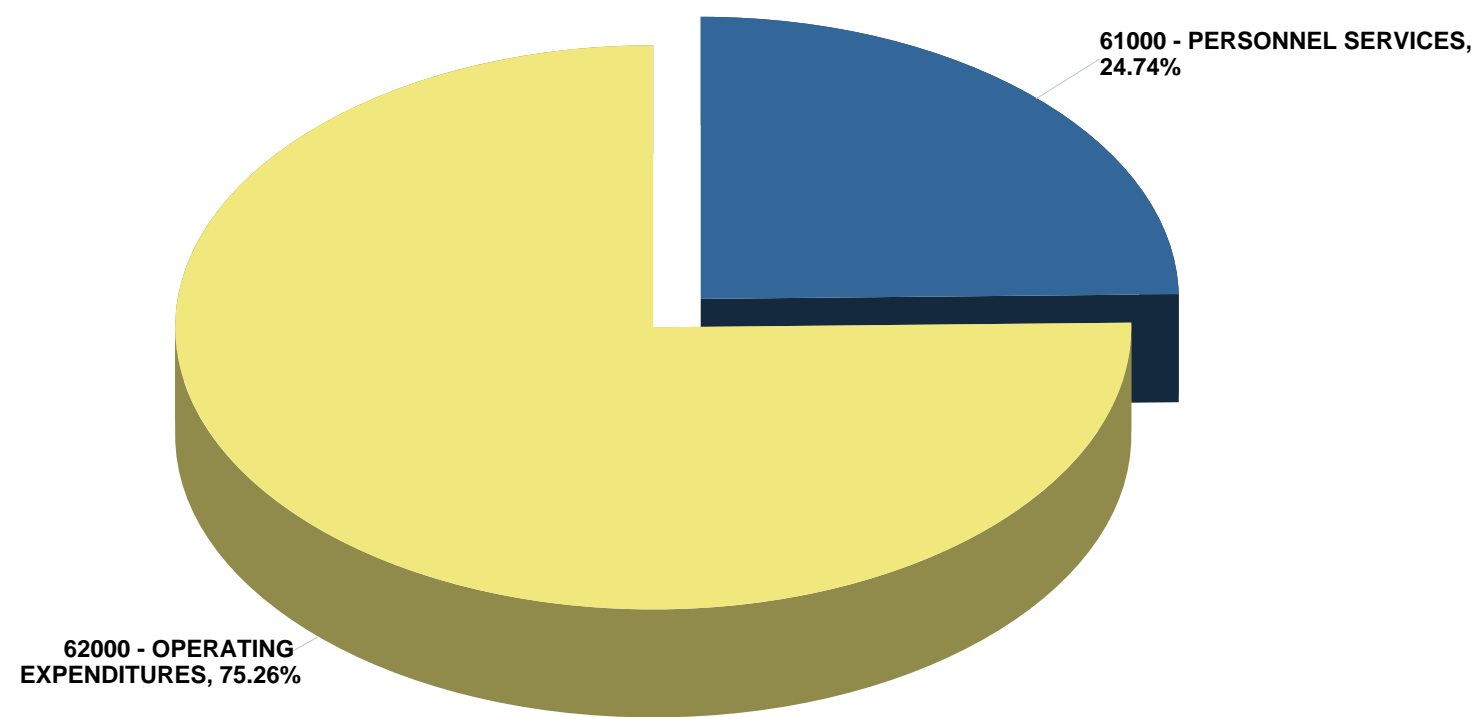
**Fiscal 2017 Anticipated Revenue By Category**



Expenditure Budget Summary by Fund  
Fiscal Year 2016 - 2017

**FLEET MANAGEMENT FUND**

Budget Category	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61000 - PERSONNEL SERVICES	494,633	520,997	552,917	513,713	551,652	0	551,652	551,652
62000 - OPERATING EXPENDITURES	1,672,243	1,663,311	1,643,134	1,524,032	1,678,449	0	1,678,449	1,678,449
<b>Department Total</b>	<b>2,166,876</b>	<b>2,184,308</b>	<b>2,196,051</b>	<b>2,037,745</b>	<b>2,230,101</b>	<b>0</b>	<b>2,230,101</b>	<b>2,230,101</b>



Expenditure Budget Summarizing All Cost Centers  
Fiscal Year 2016 - 2017

<b>FLEET MANAGEMENT FUND - PUBLIC WORKS</b>
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Account	2013 - 2014 Actual	2014-2015 Actual	2015-2016 Budget	2015-2016 Estimate	2016-2017 Department Base	2016-2017 Department Supplemental	2016 - 2017 Department Request	2016-2017 Manager Recommended
61304 - GENERAL PERSONNEL	296,751	306,160	319,792	314,080	325,348	0	325,348	325,348
61305 - ADMINISTRATIVE PERSONNEL	8,334	5,476	9,187	8,725	9,256	0	9,256	9,256
61501 - REGULAR OVERTIME	9,931	15,731	20,963	9,084	21,592	0	21,592	21,592
61602 - STAND-BY PAY	12,747	12,691	15,190	12,740	15,950	0	15,950	15,950
61609 - STIPEND	4,096	4,176	4,160	4,160	4,160	0	4,160	4,160
61701 - HEALTH INSURANCE	89,900	92,768	99,823	90,155	93,342	0	93,342	93,342
61702 - DENTAL INSURANCE	7,118	6,935	7,953	7,450	7,845	0	7,845	7,845
61703 - RETIREMENT CONTRIBUTIONS	35,741	37,084	41,711	37,508	39,498	0	39,498	39,498
61704 - SOCIAL SECURITY	24,609	25,222	28,675	24,897	29,105	0	29,105	29,105
61705 - WORKERS COMPENSATION	344	2,105	5,463	4,914	5,556	0	5,556	5,556
61715 - RETIREMENT BENEFITS	5,061	12,649	0	0	0	0	0	0
<b>61000 - PERSONNEL SERVICES</b>	<b>494,633</b>	<b>520,997</b>	<b>552,917</b>	<b>513,713</b>	<b>551,652</b>	<b>0</b>	<b>551,652</b>	<b>551,652</b>
62120 - LABORATORY SERVICES	129	552	300	300	300	0	300	300
62176 - CITY ADMIN CHARGE	261,648	264,290	270,699	270,699	284,632	0	284,632	284,632
62201 - JANITORIAL	0	0	6,500	6,500	6,500	0	6,500	6,500
62205 - PC REPLACEMENT CHARGE	948	783	833	833	1,551	0	1,551	1,551
62206 - PW FLEET CHARGE	54,804	56,915	57,942	57,942	76,615	0	76,615	76,615
62304 - COMMUNICATIONS EQP MAINT.	1,240	1,988	2,500	1,200	2,500	0	2,500	2,500
62310 - SAFETY PROGRAM MAINT.	1,277	770	1,250	1,202	1,250	0	1,250	1,250
62316 - ESCO MAINTENANCE	1,481	1,524	2,674	2,674	2,763	0	2,763	2,763
62350 - BUILDING MAINTENANCE	4,262	18,020	7,000	6,900	12,000	0	12,000	12,000
62370 - OTHER IMPROVEMNTS - MAINT	866	855	1,900	1,900	1,900	0	1,900	1,900
62407 - VEHICLE INSURANCE	52,786	56,481	63,427	63,427	68,627	0	68,627	68,627
62435 - TRAINING	877	1,159	6,000	5,700	6,000	0	6,000	6,000
62436 - MEETINGS & DUES	356	50	1,500	497	1,500	0	1,500	1,500
62501 - WATER	682	1,184	1,891	1,113	1,891	0	1,891	1,891
62502 - SEWER	1,018	2,263	1,840	2,125	1,840	0	1,840	1,840
62503 - ELECTRICITY	8,902	9,872	7,000	7,655	7,700	0	7,700	7,700
62504 - HEATING FUEL	23,482	26,978	25,836	25,980	27,128	0	27,128	27,128
62510 - TELEPHONE	1,069	1,256	6,867	7,862	7,900	0	7,900	7,900
62603 - BUILDING RENTAL	78,686	80,024	81,304	81,304	82,117	0	82,117	82,117
62701 - OFFICE SUPPLIES	1,594	3,483	1,955	1,415	1,955	0	1,955	1,955
62720 - REPAIR PARTS	188,757	211,617	235,563	263,874	268,919	0	268,919	268,919
62721 - ACCIDENT REPAIR	6,583	7,191	13,390	8,036	13,390	0	13,390	13,390
62733 - TOOLS	1,636	2,198	4,000	4,099	4,000	0	4,000	4,000
62755 - UNIFORMS	5,428	5,092	5,300	5,377	5,300	0	5,300	5,300
62760 - OPERATING SUPPLIES	13,421	14,644	14,000	12,519	14,000	0	14,000	14,000

<b>Account</b>	<b>2013 - 2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Budget</b>	<b>2015-2016 Estimate</b>	<b>2016-2017 Department Base</b>	<b>2016-2017 Department Supplemental</b>	<b>2016 - 2017 Department Request</b>	<b>2016-2017 Manager Recommended</b>
62761 - SOFTWARE	227	4,585	4,500	5,217	4,500	0	4,500	4,500
62769 - GASOLINE AND DIESEL FUEL	482,177	423,954	362,357	242,808	299,865	0	299,865	299,865
62770 - OIL AND LUBRICANTS	16,376	19,784	20,806	11,616	20,806	0	20,806	20,806
62772 - TIRES	44,634	35,853	49,000	38,995	49,000	0	49,000	49,000
63414 - SHOP EQUIPMENT	6,793	11,641	5,000	4,263	7,000	0	7,000	7,000
66104 - LOSS ON FIXED ASSETS	46,662	14,350	0	0	0	0	0	0
66203 - DEPRECIATION - MACH/EQUIP	363,443	383,954	380,000	380,000	395,000	0	395,000	395,000
<b>62000 - OPERATING EXPENDITURES</b>	<b>1,672,243</b>	<b>1,663,311</b>	<b>1,643,134</b>	<b>1,524,032</b>	<b>1,678,449</b>	<b>0</b>	<b>1,678,449</b>	<b>1,678,449</b>
<b>Department Total</b>	<b>2,166,876</b>	<b>2,184,308</b>	<b>2,196,051</b>	<b>2,037,745</b>	<b>2,230,101</b>	<b>0</b>	<b>2,230,101</b>	<b>2,230,101</b>

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# APPENDIX

**FY 2016: Reconciliation of Adopted Budget to Current Budget**

	Budget Book Amount	Budget Book Amount	Budget Process Changes	Budget Process Changes	Budget Detail	Budget Resolution	Encumbrance Adjustment	Carryforward Adjustment	COLA Adjustment	Council Action	Revised Operating Budget	Total Budgeted Pentamontion
<b>Elected &amp; Appointed Officials</b>		2,323,297		20,100		2,343,397		1,688	1,372		162,004	162,004
Mayor and City Council	188,944				158,944						239,000	239,000
Outside Agencies	219,000		20,000		239,000						63,913	63,913
Unclassified	63,813		100		63,913				(175,776)		291,562	291,562
Employee Benefits	467,338				467,338						273,286	273,286
Risk Management	273,286				273,286						252,306	252,306
City Manager	246,684				246,684			25,000			361,070	361,070
City Attorney	330,823				330,823						575,948	575,948
City Clerk	563,409				563,409		2,915				438,534	438,534
<b>Administrative Services</b>		8,708,743		(18,419)		8,690,324		5,400	4,940		1,517,825	1,517,825
Assessment	433,594				433,594						325,955	325,955
Finance	1,495,190				1,495,190			5,000	17,235		1,296,169	1,296,169
Human Resources	314,885				314,885				6,070		5,240,001	5,240,001
IMS	1,225,073		(18,419)		1,206,654		33,943	40,000	15,572		6,493,509	6,493,509
Debt Service	5,240,001				5,240,001						733,487	733,487
<b>Community Services</b>		18,626,366		(15,834)		18,610,532					1,348,979	1,348,979
Fire	6,485,411				6,485,411				8,098		1,482,173	1,482,173
Human Services	732,834				730,517		238		2,732		1,531,827	1,531,827
Library	1,323,799		(2,317)		1,323,799				25,180		7,052,659	7,052,659
Parks Rec & Facilities	1,470,687				1,470,687		3,500	51,000	7,986		130,283	130,283
Facilities	1,468,599		(11,200)		1,457,399		21,440	10,000	1,988		592,488	592,488
Police	7,014,329				7,014,329		16,773		11,557		999,241	999,241
Youth Services	130,707		(2,317)		128,390				1,893		472,185	472,185
<b>Municipal Development Services</b>		6,294,499		59,719		6,354,218		3,200	3,680		4,402,354	4,402,354
Airport	585,608				585,608						289,000	289,000
Health & Code Enforcement	995,939				995,939						180,005	180,005
Planning	463,166				463,166			2,317	6,702		39,034,421	39,034,421
Public Works	4,249,786		59,719		4,309,505		10,873	45,000	36,976		1,933,000	1,933,000
<b>Capital Projects</b>		2,468,664		-		2,468,664					40,967,421	40,967,421
Subtotal: General Fund (01)	38,421,569	38,421,569	45,566	45,566	38,467,135	38,467,135	98,281	180,005	(0)	289,000	39,034,421	39,034,422
<b>Plus: Bonded Capital Projects (separate resolution)</b>	1,933,000	1,933,000			1,933,000	1,933,000					1,933,000	1,933,000
<b>Total: General Fund</b>	40,354,569	40,354,569	45,566	45,566	40,400,135	40,400,135	98,281	180,005	(0)	289,000	40,967,421	40,967,422
<b>Parking Meter Fund (14)</b>	3,132,781				3,101,164	3,101,164	22,969	4,678	2,564		3,131,375	3,131,375
<b>Water Fund (34)</b>	3,679,119			(31,617)	3,679,119	3,679,119	18,857	1,575	16,067		3,715,618	3,715,618
<b>Sewer Fund (32)</b>	5,379,899				5,379,899	5,379,899	35,181	1,575	21,770		5,438,425	5,438,425
<b>Equipment Fund (41)</b>	2,188,763				2,188,763	2,188,763			7,288		2,196,051	2,196,051
<b>Solid Waste Fund (18)</b>	4,550,371				4,550,371	4,550,371	42,499		13,332	105,000	4,711,202	4,711,202
<b>PC Replacement Fund (16)</b>	177,344				177,344	177,344	7,047				184,391	184,391
<b>Total: All Funds</b>	57,529,846	57,529,846	13,949	13,949	57,543,795	57,543,795	224,833	187,833	61,021	394,000	58,411,482	58,411,485



**City of Keene, New Hampshire**  
**Tax Increment Financing (TIF) Statement**

***Black Brook Corporate Park TIF District***

	Actual FY14/15	Actual FY15/16	Budget FY16/17
Assessments in District	34,509,200	34,508,700	34,508,700
LESS: original assessed value	(12,546,600)	(12,546,600)	(12,546,600)
<b>Captured Assessed Value</b>	<b>21,962,600</b>	<b>21,962,100</b>	<b>21,962,100</b>
Property Tax Rate	\$33.68	\$34.41	\$35.71
<b>Tax Revenues Available to Fund District Expenses</b>	<b>\$739,700</b>	<b>\$755,716</b>	<b>\$784,267</b>
District Expenses:			
Principal	\$205,000	\$200,000	\$200,000
Interest	\$27,366	\$18,925	\$11,549
<b>        Total District Expenses</b>	<b>\$232,366</b>	<b>\$218,925</b>	<b>\$211,549</b>

***Wells Street Parking Structure & Infrastructure Improvement TIF District***

	Actual FY14/15	Actual FY15/16	Budget FY16/17
Assessments in District	93,093,400	92,748,600	92,748,600
LESS: original assessed value	(47,984,400)	(47,984,400)	(47,984,400)
<b>        Captured Assessed Value</b>	<b>45,109,000</b>	<b>44,764,200</b>	<b>44,764,200</b>
Property Tax Rate	\$33.68	\$34.41	\$35.71
<b>Tax Revenues Available to Fund District Expenses</b>	<b>\$1,519,271</b>	<b>\$1,540,336</b>	<b>\$1,598,530</b>
<b>Courthouse Revenues supporting Debt Service</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$42,500</b>
<b>        Total District Revenues</b>	<b>\$1,561,771</b>	<b>\$1,582,836</b>	<b>\$1,641,030</b>
District Expenses:			
Principal	\$595,000	\$676,000	\$685,000
Interest	\$139,307	\$130,750	\$116,113
Capital Reserve Appropriations	\$100,000	\$100,000	\$125,000
Property Taxes (Courthouse)	\$250,044	\$255,463	\$263,127
<b>        Total District Expenses</b>	<b>\$1,084,351</b>	<b>\$1,162,213</b>	<b>\$1,189,240</b>



# CITY OF KEENE

R-2016-02-A

In the Year of Our Lord Two Thousand and .....Sixteen.....

A RESOLUTION .....Relating to Fiscal Policies.....

*Resolved by the City Council of the City of Keene, as follows:*

WHEREAS: the National Advisory Council on State and Local Budgeting (NACSLB) has developed a comprehensive set of recommended practices on budgeting; and

WHEREAS: one key component of those recommended practices calls for the adoption of fiscal policies by the local legislative body to help frame resource allocation decisions; and

WHEREAS: the Government Finance Officers' Association (GFOA) has endorsed the recommended practice developed by the NACSLB; and

WHEREAS: it is the intent of the City Council, by this resolution, to articulate this financial blueprint as clearly and completely as possible,

NOW THEREFORE BE IT RESOLVED that the fiscal policy should be reviewed and adopted by the City Council on an annual basis in the month of July, and

NOW THEREFORE BE IT FURTHER RESOLVED by the City Council of the City of Keene that its fiscal policies are as follows:

I. Fund Structure

- a. All funds are intended to be self-supporting, with no subsidies from one fund to another required for operations or capital outlay.
- b. The City will continue to conduct its financial activities through the use of the following funds:
  - i. Governmental Funds
    - o General Fund – shall be used to account for those governmental activities that are not recorded in one of the other City Funds that have been established under the authority of the City Council
    - o Special Revenue Funds:
      - a. Grants Fund – shall be used for those activities that are funded in part or in whole by contributions from other entities
      - b. Parking Fund – shall be used to account for the operations, maintenance and capital outlay needs of the municipal parking areas



- c. PC Replacement Fund – shall be used to account for the on-going replacement of PC’s and certain peripherals, and desk top software utilized by all City departments
    - d. Solid Waste Fund – shall be used to account for the activities of the transfer and recycling operations and for post-closure costs associated with the closed landfill
    - o Capital Projects Fund – shall be used to account for the capital projects funded by any of the governmental funds
  - ii. Proprietary Funds
    - o Enterprise Funds
      - a. Sewer Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the sewer collection and treatment systems
      - b. Water Fund – shall be used to account for the operations, maintenance, and capital outlay needs of the water treatment and distribution systems
    - o Internal Service Funds
      - a. Equipment Fund – shall be used to account for the operations, maintenance and capital outlay needs of fleet services

II. Budget

- a. The City shall adopt appropriated budgets for the following funds
  - i. General Fund
  - ii. Parking Fund
  - iii. PC Replacement Fund
  - iv. Solid Waste Fund
  - v. Sewer Fund
  - vi. Water Fund
  - vii. Equipment Fund
- b. All appropriated budgets shall be adopted annually.
- c. All appropriations for annual operating budgets (exclusive of capital projects) shall lapse at fiscal year end unless encumbered by a City of Keene purchase order that is recorded in the Finance Department computer system on or before June 30<sup>th</sup> of any year, or as authorized by the City Manager in writing, on a case-by-case basis. Those encumbrances shall be reported to the City Council in an informational memorandum by July 15 of every year.
- d. The City Council shall be presented with a budget for each of the funds that have an appropriated budget annually, and each shall be balanced.
- e. The budget document shall provide projections of revenues and expenditures/expenses beyond the subject year.
- f. Upon completion of any project, any residual funds shall be returned to the fund that provided the original appropriation.
- g. Partner City Committee
  - i. For the Partner City Committee, general fund appropriations shall be accounted for and expended separately from donations and proceeds from fund raising activities.
  - ii. Each year, if the city council approves a general fund appropriation, that amount shall be transferred into a distinct non-lapsing account. The

Partner City Committee is authorized to spend this appropriation, as well as the donations and proceeds from fund raising activities, for activities associated with their purpose, as defined in the city code. At year end, the balance remaining in the non-lapsing account funded by general fund appropriations shall be reviewed by city staff. To the extent that any balance remaining exceeds the total of the two most recent appropriations, the excess shall be returned to the general fund as surplus.

### III. Purchasing

- a. Environmental Preferred Purchasing. To the greatest extent possible and within budgetary constraints, the City of Keene will consider life-time costs and environmental impacts when purchasing goods and services.
  - i. Practices will be developed, implemented and adhered to that will reduce waste by increasing product efficiency and effectiveness.
  - ii. Products that minimize environmental impacts, toxins, pollution, and hazards to worker and community safety will be given preference to the greatest extent practicable.
  - iii. To the greatest extent possible and within budgetary constraints, the City of Keene will purchase products that:
    - o include recycled content,
    - o are durable and long-lasting,
    - o conserve energy and water,
    - o use agricultural fibers and residues,
    - o reduce greenhouse gas emissions.
  - iv. To the greatest extent possible and within budgetary constraints, the City of Keene will incorporate green building principles and practices into the planning, design, construction, management, renovation, operation, and demolition of all City facilities.
- b. Collaboration. The City will seek collaboration with other interested governmental entities or agencies to consolidate when possible and practicable employees, services, and the purchase of materials, supplies, and other consumables, when doing so:
  - i. reduces duplication of effort,
  - ii. provide for the efficient and effective use of public resources, and
  - iii. conforms to budgetary parameters and remain cost competitive.

### IV. Revenues

- a. One-time revenues. One-time revenues will only be applied toward one-time expenditures; they will not be used to finance on-going programs or services. On-going revenues should be equal to, or greater than, on-going expenditures.
- b. Diversity. The City will strive to diversify its revenues in order to maintain needed services during periods of declining economic activity and/or during periods of property tax pressures.
- c. Designation of Revenues.
  - i. Each year, the City shall designate and set aside \$25,000 for conservation purposes, funded through the allocation of the Land Use Change Tax (LUCT). If the prior years' LUCT revenues are less than \$25,000, the General Fund will provide the difference from general revenues to ensure an annual contribution of \$25,000. Additionally, in the years when the

LUCT revenues exceed \$25,000, 50% of the amount over \$25,000 will be designated for the conservation purposes, with the total annual designation not to exceed \$100,000. Expenditure of funds to be made upon approval of the City Council. Balance of said sum not to exceed \$500,000.

- ii. Direct reimbursements from other entities shall be used to offset the appropriate City expense.
- iii. Except for the provisions stated above, or as provided otherwise by Federal or State law, or by local ordinance, no unanticipated revenues shall be designated for a specific purpose(s) unless directed by the City Council.

d. Property Taxes.

- i. The City shall limit its property tax revenue increases to the Boston CPI, net of expenditures required by law, and debt service payments. The City chooses to utilize the CPI, not because it reflects inflation in the City's costs, but because it reflects the overall inflation in what citizens purchase. This manages City spending such that increases in a citizen's tax bill are in line with increases in all of their other expenses. The goal is to have the cost of City services as a percentage of a taxpayer's total expenses remain constant.
- ii. Property Tax Credits and Exemptions. All exemptions and credits will be reviewed with the City Council every three years unless there are legislative changes that cause a review to occur on a more frequent basis.
- iii. The State has chosen to solve its revenue problem by downshifting expenses to the local communities and tapping into the broad based property tax at the local level. Downshifting is an effective strategy for the State; however, it is unsustainable at the local level and would quickly lead to a significant reduction in City services. The City is sensitive to these added expenses to the taxpayers and will attempt to limit the impact; however, as a State expense, the City will pass through the State downshifting to the taxpayers.

- e. Non-property tax revenues. The City will maximize the utilization of payments in lieu of taxes and user fees and charges.

V. Fees and Charges

- a. Certain services provided by the City of Keene will be assigned a fee or charge for the users of the service, dependent upon how the community benefits from the provision of those services.
  - i. In the event that the benefit is community-wide, there will be no user fee or charge assessed.
  - ii. In the event that the service benefits a finite and definable sector of the community, then that group will be assessed a fee or charge for provision of the service.
- b. Cost Recovery
  - i. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs (e.g. accounting, human resources, data processing, insurance, vehicle maintenance).

- ii. Fees and Charges will be set at something less than full cost recovery when:
  - A high level of cost recovery will negatively impact the delivery of service to low-income groups.
  - Collecting the fees and charges is not cost effective.
  - There is no intended relationship between the amount paid and the benefit received (e.g. social service programs).
  - There is no intent to limit the use of the service (e.g. access to parks and playgrounds).
  - Collecting the fees would discourage compliance with regulatory requirements and adherence to said requirements is self-identified, and as such, failure to comply would not be readily detected by the City of Keene.
- iii. Fees and Charges will be set at, or above, full cost recovery when:
  - The service is also provided, or could be provided, by the private sector.
  - The use of the service is discouraged (e.g. fire or police responses to false alarms).
  - The service is regulatory in nature and voluntary compliance is not expected (e.g. building permits, plans review, subdivisions).
- iv. Ambulance:
  - Service fees shall be set at 250% above the Medicare-determined usual and customary charge.
  - A fee will be implemented for those instances when responses that involve the use of drugs or specialized services are provided, but there is no transport
  - There will be no charge for responses determined by the Fire Department to be “public assists.”
- c. The method of assessing and collecting fees should be made as simple as possible in order to reduce the administrative and support costs of collection.
- d. The City will periodically utilize the services of a collection agency when all other reasonable efforts to collect fees and fines have been exhausted; fees for such services to be paid from amounts collected.
- e. Rate structures should be sensitive to the market price for comparable services in the private sector or other public sector entities.
- f. All fees and charges shall be adopted by the City Council.
- g. Fees and charges shall be reviewed on an on-going basis, and recommended changes brought forth to the City Council for action, to ensure that they remain appropriate and equitable.

VI. Capital Improvement Program

- a. The City of Keene shall prepare a capital improvement program (CIP) with a span of six years.
- b. The CIP shall be updated annually.
- c. The CIP will include all projects anticipated to be undertaken in the ensuing six-year period that have an estimated cost in excess of \$20,000 and an anticipated useful life of at least five years.
- d. The CIP shall contain revenue projections and rate impacts that support estimated operating costs as well as the proposed capital program.

- e. Each project funding-request shall originate from a city department and shall include the following information:
  - i. A description of the project.
  - ii. A cost estimate.
  - iii. A project time line.
  - iv. A priority ranking.
  - v. An estimate of the operating budget impact.
  - vi. A reference to Community Goals.
  - vii. A reference to Master Plans.
- f. The CIP will be reviewed by the Finance Committee of the City Council and by the Planning Board.
- g. The CIP will be the subject of a public hearing before it is adopted.
- h. The funding requests in the first year of the adopted CIP will be included in the next annual budget document.
- i. Upon project completion, any residual funds shall be returned to the fund that provided the original appropriation, unless otherwise directed by the City Council.

VII. Debt

- a. The City of Keene will periodically incur debt to finance capital projects. All issuances of debt are subject to State of NH RSA 34 and 162-K.
- b. Debt may be issued to fund those projects with a public purpose of a lasting nature, or as otherwise allowed by state law.
- c. Debt will not be issued to provide for the payment of expenses for current maintenance and operation except as otherwise specifically provided by law
- d. The City of Keene shall not incur debt that exceeds any limits set by state law.
- e. All bonds are authorized by Resolution of the Keene City Council and require a 2/3 vote.
- f. The City of Keene may use the services of a financial advisor to assist in preparing for, and executing, any sale of bonds. Said services shall be obtained as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of once every five (5) years.
- g. The City of Keene shall acquire the required services of bond counsel as the result of a Request for Proposals (RFP) process, which shall be conducted at a minimum of once every five (5) years.
- h. Form. The City of Keene issues three types of bonds:
  - i. General Obligation Bonds – repayment is backed by the full taxing power of the City of Keene.
  - ii. Tax Increment Financing Bonds – repayment is first backed by the revenue stream generated by increased revenues created within an established Tax Increment Financing District; to the extent that the increased revenues created within the district are not adequate, the repayment of the bonds would then be backed by the full taxing power of the City of Keene.
  - iii. Refunding Bonds – these bonds are issued to refinance outstanding bonds before their term in order to either remove restrictions on the original bonds and/or to take advantage of lower interest rates. Repayment is backed by the full taxing power of the City of Keene.
- i. Competitive sale is the preferred method of sale, however negotiated sales may occur for a current or advance refunding, or for other appropriate reasons.



- j. Term
  - i. Debt will be incurred only for those projects with a useful life of at least five (5) years.
  - ii. The term of any debt incurred by the City shall be limited to no greater than the expected useful life of the improvement.
- k. The use of short-term financing, lease or lease-purchase agreements shall be kept to a minimum.
- l. The City of Keene will contain its General Fund debt service and current revenue capital outlay appropriations, on a five-year average, at or less than 15% of the General Fund operating budget.
- m. Other funding sources – to the extent they are available, the City of Keene will actively pursue
  - i. Grants that reduce the city’s initial investment in project/improvement
  - ii. Grants that contribute to the on-going debt service for city project(s)
  - iii. Other financing tools such as tax credits that leverage the City’s initial investment in a project.

VIII. Capital Assets

- a. The City of Keene will develop and maintain a computerized capital asset system and database, including the necessary procedures and policies, to ensure the accurate and timely recording and reporting of additions, modifications, improvements, transfers and disposal of capital assets in accordance with generally accepted accounting principles (GAAP).
- b. Capitalization of equipment, buildings, land and improvements other than buildings (if one or more of the following criteria are met):
  - i. Cost (if known) or fair market value is greater than or equal to \$5,000 and useful life is greater than one year for new or replacement items
  - ii. In the case of modifications and upgrades, cost is greater than or equal to \$5,000 for equipment, and \$10,000 for buildings and other improvements and the changes accomplish one or more of the following:
    - o Prolongs the useful life of the asset
    - o Adapts the asset to a new or different use
    - o Substantially increases the value of the asset
    - o Does not substantially replace a current asset
  - iii. All land acquisitions will be capitalized at cost (if known) or fair market value
  - iv. The total cost of placing an asset into service condition will be capitalized.
- c. Capitalization of infrastructure
  - i. Cost greater than or equal to \$10,000 and useful life greater than five years
  - ii. The depreciation approach will be utilized for the reporting of all infrastructure
- d. Depreciation: straight-line depreciation will be used to depreciate all depreciable capital assets over the estimated useful life of each asset, as determined by industry standards.
- e. Asset Classification: assets will be recorded within broad asset groups (e.g. land, buildings, etc.).
- f. Budgeting: the budgeting of capital assets will be in a manner that will facilitate the identification and recording of the asset in accordance with this policy.



IX. Fund Balance Classification Policies and Procedures

- a. Fund Balance: Fund balance represents the difference between current assets and liabilities and shall be comprised of non-spendable, restricted, committed, assigned and unassigned amounts defined as follows:
  1. Non-spendable fund balance - includes amounts that are not in spendable form such as inventory or prepaid expenses or are required to be maintained intact such as perpetual care or the principal of an endowment fund.
  2. Restricted fund balance - includes amounts that can only be spent for specific purposes stipulated by external resource providers such as grantors or, as in the case of special revenue funds, as established through enabling legislation.
  3. Committed fund balance - includes amounts that can be reported and expended as a result of motions passed by the highest decision making authority, the City Council.
  4. Assigned fund balance - includes amounts to be used for specific purposes including encumbrances and carry forwards authorized and fund balance to be used in the subsequent fiscal year.
  5. Unassigned fund balance - includes amounts that are not obligated or specifically designated and is available in future periods.
- b. Spending Prioritization: when an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.
- c. Net assets: net assets represent the difference between assets and liabilities. Net assets invested in capital assets, net of related debt, consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction, or improvement of those assets. Net assets are reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors or laws or regulations or other governments. All other net assets are reported as unrestricted.

X. Stabilization Funds

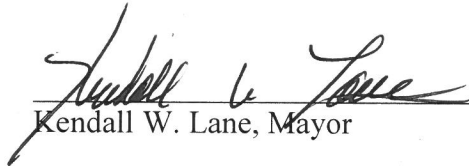
- a. Unassigned Fund Balance.
  - i. That portion of available funds within each fund that can be used to offset emergency expenditures, a downturn in collection of significant revenues, or other unforeseen events.
    - o Unassigned fund balance for the General Fund will be maintained at between seven (7) and ten (10) percent of the sum of the total of the General Fund annual operating budget and the property tax commitment for the school (both local and state) and the county.
    - o Fund balances in all other budgeted funds should be maintained at between five (5) and ten (10) percent of the annual operating budget for that fund.
- b. Self-funded health insurance.
  - i. The City shall retain funds for its self-funded health insurance program. The intended purposes for these funds are to provide a measure to smooth rate fluctuations, to accommodate an unforeseen increase in claims, and to provide financial protection from run-out costs in the event the city moves toward a fully insured plan. The amount retained shall not exceed three months of estimated claim costs.

- c. Capital Reserves.
- i. Capital Reserves, classified as committed funds, are reserves established under State of NH law, invested by the Trustees of Trust Funds, for several purposes that include the construction, reconstruction, or acquisition of a specific capital improvement, or the acquisition of a specific item or of specific items of equipment, or other purposes identified in RSA 34, relating to Capital Reserve Funds for Cities.
  - ii. The City of Keene has established the following capital reserves:
    1. Fire Equipment Capital Reserve – for the acquisition or significant rehabilitation of fire apparatus
    2. Ambulance Capital Reserve – for the acquisition or significant rehabilitation of ambulances
    3. Intersection Improvements Capital Reserve – for the rehabilitation or reconstruction of existing intersections
    4. Hazardous Waste Site Capital Reserve – for the clean-up, mitigation and testing associated with the old City landfill located at 580 Main Street
    5. Transfer/Recycling Center Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment
    6. City Hall Parking Deck Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment
    7. Wells Street Parking Facility Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment
    8. Landfill Closure Capital Reserve – for the closure and post-closure costs associated with the City landfill located at Route 12 North.
    9. Wastewater Treatment Plant Capital Reserve – for the repair and replacement of major components of plant, including equipment and building
    10. Martel Court Pumping Station Capital Reserve – for the repair and replacement of major components of station, including equipment building
    11. Sewer Infrastructure Capital Reserve – for the repair and replacement of existing infrastructure, systems and equipment including pump stations and the collection system
    12. Water Treatment Facility Capital Reserve – for the repair and replacement of major components of facility including pumps, controls, chemical systems, etc., and building components
    13. Water Infrastructure Capital Reserve – for the repair and replacement of major components of existing infrastructure, systems and equipment including wells, lift stations, tanks, etc., and the distribution system
    14. Fleet Equipment Capital Reserve – for the replacement of vehicles and equipment under the management of Fleet Services
    15. Bridge Capital Reserve – for the construction, reconstruction and rehabilitation of bridges.

16. Downtown Infrastructure and Facility Improvement Capital Reserve – for infrastructure and facility improvements in the downtown.
17. Transportation Improvements Capital Reserve - to fund, wholly or in part, improvements in the transportation system including roads, bridges, bicycle and pedestrian facilities, and intermodal facilities, except for parking.


XI. Deposits of Excess Funds

- a. Objectives (in priority order):
  - i. Safety – the safety of principal is the foremost objective
  - ii. Liquidity – investments shall remain sufficiently liquid to meet the operational cash needs of the City of Keene
  - iii. Yield – taking in to account the priority objectives of safety of principal and liquidity, a market rate of return
- b. Authorized Investments:
  - i. US Treasury obligations
  - ii. US government agency and instrumentality obligations
  - iii. Repurchase agreements with NH Banks acting as principal or agent, collateralized by US Treasury/Agency obligations
  - iv. Certificates of Deposits in NH Banks (collateralized)
  - v. NH Public Deposit Investment Pool

  
Kendall W. Lane, Mayor

PASSED March 17, 2016

A true copy;  
Attest:

  
City Clerk

**City Code Section 2-231**

**COUNCIL APPOINTMENTS  
ANNUAL SALARY SCHEDULE**

(effective July 1, 2015)

<u>SALARY</u>	<u>City Clerk</u>	<u>City Attorney</u>	<u>City Manager</u>
<u>L</u>	80,732	99,939	110,404
<u>E</u>	84,363	104,436	115,370
<u>V</u>	88,159	109,135	120,563
<u>E</u>	92,127	114,047	125,988
<u>L</u>	96,272	119,178	131,658
	100,605	122,754	135,606

Performance review and consideration of salary level increase to be conducted in March of each year.

**ADMINISTRATIVE AND CLERICAL  
ANNUAL SALARY SCHEDULE**

**Non Union**

(effective July 1, 2015)

<u>GRADE</u>	<u>STEPS</u>					
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
S 1	28,071	29,334	30,654	32,033	33,474	34,980
S 2	29,334	30,654	32,033	33,474	34,980	36,554
S 3	30,654	32,033	33,474	34,980	36,554	38,199
S 4	32,033	33,474	34,980	36,554	38,199	39,918
S 5	33,474	34,980	36,554	38,199	39,918	41,714
S 6	34,980	36,554	38,199	39,918	41,714	43,591
S 7	36,554	38,199	39,918	41,714	43,591	45,553
S 8	38,199	39,918	41,714	43,591	45,553	47,603
S 9	39,918	41,714	43,591	45,553	47,603	49,745
S 10	41,714	43,591	45,553	47,603	49,745	51,984
S 11	43,591	45,553	47,603	49,745	51,984	54,323
S 12	45,553	47,603	49,745	51,984	54,323	56,768
S 13	47,603	49,745	51,984	54,323	56,768	59,323
S 14	49,745	51,984	54,323	56,768	59,323	61,993
S 15	51,984	54,323	56,768	59,323	61,993	64,783
S 16	54,323	56,768	59,323	61,993	64,783	67,698
S 17	56,768	59,323	61,993	64,783	67,698	70,744
S 18	59,323	61,993	64,783	67,698	70,744	73,927
S 19	61,993	64,783	67,698	70,744	73,927	77,254
S 20	64,783	67,698	70,744	73,927	77,254	80,730
S 21	67,698	70,744	73,927	77,254	80,730	84,363
S 22	70,744	73,927	77,254	80,730	84,363	88,159
S 23	73,927	77,254	80,730	84,363	88,159	92,126
S 24	77,254	80,730	84,363	88,159	92,126	96,272
S 25	80,730	84,363	88,159	92,126	96,272	100,604
S 26	84,363	88,159	92,126	96,272	100,604	105,131
S 27	88,159	92,126	96,272	100,604	105,131	109,862
S 28	92,126	96,272	100,604	105,131	109,862	114,806
S 29	96,272	100,604	105,131	109,862	114,806	119,972

**City Code Section 62-194**

**ADMINISTRATIVE AND CLERICAL**

(effective July 1, 2015)

<u>GRADE</u>	<u>CLASS ALLOCATION</u>
S 4	Library Aide
S 5	Minute Taker
S 6	Administrative Assistant; Records Clerk
S 7	Administrative Assistant I
S 8	NO POSITIONS ASSIGNED
S 9	NO POSITIONS ASSIGNED
S 10	NO POSITIONS ASSIGNED
S 11	Fire Department Administrator; Office Manager; Parking Enforcement Technician; Police Dispatch Supervisor
S 12	Librarian I; Planning Technician; Paralegal; Executive Secretary
S 13	NO POSITIONS ASSIGNED
S 14	NO POSITIONS ASSIGNED
S 15	Executive Assistant: Librarian II; Fund Manager; Payroll Administrator; Human Resources Assistant; Youth Services Manager; Mapping Technician; Engineering Technician; Technical Support Specialist; Assistant City Clerk; Parking Operations Manager; Airport Maintenance and Operations Manager
S 16	Planner, Laboratory Supervisor
S 17	Appraiser; Recreation Programmer; Librarian III; Parks & Cemetery Maintenance Superintendent; Treatment Plant Manager; Fleet Services Operations Manager
S 18	Water & Sewer Superintendent; Purchasing Agent; Civil Engineer; Solid Waste Manager; Maintenance Manager; Revenue Collector; Engineer Utilities Inspector/Coordinator; Contract Manager; Records Manager/Deputy City Clerk; Laboratory Manager; Human Services Manager
S 19	Highway Superintendent; Fleet Services Superintendent, Operations Manager; Code Enforcement and Inspections Manager
S 20	Assistant City Attorney; Systems Administrator; Purchasing & Contract Services Manager
S 21	NO POSITIONS ASSIGNED
S 22	NO POSITIONS ASSIGNED
S 23	Code Enforcement Superintendent
S 24	City Engineer; Assistant Public Works Director/Division Head; Assistant IT Director; Database Administrator; Airport Director; Police Captain; Deputy Fire Chief
S 25	Parks, Recreation & Cemeteries Director; Human Resources Director; Library Director; Human Services/Youth Services Director; Assistant Finance Director/Assistant Treasurer
S 26	Planning Director; Health Director; City Assessor
S 27	Police Chief; Fire Chief; Finance Director/Treasurer; Public Works Director; IT Director
S 28	NO POSITIONS ASSIGNED
S 29	NO POSITIONS ASSIGNED

**PROBATIONARY PUBLIC WORKS  
HOURLY WAGE SCHEDULE**

**Non Union**  
(effective July 1, 2015)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
H 1	12.52	13.45	14.06	14.68
H 2	13.07	14.06	14.68	15.33
H 3	13.66	14.68	15.33	16.04
H 4	14.25	15.33	16.04	16.74
H 5	14.91	16.04	16.74	17.51
H 6	15.58	16.74	17.51	18.27
H 7	16.26	17.51	18.27	19.10
H 8	17.02	18.27	19.10	19.97
H 9	17.78	19.10	19.97	20.88
H 10	18.54	19.97	20.88	21.81
H 11	19.43	20.88	21.81	22.83
H 12	20.29	21.81	22.83	23.83

CLASS ALLOCATION

<u>GRADE</u>	
H 2	Maintenance Aide I; Recycler I; Recycler I/Attendant
H 4	Water & Sewer Service Aide I
H 5	Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water & Sewer Service Aide II
H 7	Mechanic I
H 8	Motor Equipment Operator II
H 9	Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
H 10	Highway Foreman; Solid Waste Foreman; Maintenance Technician I
H 11	Water Meter Technician; Maintenance Electrician
H 12	Water & Sewer Foreman; Maintenance Technician II; Shop Manager; Solid Waste Operations Foreman

**AFSCME**  
**HOURLY WAGE SCHEDULE**  
(effective July 1, 2015)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>(Six Months)</u> <u>2</u>	<u>(18 Months)</u> <u>3</u>	<u>(30 Months)</u> <u>4</u>
H 1	14.26	15.32	16.02	16.71
H 2	14.89	16.02	16.71	17.46
H 3	15.56	16.71	17.46	18.26
H 4	16.23	17.46	18.26	19.06
H 5	16.98	18.26	19.06	19.94
H 6	17.75	19.06	19.94	20.80
H 7	18.53	19.94	20.80	21.76
H 8	19.39	20.80	21.76	22.74
H 9	20.26	21.76	22.74	23.79
H 10	21.12	22.74	23.79	24.84
H 11	22.13	23.79	24.84	26.00
H 12	23.11	24.84	26.00	27.14

CLASS ALLOCATION

<u>GRADE</u>	
H 2	Maintenance Aide I; Recycler I; Recycler I/Attendant
H 4	Water/Sewer Service Aide I
H 5	Maintenance Aide II; Motor Equipment Operator I; Recycler II; Water/Sewer Service Aide II
H 7	Mechanic I
H 8	Motor Equipment Operator II
H 9	Mechanic II; Sign Maker; Maintenance Mechanic; Utility Operator
H 10	Highway Foreman; Solid Waste Foreman; Maintenance Technician I; WWTF Operator
H 11	Water Meter Technician; Maintenance Electrician
H 12	Water & Sewer Foreman; Solid Waste Operations Foreman; Maintenance Technician II; Shop Manager



**AFT-NH Keene City Employees  
HOURLY WAGE SCHEDULE**  
(effective July 1, 2015)

<u>GRADE</u>	<u>STEP</u>			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
5	17.57	18.36	19.18	20.04
7	19.18	20.04	20.94	21.88
8	20.04	20.94	21.88	22.87
9	20.94	21.88	22.87	23.89
12	23.89	24.97	26.09	27.25

CLASS ALLOCATION

<u>GRADE</u>	
5	Maintenance Aide II; Motor Equipment Operator I; Custodian
7	Mechanic I; Building Mechanic
8	Motor Equipment Operator II
9	Maintenance Technician II; Airport Maintenance Technician
12	Airport Operations & Maintenance Foreman

**AFT-NH Keene City Employees  
ANNUAL SALARY SCHEDULE**  
(effective July 1, 2015)

<u>GRADE</u>	<u>STEP</u>					
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
6	34,897	36,468	38,111	39,824	41,617	43,489
7	36,468	38,111	39,824	41,617	43,489	45,446
8	38,111	39,824	41,617	43,489	45,446	47,493
9	39,822	41,613	43,486	45,442	47,487	49,624
10	41,617	43,489	45,446	47,493	49,630	51,863
11	43,489	45,446	47,493	49,630	51,863	54,196
12	45,446	47,493	49,630	51,863	54,196	56,636
15	51,863	54,196	56,636	59,184	61,847	64,631
17	56,636	59,184	61,847	64,631	67,540	70,579

CLASS ALLOCATION

<u>GRADE</u>	
6	Account Clerk I; Administrative Assistant; Police Records Specialist; Police Records/Property Specialist
7	Account Clerk II; Administrative Assistant I; Parking Enforcement Officer
8	Police Dispatcher
9	Permit Technician; Administrative Specialist - Bureau of Criminal Investigations; Police Administrative/Accreditation Specialist
10	Laboratory Technician I; Automation Specialist; Assessing Technician; Deputy Tax Collector; Fleet Services Administrative Coordinator
11	Traffic Safety Specialist/Animal Control Officer; Housing Inspector
12	Caseworker; Industrial Pretreatment Coordinator
15	Laboratory Technician II; Sanitarian; Code Enforcement Officer; Help Desk Technician
17	Plans Examiner; Commercial Building Inspector

**FIRE UNIONS  
ANNUAL SALARY SCHEDULE  
(effective July 1, 2015)**

<u>Step</u>	<b>Firefighter/</b>		
	<u>EMT</u>	<u>Lieutenant</u>	<u>Captain</u>
1	N/A	\$53,869.41	\$61,474.32
2	\$48,572.16	\$57,912.23	\$66,079.43
3	\$50,843.52	\$60,517.90	\$69,059.13
4	\$53,027.52	\$63,241.56	\$72,166.87
5	\$55,429.92	\$66,079.43	\$75,415.17
6	\$57,919.68	\$69,059.13	\$78,806.57
7	\$59,077.20	N/A	N/A

**POLICE UNIONS  
HOURLY PAY SCHEDULE  
(effective July 1, 2015)**

<u>Step</u>	<u>Officer</u>	<u>Sergeant</u>	<u>Lieutenant</u>
1	N/A	27.82	31.99
2	25.07	29.13	33.50
3	26.17	30.50	35.07
4	27.38	31.94	36.73
5	28.58	33.44	38.46
6	29.82	35.02	40.27
7	30.45	N/A	N/A

**City Code Section 62-191**

**PROBATIONARY FIREFIGHTER  
HOURLY WAGE SCHEDULE  
(effective July 1, 2015)**

<u>GRADE</u>		<u>STEP 1</u>
F 1	<b>Level I/EMT B</b>	\$18.84
F 2	Level II/A-EMT	\$19.20
F 3	Level II/Medic	\$20.04

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**City Code Section 62-192**

**PROBATIONARY POLICE OFFICER  
HOURLY WAGE SCHEDULE  
(effective July 1, 2015)**

<u>GRADE</u>		<u>STEP 1</u>
P 1		\$21.15

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11110	CASH	32,625,289.46	
11112	MONEY MARKET	10,636,262.89	
11116	INVESTMENTS-NHPDIP	53,435.36	
11117	INVESTMENTS-PEOPLE'S BANK	6,186,461.43	
11120	PETTY CASH	1,507.03	
11125	ESCROW CASH	526,866.69	
	TOTAL CASH & EQUIVALENTS	50,029,822.86	.00
11201	PROPERTY TAXES	26,312.50	
11205	TAX OVERLAY		812,711.15
11206	LAND USE CHANGE TAX	7,360.00	
11207	TIMBER YIELD TAX	6,105.33	
11252	2009 PROPERTY TAX LIENS	131,913.25	
11253	2010 LIENS	138,274.07	
11254	2011 PROPERTY TAX LIENS	1,646.85	
11255	2012 PROPERTY TAX LIENS	96,277.87	
11256	2013 PROPERTY TAX LIENS	493,773.87	
11257	2014 PROP TAX LIENS	940,753.15	
11282	ELDERLY/DISABLED TAX DEF	383,481.20	
	TOTAL TAXES RECEIVABLE	2,225,898.09	812,711.15
11301	AIRPORT RECEIVABLES	153.39	
11303	AMBULANCE SVC RECEIVABLE	640,157.01	
11304	CEMETERY RECEIVABLES	13,372.05	
11305	FIRE ALARMS RECEIVABLE	8,410.21	
11306	FIRE MASTER BOX RCVBL	59,568.00	
11309	MISCELLANEOUS RECEIVABLE	6,241.76	
11311	ALARMS RECEIVABLE	28,838.93	
11312	DETAILS RECEIVABLE	38,077.98	
11317	SERVICES RECEIVABLES	6,609.52	
11321	RETIREE HLTH INS RCVBL	5,980.30	
11322	NSF FEES & CHARGES RCVBL	306.33	
11323	PARKS & REC RECEIVABLE	9,659.68	
11324	RENTS RECEIVABLE	38,244.58	
11398	OTHER RECEIVABLES	26,898.11	
11399	RESERVE FOR UNCOLLECTIBLE		128,356.77
	TOTAL ACCOUNTS RECEIVABLE	882,517.85	128,356.77
11520	TAX DEEDED PROPERTIES	48,774.62	
	TOTAL INVENTORIES	48,774.62	.00
11602	DUE TO/FROM PARKING FUND		321,011.80
11603	DUE TO/FROM SLD WST FUND		703,549.62
11604	DUE TO/FROM GRANT FUND		888,070.16
11605	DUE TO/FROM CPTL PRJ FUND		8,607,928.84
11606	DUE TO/FROM WATER FUND		2,666,694.59
11607	DUE TO/FROM SEWER FUND		2,899,912.91
11608	DUE TO/FROM FLEET MGT FND		506,868.44
11609	DUE TO/FROM PC REP FUND		329,801.43

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11634	DUE TO.FRM TRANSPORT. IMP		26,735.00
TOTAL	DUE TO/FROM OTHER FUNDS	.00	16,950,572.79
11710	DUE FROM STATE GOVT	80,977.48	
TOTAL	DUE FROM OTHER GOVERNMENT	80,977.48	.00
11901	PREPAID ITEMS	341,018.09	
TOTAL	OTHER ASSETS	341,018.09	.00
TOTAL	CURRENT ASSETS	53,609,008.99	17,891,640.71
TOTAL	ASSETS	53,609,008.99	17,891,640.71
TOTAL	ASSETS	53,609,008.99	17,891,640.71
21101	GENERAL ACCOUNTS PAYABLE		252,887.52
21102	BID DEPOSITS & SECURITIES		74,157.12
21104	EMPLOYERS FUND PAYABLE		202.89
21105	SOCIAL SECURITY PAYABLE		34,183.18
21106	FEDERAL WITHHOLDING PYBL		32,250.17
21107	GENERAL RETIREMENT PYBL		31,123.74
21108	POLICE RETIREMENT PYBL		24,773.30
21109	FIRE RETIREMENT PYBL		26,024.55
21114	FLEX BENEFIT PAYABLE		181.58
21118	UNION DUES PYBL - FIRE	53,734.79	
21120	DENTAL INSURANCE PAYABLE		23,889.26
21121	TAX PAYABLE		42.84
21122	NHFT DUES		38.70
21125	ACADIA INSURANCE PAYABLE		190.89
21128	ESCROW SECURITIES		526,866.69
21130	ACCRUED PAYROLL		241,060.28
21133	STATE MV REGISTRATION		3,164.69
21135	ICMA PAYABLE		4,121.11
21137	VALIC PAYABLE		810.26
21139	HRA PAYABLE ACCT		313,095.21
21143	PC LOAN PROGRAM		496.51
21144	HOLIDAY FUND		3,018.05
21150	HEALTH INSURANCE PAYABLE		13,701.51
21152	NHRS ADD'L CONTRIBUTIONS		446.24
21157	MISCELLANEOUS DEDUCTION		856.86
21158	GREAT WEST 457		12,341.78
21175	UNAPPLIED TAX CREDITS		95,176.03
21176	PREPAID TAXES		23,134,937.60
21180	OTHER ACCOUNTS PAYABLE		86,480.40
21199	DIRECT DEPOSIT PAYABLE		48.77
TOTAL	ACCOUNTS PAYABLE	53,734.79	24,936,567.73
21211	ESCHEAT PROPERTY PYBL		6,488.40
21212	PAYROLL ESCHEAT PAYABLE		737.55

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 01 - GENERAL FUND

ACCOUNT	TITLE	DEBITS	CREDITS
TOTAL DUE TO OTHER GOVERNMENTS		.00	7,225.95
21301	LOT SALES		8,289.00
TOTAL DUE TO TRUSTS		.00	8,289.00
21400	DEFERRED REVENUES		1,294,751.46
21401	COLLECTIONS IN ADVANCE		7,864.20
TOTAL DEFERRED REVENUES		.00	7,864.20
TOTAL CURRENT LIABILITIES		53,734.79	26,254,698.34
22303	MAIN-MARLBORO LOAN		1,034,040.00
TOTAL LOANS PAYABLE		.00	1,034,040.00
TOTAL LONG-TERM LIABILITIES		.00	1,034,040.00
TOTAL LIABILITIES		53,734.79	27,288,738.34
TOTAL LIABILITIES		53,734.79	27,288,738.34
31000	FUND BALANCE		594,705.27
31100	UNRESERVED & UNDESIGNATED		7,525,561.16
31401	REVENUE BUDGET CONTROL	39,593,116.31	
31402	REVENUE CONTROL		34,901,972.05
31403	EXPENDITURE BUDGET CONTRL	34,539,873.75	39,593,115.65
31404	EXPENDITURE CONTROL		.66
31405	BUDGET FUND BALANCE	74,132,990.06	74,495,088.36
TOTAL CONTROLS			
TOTAL FUND BALANCE		74,132,990.06	82,020,649.52
TOTAL FUND EQUITY		74,132,990.06	82,615,354.79
TOTAL EQUITIES		74,132,990.06	82,615,354.79
TOTAL GENERAL FUND		127,795,733.84	127,795,733.84

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

\*FUND\* - 14 - PARKING FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11310	PARKING LOT RENTAL RCVBL	16,562.96	
11398	OTHER RECEIVABLES	3,434.03	
	TOTAL ACCOUNTS RECEIVABLE	19,996.99	.00
11601	DUE TO/FROM GENERAL FUND	321,011.80	
	TOTAL DUE TO/FROM OTHER FUNDS	321,011.80	.00
11901	PREPAID ITEMS	134,646.84	
	TOTAL OTHER ASSETS	134,646.84	.00
	TOTAL CURRENT ASSETS	475,655.63	.00
	TOTAL ASSETS	475,655.63	.00
	TOTAL ASSETS	475,655.63	.00
21101	GENERAL ACCOUNTS PAYABLE		12,042.53
21130	ACCRUED PAYROLL		2,775.62
21180	OTHER ACCOUNTS PAYABLE		1,793.96
	TOTAL ACCOUNTS PAYABLE	.00	16,612.11
	TOTAL CURRENT LIABILITIES	.00	16,612.11
	TOTAL LIABILITIES	.00	16,612.11
	TOTAL LIABILITIES	.00	16,612.11
31000	FUND BALANCE		
31100	UNRESERVED & UNDESIGNATED	189,040.17	
31401	REVENUE BUDGET CONTROL		837,914.49
31402	REVENUE CONTROL	2,231,390.62	
31403	EXPENDITURE BUDGET CONTRL		1,886,228.25
31404	EXPENDITURE CONTROL	2,076,059.05	
31405	BUDGET FUND BALANCE	.04	2,231,390.66
	TOTAL CONTROLS	4,307,449.71	4,117,618.91
	TOTAL FUND BALANCE	4,307,449.71	4,955,533.40
	TOTAL FUND EQUITY	4,496,489.88	4,955,533.40
	TOTAL EQUITIES	4,496,489.88	4,955,533.40
	TOTAL PARKING FUND	4,972,145.51	4,972,145.51

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

ACCOUNT	TITLE	DEBITS	CREDITS
*FUND* - 16 - PC REPLACEMENT FUND			
11601	DUE TO/FROM GENERAL FUND	329,801.43	
	TOTAL DUE TO/FROM OTHER FUNDS	329,801.43	.00
	TOTAL CURRENT ASSETS	329,801.43	.00
	TOTAL ASSETS	329,801.43	.00
	TOTAL ASSETS	329,801.43	.00
21101	GENERAL ACCOUNTS PAYABLE		23,305.69
21180	OTHER ACCOUNTS PAYABLE		5,908.50
	TOTAL ACCOUNTS PAYABLE	.00	29,214.19
	TOTAL CURRENT LIABILITIES	.00	29,214.19
	TOTAL LIABILITIES	.00	29,214.19
	TOTAL LIABILITIES	.00	29,214.19
31000	FUND BALANCE		252,648.60
31100	UNRESERVED & UNDESIGNATED		49,111.59
31401	REVENUE BUDGET CONTROL	115,650.00	
31402	REVENUE CONTROL		84,316.08
31403	EXPENDITURE BUDGET CONTRL	85,489.03	115,650.00
31404	EXPENDITURE CONTROL	201,139.03	199,966.08
	TOTAL CONTROLS	201,139.03	249,077.67
	TOTAL FUND BALANCE	201,139.03	501,726.27
	TOTAL FUND EQUITY	201,139.03	501,726.27
	TOTAL EQUITIES	201,139.03	501,726.27
	TOTAL PC REPLACEMENT FUND	530,940.46	530,940.46



SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

ACCOUNT	TITLE	DEBITS	CREDITS
*FUND* - 18 - SOLID WASTE			
11308	LAND FILL TIP FEE RCVBL	612,231.56	
11399	RESERVE FOR UNCOLLECTIBLE		20,000.00
TOTAL	ACCOUNTS RECEIVABLE	612,231.56	20,000.00
11601	DUE TO/FROM GENERAL FUND	703,549.62	
TOTAL	DUE TO/FROM OTHER FUNDS	703,549.62	.00
11802	INTERFUND LOAN RECEIVABLE	1,034,040.00	
TOTAL	LOANS RECEIVABLE	1,034,040.00	.00
TOTAL	CURRENT ASSETS	2,349,821.18	20,000.00
TOTAL	ASSETS	2,349,821.18	20,000.00
TOTAL	ASSETS	2,349,821.18	20,000.00
21101	GENERAL ACCOUNTS PAYABLE		340,175.07
21130	ACCRUED PAYROLL		13,477.53
21180	OTHER ACCOUNTS PAYABLE		15,940.04
TOTAL	ACCOUNTS PAYABLE	.00	369,592.64
TOTAL	CURRENT LIABILITIES	.00	369,592.64
TOTAL	LIABILITIES	.00	369,592.64
TOTAL	LIABILITIES	.00	369,592.64
31000	FUND BALANCE		
31100	UNRESERVED & UNDESIGNATED	1,736,057.53	
31401	REVENUE BUDGET CONTROL	4,588,040.43	
31402	REVENUE CONTROL		3,549,374.65
31403	EXPENDITURE BUDGET CONTRL		4,685,069.07
31404	EXPENDITURE CONTROL	4,538,157.65	
31405	BUDGET FUND BALANCE	9,126,198.08	.40
TOTAL	CONTROLS	9,126,198.08	9,273,109.50
TOTAL	FUND BALANCE	9,126,198.08	12,822,484.15
TOTAL	FUND EQUITY	10,862,255.61	12,822,484.15
TOTAL	EQUITIES	10,862,255.61	12,822,484.15
TOTAL	SOLID WASTE	13,212,076.79	13,212,076.79

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11307	INDUST PRE-TREAT RCVB/L	22,662.84	
11313	SEWER CHARGES RECEIVABLE	2,076,235.68	
11317	SERVICES RECEIVABLES	81,180.71	11,000.00
11399	RESERVE FOR UNCOLLECTIBLE		11,000.00
TOTAL	ACCOUNTS RECEIVABLE	2,180,079.23	
11501	MATERIALS & SUPPLIES	125,211.33	
TOTAL	INVENTORIES	125,211.33	.00
11601	DUE TO/FROM GENERAL FUND	2,899,912.91	
11614	DUR FR TRUST-MARTEL CT CR	716,058.18	
11618	DUE FR TRUST-SEWER INF CR	2,083,184.16	
11619	DUE FR TRUST-WWTP CAP RES	3,300,507.28	
TOTAL	DUE TO/FROM OTHER FUNDS	8,999,662.53	.00
11801	PROMISSORY NOTES REC	1,173,033.00	
TOTAL	LOANS RECEIVABLE	1,173,033.00	.00
11901	PREPAID ITEMS	66,559.79	
11999	DEF:PREM ON BOND RFNANCE	71,446.99	
TOTAL	OTHER ASSETS	138,006.78	.00
TOTAL	CURRENT ASSETS	12,615,992.87	11,000.00
12101	GENERAL LAND	580.00	
TOTAL	LAND	580.00	.00
12209	CONSTRUCTION	9,921,746.03	
TOTAL	CONSTRUCTION	9,921,746.03	.00
12315	LAND IMPROVEMENTS	246,433.01	
12316	INFRASTRUCTURE	24,563,205.20	
TOTAL	OTHER IMPROVEMENTS	24,809,638.21	.00
12418	EQUIPMENT	8,368,219.48	
TOTAL	MACHINERY & EQUIPMENT	8,368,219.48	.00
12501	CONSTRUCTION IN PROGRESS	11,567,854.27	
TOTAL	CONSTRUCTION IN PROGRESS	11,567,854.27	.00
12743	DEP: LAND IMPROVEMENTS		215,700.74
12744	DEP: CONSTRUCTION		6,071,498.44
12745	DEP: INFRASTRUCTURE		9,204,539.49
12746	DEP: EQUIPMENT		7,723,324.47
TOTAL	ACCUMULATED DEPRECIATION	.00	23,215,063.14
TOTAL	FIXED ASSETS	54,668,037.99	23,215,063.14
TOTAL	ASSETS	67,284,030.86	23,226,063.14
TOTAL	ASSETS	67,284,030.86	23,226,063.14

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 32 - SEWER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
21101	GENERAL ACCOUNTS PAYABLE		119,463.09
21103	COMPENSATED ABSENCE PYBL		155,292.72
21130	ACCRUED PAYROLL		11,051.65
21160	INTEREST PAYABLE		54,419.02
21180	OTHER ACCOUNTS PAYABLE	.00	200,553.73
	TOTAL ACCOUNTS PAYABLE		540,780.21
	TOTAL CURRENT LIABILITIES	.00	540,780.21
22110	SEWER REHAB (95)		11,790.81
22118	SEWER REHAB99/07 SERIES A		63,617.15
22119	ADV.TREATMENT R-2005-18		223,400.00
22121	SEWER MAIN IMP R-2006-27		765,000.00
22122	SEWER MAIN IMP R-2007-27		886,950.00
22124	ADV TRTMTNT R-2008-23		550,000.00
22125	FY 13 SEWER MAIN IMP		828,400.00
22126	FY 13 MARTELL CRT IMP		946,100.00
22127	ROSE LANE CLEANUP 2015		805,000.00
	TOTAL GENERAL OBLIGATION BONDS	.00	5,080,257.96
22201	BLACK BRK 96/07 SERIES A		109,242.00
	TOTAL TAX INCREMENT FINANCING	.00	109,242.00
22220	SEWER MAINS R-2005-20		760,500.00
	TOTAL GENERAL OBLIGATION BONDS	.00	760,500.00
22304	ARRA 09 INFRA		1,016,647.22
22305	ARRA 2010 INFRA		1,240,302.97
22309	WWTP SRF CONSTRUCT LOAN		6,469,354.00
	TOTAL LOANS PAYABLE	.00	8,726,304.19
	TOTAL LONG-TERM LIABILITIES	.00	14,676,304.15
	TOTAL LIABILITIES	.00	15,217,084.36
	TOTAL LIABILITIES	.00	15,217,084.36
31000	FUND BALANCE		4,175,311.68
31100	UNRESERVED & UNDESIGNATED		23,553,620.70
31401	REVENUE BUDGET CONTROL		
31402	REVENUE CONTROL	5,553,766.08	
31403	EXPENDITURE BUDGET CONTRL		
31404	EXPENDITURE CONTROL	5,280,864.91	
31405	BUDGET FUND BALANCE	89,999.48	
	TOTAL CONTROLS	10,924,630.47	12,036,581.45
	TOTAL FUND BALANCE	10,924,630.47	35,590,202.15
	TOTAL FUND EQUITY	10,924,630.47	39,765,513.83
	TOTAL EQUITIES	10,924,630.47	39,765,513.83

PENTAMATION ENTERPRISES  
DATE: 04/12/2016  
TIME: 10:58:19

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

CITY OF KEENE, NEW HAMPSHIRE  
PRINT BALANCE SHEETS BY FUND

PAGE NUMBER: 9  
STATMNL1

ACCOUNT	TITLE	DEBITS	CREDITS
*FUND* - 32 - SEWER FUND			
TOTAL SEWER FUND		78,208,661.33	78,208,661.33

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11314	WATER CHARGES RECEIVABLE	1,318,350.37	
11315	FIRE LINE RECEIVABLE	68,701.85	
11316	HYDRANT RENTAL RECEIVABLE	38,321.70	
11317	SERVICES RECEIVABLES	7,461.19	
11398	OTHER RECEIVABLES	63,514.99	
11399	RESERVE FOR UNCOLLECTIBLE		2,500.00
TOTAL	ACCOUNTS RECEIVABLE	1,496,350.10	2,500.00
11501	MATERIALS & SUPPLIES	146,800.61	
TOTAL	INVENTORIES	146,800.61	.00
11601	DUE TO/FROM GENERAL FUND	2,666,694.59	
11615	DUE FR TRUST-WTF CAP RES	535,058.31	
11620	DUE FR TRUST-WATER INF CR	2,077,565.92	
TOTAL	DUE TO/FROM OTHER FUNDS	5,279,318.82	.00
11901	PREPAID ITEMS	25,700.21	
11999	DEF:PREM ON BOND RFNANCE	14,842.13	
TOTAL	OTHER ASSETS	40,542.34	.00
TOTAL	CURRENT ASSETS	6,963,011.87	2,500.00
12101	GENERAL LAND	2,478,155.41	
TOTAL	LAND	2,478,155.41	.00
12209	CONSTRUCTION	6,084,478.65	
TOTAL	CONSTRUCTION	6,084,478.65	.00
12315	LAND IMPROVEMENTS	181,682.39	
12316	INFRASTRUCTURE	31,224,982.14	
TOTAL	OTHER IMPROVEMENTS	31,406,664.53	.00
12418	EQUIPMENT	5,080,907.80	
TOTAL	MACHINERY & EQUIPMENT	5,080,907.80	.00
12501	CONSTRUCTION IN PROGRESS	2,182,927.57	
TOTAL	CONSTRUCTION IN PROGRESS	2,182,927.57	.00
12743	DEP: LAND IMPROVEMENTS		181,529.12
12744	DEP: CONSTRUCTION		3,737,783.94
12745	DEP: INFRASTRUCTURE		14,612,201.52
12746	DEP: EQUIPMENT		3,303,948.69
TOTAL	ACCUMULATED DEPRECIATION	.00	21,835,463.27
TOTAL	FIXED ASSETS	47,233,133.96	21,835,463.27
TOTAL	ASSETS	54,196,145.83	21,837,963.27
TOTAL	ASSETS	54,196,145.83	21,837,963.27

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 34 - WATER FUND

ACCOUNT	TITLE	DEBITS	CREDITS
21101	GENERAL ACCOUNTS PAYABLE		293,091.53
21103	COMPENSATED ABSENCE PYBL		126,378.43
21130	ACCRUED PAYROLL		7,433.57
21160	INTEREST PAYABLE		12,822.60
21180	OTHER ACCOUNTS PAYABLE		166,450.84
	TOTAL ACCOUNTS PAYABLE	.00	606,176.97
21401	COLLECTIONS IN ADVANCE		12,989.37
	TOTAL DEFERRED REVENUES	.00	12,989.37
	TOTAL CURRENT LIABILITIES	.00	619,166.34
22106	WATER SUPPLY PROTECT (95)		28,301.91
22107	WATER DIST97/07 SERIES A		18,148.15
	TOTAL GENERAL OBLIGATION BONDS	.00	46,450.06
22201	BLACK BRK 96/07 SERIES A		299,820.50
	TOTAL TAX INCREMENT FINANCING	.00	299,820.50
22304	ARRA 09 INFRA		565,508.94
22305	ARRA 2010 INFRA		497,172.60
22306	ARRA SWANZEY METERS		23,815.42
22308	FOX AVE/TANK MIXERS SRF		70,806.84
	TOTAL LOANS PAYABLE	.00	1,157,303.80
	TOTAL LONG-TERM LIABILITIES	.00	1,503,574.36
	TOTAL LIABILITIES	.00	2,122,740.70
	TOTAL LIABILITIES	.00	2,122,740.70
31000	FUND BALANCE		7,316,216.53
31100	UNRESERVED & UNDESIGNATED		22,629,896.40
31401	REVENUE BUDGET CONTROL	3,759,814.23	
31402	REVENUE CONTROL		4,002,181.00
31403	EXPENDITURE BUDGET CONTRL	3,712,852.07	
31404	EXPENDITURE CONTROL	.45	
31405	BUDGET FUND BALANCE	7,472,666.75	
	TOTAL CONTROLS	7,472,666.75	7,761,995.68
	TOTAL FUND BALANCE	7,472,666.75	30,391,892.08
	TOTAL FUND EQUITY	7,472,666.75	37,708,108.61
	TOTAL EQUITIES	7,472,666.75	37,708,108.61
	TOTAL WATER FUND	61,668,812.58	61,668,812.58

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genLedgr.fund in ('01','14','16','18','32','34','41')

ACCOUNTING PERIOD: 13/15

\*FUND\* - 41 - FLEET MANAGEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
11317	SERVICES RECEIVABLES	4,668.45	
11399	RESERVE FOR UNCOLLECTIBLE		200.00
TOTAL	ACCOUNTS RECEIVABLE	4,668.45	200.00
11501	MATERIALS & SUPPLIES	217,109.21	
TOTAL	INVENTORIES	217,109.21	.00
11601	DUE TO/FROM GENERAL FUND	506,868.44	
11616	DUE FR TRUST-EQUIP CAP RE	834,686.27	
TOTAL	DUE TO/FROM OTHER FUNDS	1,341,554.71	.00
TOTAL	CURRENT ASSETS	1,563,332.37	200.00
12417	VEHICLES	4,298,015.97	
12418	EQUIPMENT	2,473,642.38	
TOTAL	MACHINERY & EQUIPMENT	6,771,658.35	.00
12746	DEP: EQUIPMENT		2,086,570.98
12747	DEP: LICENSED VEHICLES		2,760,493.86
TOTAL	ACCUMULATED DEPRECIATION	.00	4,847,064.84
TOTAL	FIXED ASSETS	6,771,658.35	4,847,064.84
TOTAL	ASSETS	8,334,990.72	4,847,264.84
TOTAL	ASSETS	8,334,990.72	4,847,264.84
21101	GENERAL ACCOUNTS PAYABLE		68,228.47
21103	COMPENSATED ABSENCE PYBL		45,433.05
21130	ACCRUED PAYROLL		3,787.63
21180	OTHER ACCOUNTS PAYABLE		1,389.62
TOTAL	ACCOUNTS PAYABLE	.00	118,838.77
TOTAL	CURRENT LIABILITIES	.00	118,838.77
22302	LEASES PAYABLE		341,053.66
TOTAL	LOANS PAYABLE	.00	341,053.66
TOTAL	LONG-TERM LIABILITIES	.00	341,053.66
TOTAL	LIABILITIES	.00	459,892.43
TOTAL	LIABILITIES	.00	459,892.43
31000	FUND BALANCE		170,485.87
31100	UNRESERVED & UNDESIGNATED		2,806,398.91
31401	REVENUE BUDGET CONTROL		
31402	REVENUE CONTROL	2,287,786.46	
31403	EXPENDITURE BUDGET CONTRL		2,253,531.79
			2,287,786.37

CITY OF KEENE, NEW HAMPSHIRE  
 PRINT BALANCE SHEETS BY FUND

SELECTION CRITERIA: genledgr.fund in ('01','14','16','18','32','34','41')

\*FUND\* - 41 - FLEET MANAGEMENT FUND

ACCOUNT	TITLE	DEBITS	CREDITS
31404	EXPENDITURE CONTROL	2,202,583.12	
31405	BUDGET FUND BALANCE		.09
TOTAL CONTROLS		4,490,369.58	4,541,318.25
TOTAL FUND BALANCE		4,490,369.58	7,347,717.16
TOTAL FUND EQUITY		4,490,369.58	7,518,203.03
TOTAL EQUITIES		4,490,369.58	7,518,203.03
TOTAL FLEET MANAGEMENT FUND		12,825,360.30	12,825,360.30
TOTAL REPORT		299,213,730.81	299,213,730.81